

The background of the entire page is a photograph of a wooden table. On the table, there are several laptops and open notebooks. In the center, two hands are shaking, symbolizing a business deal or agreement. The lighting is warm and natural, suggesting an indoor office or meeting space.

every
woman
WORKBOOK

NEGOTIATION SKILLS: IN BUSINESS

PART TWO

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About this workbook

At everywoman, we deliver a range of innovative products and resources that unlock the potential and talent of women in business globally. For those women starting out or looking to progress their careers, or build and develop their own enterprise, the everywomanNetwork provides a wealth of personal development resources, advice and inspiration to address the challenges faced at key stages in business. We produce workbooks on topics that matter most to our members and we're constantly listening to your views to give you the tools you need to propel you through your life's work, at a time and place that suits you.

Welcome to our new workbook, *Negotiation Skills part 2: In Business*.

Negotiation is a tricky art to master. You need only look at the unresolved issues in the world right now – strife in the Middle East, squabbles over climate change and tit-for-tat trade wars – to realise it's a skill that many of the world's leaders are seemingly yet to master (or perhaps their interpersonal skills remain woefully underdeveloped).

You may feel your day job doesn't carry quite the same weight as preventing geopolitical meltdown. But whether you're haggling a fair price for one of your products, mediating customer conflict or thrashing out an exciting deal for your start-up, being able to negotiate effectively is an indispensable career skill. Get it wrong and you could lose key clients and customers, incur reputational damage, get ripped off – or worse.

What's more, as automation and AI invade our lives and threaten to phase out traditional tasks, 'soft skills' – empathy, communication, and, yes, negotiation – are predicted to become even more important in the jobs markets of the future. Becoming a proficient negotiator is a fantastic way to future-proof yourself.

This workbook aims to equip you with all the skills you need to negotiate with ease in today's (and tomorrow's) world of commerce. With ideas and research culled from some of the greatest minds in business today, we'll show you how you can make a proposal, master professional techniques (including physical 'power poses' that'll make you appear more dominant) and deal with tricky people. But by the end of this workbook, you should feel confident enough to enter any meeting and achieve the outcome you want. Good luck!

If this workbook has helped you, then we'd love to hear about it. Email us at karenmax@everywoman.com or tweet us @everywomanuk.

Maxine & Karen

and the everywoman team

Negotiation
builds a
team as well
as a set of
requirements.”

BARRY BOEHM, PROFESSOR OF COMPUTER SCIENCE¹

Why negotiation?

Negotiation is a skill we learn in childhood and continue to practise throughout our lives. Mostly, we do it instinctively, applying what we know about the person we're dealing with in order to achieve our goals. When hurdles present themselves, we find ways around them. We usually like to leave the other person feeling good about what has happened so that we can negotiate with them again another day.

“

SO MUCH OF LIFE IS A NEGOTIATION – SO EVEN IF YOU'RE NOT IN BUSINESS, YOU HAVE OPPORTUNITIES TO PRACTISE ALL AROUND YOU.”

KEVIN O'LEARY, BUSINESSMAN, AUTHOR, PRESENTERⁱⁱ

As adults, we negotiate with tradespeople to do work in our homes, our children to eat their greens and our partners to do their share of chores. But when we stop to think about negotiation in a formal business context – whether that's wrangling over the terms of a vendor contract or asking our bosses for a higher salary, flexible working hours or more resources to ease our workloads – research has shown that many women can seize up. Nerves kick in, while an inner voice may make us fearful, sabotaging any prospect of success.

All of which can lead to us ducking negotiation.

At its worst, negotiation is viewed as a process by which two sides set out to win until one side eventually surrenders. This can take an excruciatingly long time and lead to stalemate. But done well, it ends up being a thoughtful exploration of the positions each side holds. The aim is to find a mutually acceptable compromise between the two positions, with both getting as much of what they want as possible. Each party's position is rarely as far apart as it seems – there are usually many points of common interest.

Ideally, a negotiation will produce a solution with which both sides feel comfortable, often described as a win-win position. It will be sensible, efficient and will enhance the relationship between both parties.

Why does this matter? It's important because when people interact – at home or at work – almost everything involves negotiation. Think through all the interactions you have with people today, and each day of the year. Who needs to be first into the shower? Who'll take the kids to school? Who's making coffee in the office? How shall we tackle this project? What prices are we

willing to pay for these items or services? What should I be paid for the job? What flexibility do I need to do my best work? All of these questions, even those that are governed by habit, were negotiated at some point and may need to be reviewed in the future.

Sadly, gender inequality can still creep into negotiation of all kinds, especially around salary discussions. A 2014 *Harvard Business Review* report states: "Women get a nervous feeling about negotiating for higher pay because they are intuiting – correctly – that self-advocating for higher pay would present a socially

difficult situation for them – more so than for men."ⁱⁱⁱ Various other studies have pointed out that these nerves appear to dissipate when women negotiate on behalf of others. And, perhaps more importantly, they are often more skilled negotiators in this scenario and more likely to achieve their goal, than their male counterparts.

It's particularly important, then, that negotiation becomes a natural and stress-free part of your working life.

By learning to negotiate fearlessly and with ease, these negative stereotypes will become a thing of the past.

“
NEGOTIATION
IS LIKE AN
ATHLETIC
CONTEST;
MOMENTUM IS
PARAMOUNT.”

DR JIM HENNIG,
AUTHOR ⁱⁱⁱ

INTRODUCTION TO NEGOTIATION

Art or skill?

There is no mystery to negotiation. If you work hard at it and practise at every opportunity, you can be as good as anyone. Each negotiation will follow a similar pattern of preparation, discussion and resolution. This workbook will take you through the six points listed below, step by step, to help you understand the areas you may need to work on.

A STEP-BY-STEP GUIDE TO SUCCESSFUL NEGOTIATION

1

Prepare thoroughly

Think things through in detail, not just from your own viewpoint, but also the other party's perspective. Anticipate roadblocks and potential solutions. Be clear on your desired outcome and where you're willing to compromise.

2

Plan to negotiate on objective criteria

Know the destination you want to reach but don't be too entrenched in your own position or your strategy for getting there. Welcome ideas from the other party around how to proceed.

3

Have options and alternatives available

Know your objective but ensure you have thought through any compromises you might be willing to make. For example, if you're negotiating a price for your service, what additional tasks might you include as part of this price?

4

Exercise communication skills

You will need to be explicit about your own needs. You will also need to convey your flexibility. And you will need to do a great deal of listening. Hear what the other party suggests so that you're responding in the moment rather than to preconceived ideas about how the conversation will go.

5

Handle the discussion objectively

During the discussion try to remove emotion from the situation, and approach the conversation with the focus on how you and the other party can reach mutual objectives.

6

If at first you don't succeed...

You can't win them all, but you can take lessons. Look back over the process and try to identify at which stage things fell down. Did you truly listen? Did you fail to seize an alternative opportunity? Did your proposal lack clarity? Once you know where the problem was, you can create an alternative strategy for next time.

Most of the situations described in this workbook relate to face-to-face negotiation, but the principles apply if you are negotiating by phone or email too. Just remember that body language and tone are major parts of the message and influence how it is received, so you need to be extra careful to be clear during phone or emailed negotiations.



EXERCISE

PREP PRACTICE

Think of a negotiation situation – either one that is coming up or a meeting that you had recently – and make notes as you run through the six steps.

STEP 1: Prepare thoroughly

Think about the other person's viewpoint: what's their main aim?

What could be your stumbling blocks as you negotiate?

What could be your compromise position?

STEP 2: Where do you want to get to?



STEP 3: What is the detail of your compromise?





EXERCISE

IF YOU DON'T SUCCEED: DO YOUR OWN POST-MORTEM

Where did things fall down?

Could you have listened better? At what points?

Could your proposal have been clearer?

Looking back, was there an alternative opportunity you could have worked on?

What could your alternative strategy be?

KEY PRINCIPLES OF NEGOTIATION

In most cases, success needs to be a win-win situation. Both sides need to feel they have been heard and understood, with their position and requests fairly considered. A decision also needs to be arrived at.

The key principles of negotiation are simple

Identify the
problem
or situation

Generate
a solution

Agree the
outcome

“

*BY FAILING TO PREPARE, YOU ARE
PREPARING TO FAIL.”*

BENJAMIN FRANKLIN, POLITICIAN, DIPLOMAT, AUTHOR ^v

Consider the type of negotiation you wish to conduct. In any situation, there really are only two negotiation strategies: one is collaborative, or win-win; the other is combative and confrontational.

Professor of management Roy Lewicki and business consultant and author Alexander Hiam developed a tool, which they called the negotiation matrix, which will help you decide

on the best approach for your situation, based on the respective importance of the outcome of the negotiation and the relationship.

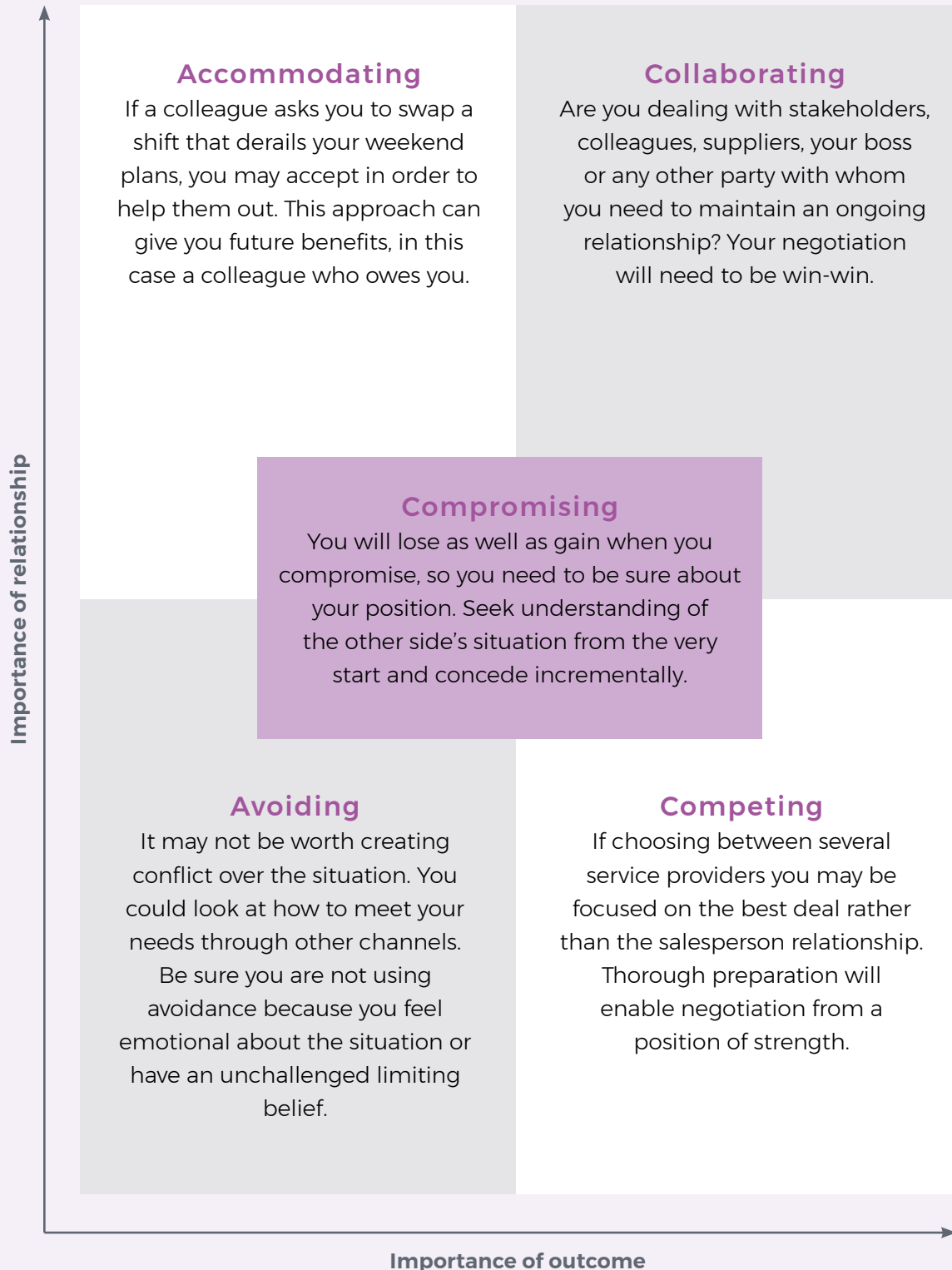
The premise is that there are five negotiation strategies, explained on the next page, and you can determine which is best for your particular circumstances. You can use the same process to work out how you think the other side will choose to negotiate.



EXERCISE

FUTURE NEGOTIATIONS

Here's a table you can use to prepare for all future negotiations. Think in detail about your upcoming situation and jot down some notes in the space provided overleaf.





EXERCISE

Make some notes in the space provided

Accommodating

Collaborating

Compromising

Avoiding

Competing



TAKE AWAY

There are broadly five positions in the negotiation matrix, from accommodation to competition. Think about where yours lies – and whether you're more concerned with securing the best outcome or maintaining a good relationship for the future.

Prepare thoroughly

Start by being 100 per cent clear, as early as you can, on what you want to achieve.

There is a technique called 'the five whys', which helps you dig deep to get to the bottom of a problem. It was developed by Sakichi Toyoda, who founded Toyota Industries in the 1920s, and it's still used by the company today. It works by simply asking 'why' a minimum of five times in succession, which creates a chain of causality that should hopefully identify the root problem. It can be helpful in clarifying *what* and *why* you need to negotiate.

FOR EXAMPLE:

PROBLEM

Customers are complaining their queries aren't being answered on time.

WHY?

Staff are not replying quickly enough.

WHY?

The increase in customers has seen an influx of web traffic, causing delays to available chat agents.

WHY?

The computer systems are too old to cope with the new traffic.

WHY?

The website was upgraded to improve customer service, but there was not enough budget to upgrade chat programmes.

WHY?

That met the budget based on sales at that time.

From this you might decide that if sales have significantly increased, you could consider upgrading the chat software. You are clear about your objective – you need happy customers, which means finding a way to communicate with them on time. Either way, you will have to negotiate budget – to pay for upgrades or to pay the staff members who have to stay late to work on the slow systems.

DETERMINE YOUR GOAL

When you know your goal, write it down to fully embed it in your mind. Then refine this goal until it is impossible to misinterpret. Write down the facts, plus any variables that prevent you achieving your goal.

For example, imagine you are tasked with purchasing upgraded computers for your chat agents.

You want to buy 100 laptops at a bulk price of £400 apiece, which you believe to be the market price based on early research. You have found a supplier who has 200 for sale at £650 each, but as they prefer not to split the load, they are

offering them at £520 each to make smaller quantities less attractive.

However, you also want the computers delivered at a specified time and date, and you expect that will affect the price. Ideally, you still don't want to pay much more than £450 per laptop, perhaps for a reduced bulk of 150. You would prefer to pay in instalments. You would like to do business with this particular supplier as they are local and a recent start-up you want to support, and if the service is good, it will be convenient for you to continue to buy from them. You believe they

need your business.

The variables are therefore: quantity, delivery, payment method and potential repeat business.

Assemble your facts

At the start of any negotiation, assemble the facts that underpin your position. What do you want to achieve? And which of the variables can you adjust to ensure you achieve it?

A good way to approach this, as outlined in *Negotiate Successfully*,^{vi} in A&C Black's *Steps to Success* series, is to classify your objectives as follows:

MUST	What is your absolute bottom line; the ultimate, unmovable objective, eg you must purchase the laptops?
INTEND	Is there anything on your wish list that you are hell-bent on achieving, but where you might have room for manoeuvre, eg you'd like to pay in instalments, but could pay the full amount upfront for the right deal?
LIKE	What other aspects would be of added value but are not essential, eg you would like to continue doing business with this supplier?

Use this table to prepare for all future negotiations. The questions are relevant whether you're asking for a pay rise or negotiating with another project manager on how you think your project should proceed.

Which side has the most to lose?	Consider the impact on the discussion and the people around the table
What would you be willing to accept?	Consider compromises
What alternatives might be acceptable?	Explore all options
Think how you will feel at a later date. What break clauses or cancellation policy do you need to include at this stage?	Future-proof your objectives
What would be an unacceptable outcome for you?	Consider your bottom line
What are the consequences of winning or losing?	Consider what success <i>and</i> failure could look like



THE BEST MOVE YOU CAN MAKE IN NEGOTIATION IS TO THINK OF AN INCENTIVE THE OTHER PERSON HASN'T EVEN THOUGHT OF – AND THEN MEET IT.

ELI BROAD, FOUNDER SUNAMERICA ^{vii}



TAKE AWAY

Good negotiation requires good preparation. If you are unwilling to concede on price, think beforehand about other ways you can sweeten the pill, perhaps by being flexible on time for delivery or terms of payment.

How to negotiate objectively

Each side of a negotiation is always focused on their own needs and concerns. Good negotiators take time to understand what is going on with the other person before they get to the negotiating table.



EXERCISE

FACT FINDING

Do your research thoroughly and attempt to answer each of the following questions

What do you know about the other side?

What are the facts of their situation?

What is the background context against which you are having this negotiation?

How are they likely to react to your proposition and why?



EXERCISE

Will they agree to what you are proposing, and if not, why not?

What might influence them to see your perspective?

What might they prefer not to address, and could that give you an advantage?

What can you bargain with? What might be easy for you to concede in return for something important to you?

What might they settle for?

At what point will they dig their heels in and refuse to move?

Who else do you know who has dealt with them?

HAVE OPTIONS AND ALTERNATIVES AVAILABLE

Having considered the objective criteria above, you should now have a clearer understanding of the bargaining tools you have at your disposal.

In their seminal book on negotiation, *Getting to Yes*, Harvard experts Roger Fisher and William Ury coined the term Batna (the Best Alternative to a Negotiated Agreement).^{viii} In other words, if you cannot get what you want, what alternatives should you consider?

Knowing your Batna will prevent you from accepting a deal that leaves you dissatisfied and help you decide whether to accept what's on offer. Make sure you've thought through every aspect of the deal you want to achieve before you get to the negotiation table. Going back later with additional requests and demands may not be possible, unless the negotiations take place over several meetings. It might have the effect of making you look unprepared, lacking clarity or being a sore loser. If circumstances change, however, then it may be possible to renegotiate midway through the process – for example if project deadlines move, if other vendors involved in the negotiation change their terms or if new management requests a different approach based on organisational shifts. Think carefully about your options and alternatives.

- What can you barter or trade with?
- What could you concede to each other?
- What in your negotiating position would you be willing to give up?
- What is your Batna?
- Based on all the facts, what acceptable compromise could there be?



*YOUR ATTITUDE NOT YOUR APTITUDE
WILL DETERMINE YOUR ALTITUDE.”*

ZIG ZIGLAR, AUTHOR, SALESMAN ^{ix}

Expanding the pie

A common negotiation technique is to 'expand the pie'. This is useful when the negotiation is becoming stuck. It requires both sides to suspend judgement and work on finding alternative solutions together.

In the analogy, if the pie is divided into eight slices and I take five, you will be the 'loser' as you are left with only three. So why not work together on

ways of expanding the pie? Consider more variables, such as the options we covered in the laptop purchase example on page 15. This works especially well when more than cash is at stake.

What if costs or inconvenience can be minimised? What if the solution relieves a burden of some sort? Be as flexible as you can, while not losing sight of your end goal.

EXERCISE COMMUNICATION SKILLS

The best negotiators are good communicators who develop a poker face, or at least have control over their emotions. One of the central tenets of *Getting to Yes* is that ego should be taken out of negotiation. It's much easier to reach agreement if you focus on the underlying interests of both parties, rather than sticking to your own unwavering personal position.

Seasoned negotiators are able to do the following:

Manage a meeting	One party must drive the process of a meeting from structure and attendance through to conclusion. This is particularly key to group or multi-party negotiations. Have a clear agenda; know who each of the stakeholders are and what they bring to the table; state goals and objectives upfront; know the environment beforehand so that you're comfortable; assign time slots to different areas of discussion, ensuring everything is covered.
State your case clearly	Be explicit, avoid emotive language. Writing a script to open a meeting can make you feel confident and authoritative. Think about language or cultural differences that might obscure the message.
Check you have been understood	A good negotiator will always summarise the position of the other party: "Let me be sure I have understood your point: you need to review our contract to supply couriers in order to address issues of customer satisfaction with the delivery service?" If the other side does not do it, you can summarise yourself once you have explained your situation.
Listen attentively	Pay attention. Under pressure, it is all too easy for your inner voice to be working out what you are going to say next or thinking about something other than what the person opposite is saying.

<p>Reflect back to show you have understood</p>	<p>Make notes and paraphrase to show you have understood the other side: “You’re saying it’s difficult to recruit extra couriers at this price in the current climate?” This will help you focus, and has the added benefit that the other side will know they are being listened to.</p>
<p>Ask ‘diagnostic questions’</p>	<p>Ask who, what, where, when, how, why? It’s said 93 per cent of all negotiators fail to do this, so being in the top 7 per cent will boost your prospects of success. Diagnostic questions reveal the other side’s needs, desires, fears, preferences and priorities. They will also uncover hidden constraints, such as their lack of authority to close the deal, undisclosed stakeholders, knowledge gaps or misunderstandings.</p>
<p>Observe and interpret body language</p>	<p>Use eye contact and keep your body language open. Words form as little as 7 per cent of the overall message. The rest is tone of voice (38 per cent) and body language (55 per cent). FBI instructor and body language expert, Joe Navarro's <i>What Every BODY Is Saying</i>^{xi} has many insights into the unspoken messages we all give out. Read these signals and you have a major advantage.</p>
<p>Feel comfortable with silence</p>	<p><i>Work Made For Hire</i> blogger and negotiation expert Katie Lane points out that silence is a powerful psychological tool in negotiating. When you choose to remain silent in a negotiation, either to think about what’s just been said or because you aren’t sure what you want to say, you signal to the other person that you don’t need their approval in that particular moment.</p> <p>She says silence can be interpreted as scepticism or confusion, in which case the other side may offer more information to convince you what a great deal it is, or even back down if they were testing the water. They may take silence as a stalling tactic and push you to make a decision right away. The more insistent they are, the better the picture you’ll have of how badly they want the deal. Silence can encourage the other person to give you a better deal without you having to do anything at all.</p>

It may help to visualise the meeting ahead of time. If you get the details right, you can focus on the process and achieving the outcome.

<p>Will they come to you or will you go to their office? Who would gain advantage from the location?</p>	<p>If on your turf, will it be in your office or a meeting room?</p>	<p>Should you meet on 'neutral' territory, ie a coffee shop or restaurant?</p>
<p>What tone do you want to set? Will you sit either side of a table or will it be more informal – easy chairs with a coffee table?</p>	<p>Make sure you will not be interrupted once the meeting starts. Unplug any landlines in the room and ensure everybody turns their mobiles off. Test any equipment you may need to use.</p>	<p>Make sure both parties feel at ease: ensure there are refreshments available, the room is a suitable temperature, there are no undue distractions – and if you have a room-booking system in your offices, make sure the space is available for you.</p>

In the meeting, sit up tall, put your shoulders back and place your hands confidently on the table beside your papers. Adopt a strong confident stance – what Professor Amy Cuddy of Harvard Business School calls a 'power pose', proven to provide an extra surge of power and sense of wellbeing when it's needed.

Cuddy's body language research shows that just holding your body in expansive, 'high-power' poses for as little as two minutes stimulates higher levels of testosterone – the hormone linked to power and dominance in the animal and human worlds – and lower levels of cortisol, the stress hormone that causes hypertension and memory loss.

Handle the discussion objectively

Before the negotiation you will have given some thought to the other side's goals. Keep these at the front of your mind as you begin your negotiation, and be prepared to adapt your opinions.

In a collaborative negotiation, all sides need to work to uncover the needs of all parties involved in the situation, reaching agreement on the status quo and understanding the information each side

is willing to disclose. Be aware that people's perceptions differ.

Before starting the conversation, consider a scenario whereby the team leader and department boss have conflicting opinions.

Team leader	Department boss
I want the team's new laptops to be simple to use.	I want the team to appreciate the investment and be prepared to learn new systems.
Some of the team are concerned they'll lose some of the functionality they're used to.	Change is necessary for us to become more efficient.
I'd like the new model to be the most advanced so that we remain up to date for some time.	There is a budget for this spend and we are trying to get the best deal possible.
The training needs to be tailored towards different technical skillsets.	I wish the teams appreciated the investment being made in their learning and development.
The team are complaining that they haven't yet been given dates of migration to the new systems.	This is a really challenging project; teams need to exercise patience and understanding.
Some staff are saying the laptops are a way to get us working out of hours.	These laptops are for the teams to use as they see fit, even at home – it's an added benefit for employees.

Understanding the point of view of the other side is a major benefit. You do not have to agree with them, but understanding how they see the situation will prompt potential solutions and reduce conflict. Continue to think about your goals and those of the other side as you begin the discussion.



EXERCISE

To help understand the point of view of the other side, use the table below to note down conflicting opinions

Team leader	Department boss

OPENING POSITION

Make an opening statement which covers the main issues at stake.

- **My position**
- **What I perceive to be your position**
- **The position of any third party**

Prepare this statement very carefully. It needs to be stated in a neutral way and stated as a goal. Don't offer any solutions at this stage. Make sure you have rehearsed until it is as natural and clear as it can be. This will not only aid the discussion that follows; it will give you confidence from the outset.

Having opened, listen carefully to the response. In some situations you may even wish to let the other side open the discussion – this is the point where you get a good look at their priorities and goals. It is also the first stage of building rapport and developing a relationship with the other person – another human being, after all!

During these first few moments, try to separate the person from the problem. When either side in a negotiation sees the other as an adversary, conflict will result.



YOU SEE, BUT YOU DO NOT OBSERVE.

SHERLOCK HOLMES TO DR WATSON, *A SCANDAL IN BOHEMIA* *

Make a proposal

This will be an opening gambit, on which both sides will expect to negotiate. Both parties usually aim high while grounding the proposal in reality, knowing they will not succeed with the first offer. Language needs to be clear and assertive. “We propose x...” Make sure the statement is comprehensive and outlines basic terms and conditions from the outset.

The other side will respond, preferably using neutral language in a calm tone,

and the negotiation will commence. Listen actively and look out for anything that can indicate the other side is moving to agreement. Words like “maybe”, “perhaps” and “what if?” are all positive signs.

Trust your emotional intelligence and read the body language of the other negotiator to pick up on non-verbal clues that will tell you when they cannot be moved or when they could be flexible. You should be able to sense when there is some room for negotiation.

Present multiple equivalent simultaneous offers

Rather than making one offer at a time, consider presenting several offers multiple equivalent simultaneous offers – or Meso, as it's known. If your counterpart rejects all of them, ask them to tell you which one they liked best and why. Then work on your own to improve the offer or try, together with the other party, to brainstorm an option that pleases you both. This strategy of presenting Meso decreases the odds of an impasse and can promote more creative solutions.

Take a break if you need to

Do not let your emotions join you at the table. If the other person is being difficult or even unpleasant, force yourself to stay calm and professional. Focus on the facts, the merits of your case and the objective criteria.

If you need to, ask for a break,

even if that means postponing the rest of the discussion to another day. It will give you time to refocus mentally and reframe your argument if necessary.

Don't be pressured into agreeing something on the spot – ask for time to think it through.

What if you cannot agree?

In any negotiation, there are some realities that cannot be changed. If your negotiation is unsuccessful or you want to reject an offer, find the inner strength to do that in a positive way. If the solution falls short of what you had hoped to achieve, make sure that any agreement you do make satisfies your interests as far as possible. Failing to find a solution at this point may not be the end of the opportunity. If you have handled the situation professionally, the door may be open for another attempt at a later date or if circumstances change.



A MORE EFFECTIVE WAY FOR THE PARTIES TO THINK OF THEMSELVES IS AS PARTNERS IN A HARD-HEADED, SIDE-BY-SIDE SEARCH FOR A FAIR AGREEMENT, ADVANTAGEOUS TO EACH.

ROGER FISHER & WILLIAM URY, *GETTING TO YES* ^{xii}

Summary

When you have reached a solution to which both sides can agree, take a moment to summarise the situation. Outline what you believe both sides needed to achieve and what the key considerations were.

Conclude gracefully

Close the meeting in a professional manner. Maintain your calm and neutrality until the other side has left the building. Thank them for their time, tell them it was good to do business with them and bear in

mind one of your key objectives in a win-win negotiation is to maintain the relationship. If you have got what you set out to achieve, and feel you have to celebrate, save it until they're out of earshot.

Documentation

Take notes throughout and make sure you write down in full what you understand to have been agreed. You can check it with the other side too, so no one leaves the room on a misunderstanding. Document the meeting and the key points immediately afterwards and before the next task fills your mind and drains your memory. Confirm in writing within 24 hours with full details, having run them past anyone in authority on your side who needs to sign off on the detail.

Note: salary negotiations involve all the stages outlined above. everywoman has a [workbook](#) specifically addressing salary negotiations, which you can access online.



TAKE AWAY

To negotiate successfully you need to understand your opposite party's objectives. Be flexible and accommodating, without giving too much ground. Be attentive, clear and courteous, and make sure you both have full understanding of what has been agreed before the meeting breaks up.

Hurdles, challenges and counterproductive behaviours

Negotiations don't always run smoothly, so you need to know how to respond when things go off track.

Power plays

Don't focus on your perception of who has the most power in the situation and don't waste energy trying to work it out. If the other side fields a more senior and experienced person, don't be intimidated by their business card. A big job title doesn't automatically make them a skilled negotiator. Save your energy and focus on the task in hand and the merits of your own situation. If you have done your homework, the playing field will be levelled.

Alternatively, someone may imply they have more authority than they have, only to reveal, as the negotiation proceeds, that they cannot truly explore alternatives or commit their organisation. This is known as the 'limited authority' tactic. To counter it, request a meeting with the person who does have sign-off – or ask what criteria will be used to make the decision.

Hardball tactics and unethical behaviour

Some people believe they can win a negotiation with tricks and tactics that will put the other side off their stride, by creating stress from the outset or being patronising or rude. They may even resort to personal attacks or disparaging your organisation, department or boss. In extreme situations, they may use false statements, escalate demands at the last moment or use threatening language or behaviour. You do not have to tolerate this.

Recognise the tactic they are employing and make it clear you

are aware of what they are doing.

Speak out when you need to.

Keep calm and control your emotions (easier said than done if you feel fearful or angry, but a moment of silence and controlled breathing works wonders). Stay principled, insist on objective criteria, focus on the problem not the person and reiterate the rules you agreed at the outset. Focus on interests, not positions. Remember both sides have an interest in resolving the situation – they would not be here otherwise.

Difficult people?

Sometimes it feels as though people are being difficult for the sake of it. If this is the case and all your emotional intelligence and communication skills cannot persuade them to behave in a reasonable and cooperative way, don't get caught up in their games. Ask 'why not?', as well as 'why?', and make sure you have understood their position. Be assertive, yet maintain your professionalism. Suggest solutions and,

without issuing ultimatums, try to shift their focus to the consequences of failure.

If the problem persists, you need to decide whether you can do business with this person – is it worth continuing at all? Acknowledge that there is a problem. Ask them if there is anything you can do that will help them feel able to proceed, or whether there is someone else you should talk to.

Common pitfalls

Underestimating your own value,
strengths and ability

Lack of preparation or forethought

Being intimidated by a senior or more
powerful person

Filling in pauses in the discussion –
let the other side think and respond,
don't feel the need to fill the gap

Assuming you know what the other
side is going to say

Interrupting

Offering to be unnecessarily flexible – this
contradicts the strength of your position

Negotiating by 'gut feeling' and allowing
emotions to influence you

Using ultimatums



TAKE AWAY

It is important not to be intimidated into a contract you are uncomfortable with. It is easy to be distracted by the other side's power plays, but as long as you know the strength of your position and where your bottom line lies, you will be well placed to get something positive from the negotiation.

Group negotiations

Negotiating between teams adds an extra layer of complexity.

Pros	Cons
<p>Relieves the pressure on a single individual</p> <p>Especially good in complex situations where it is hard for one person to keep on top of all the detail</p> <p>More expertise and moral support among negotiators</p> <p>Opportunity for more research, greater knowledge and creativity</p> <p>Groups take more risks – one study in the <i>Journal of Economic Perspectives</i> confirms the ‘two (or more) heads are better than one’ adage, concluding that the more people are involved, the more calculated the risk</p>	<p>A whole team may have different perspectives</p> <p>Potential loss of power through disunity</p> <p>Coalitions may form, even within a single group</p> <p>A negotiation group can suffer from ‘groupthink’, where the desire for harmony can override the need for objectivity</p> <p>Risks taken by groups are not <i>always</i> better calculated than those of individuals. The benefits of group negotiation depend very much on the circumstances</p>
	<p>To overcome these cons</p> <p>To overcome these, iron out any personal conflicts and be sure strategy suggestions are properly interrogated without being dismissed</p>

Group negotiation requires a strong and experienced coordinator. In a situation where the outcome is critical, many organisations will use a trained neutral facilitator or mediator to assign research tasks, set the agenda and the ground rules. If the number of people who need to be involved becomes too large, consider breaking into smaller

groups to look at separate issues, thus developing ‘experts’ on each aspect who can be brought into play at appropriate stages of the negotiation. Even in a less formal situation, make sure one person takes overall responsibility for the process and fulfils a coordination and leadership role.

All the stages previously

outlined in this booklet still apply to group negotiations. Remember, the research obviously applies to all group members on the other side, so you can guess where each person may be coming from and can consider how that impacts the group position. You will need to work out your own and others’ Batnas not once but many times.



TAKE AWAY

Team negotiations can add layers of complexity, but the principles already outlined still apply here, whatever the numbers involved. Be wary of groupthink, in which people don't speak up because they fear disrupting the unity.

Your personal action plan



- 1 Identify a topic you would like to negotiate using the 'five whys' method and then expand on it, writing both questions and answers.

- 2 What is your goal for the negotiation? Write it down as a starting point and then consider a step-by-step plan to get there.

- 3 Referring to Roger Fisher and William Ury's acronym Batna, make a list of the best alternatives to the negotiated agreement that you would consider.

- 4 Thinking about the multiple factors you could introduce to a negotiation, make a list of what else you could add to the discussion, other than price.

Your 4 questions

Answer the questions below for the workbook to be CPD certified.



Corporate Member

The CPD Certification Service

To apply for your CPD hours, points or units from this resource, click this link and answer the questions.

1 Who developed the 'five whys' technique?



- a Arianna Huffington
- b Sakichi Toyoda
- c Sheryl Sandberg
- d Benjamin Franklin

2 Which of the following objectives are best for assembling facts before a negotiation?

- a Must, need, like
- b Need, like, optional
- c Guarantee, optional, not essential
- d Must, intend, like

3 Which of the following is a common negotiation technique?

- a Expand the pie
- b Play tough
- c Manage and instruct
- d Fight the cause

4 Who coined the phrase 'power pose'?

- a Professor Amy Cuddy
- b Roger Fisher
- c Eric Schmidt
- d Harvard Business School

everywoman Experts

everywoman creates resources on topics that matter most to our Network members. We draw on member surveys and the latest thinking from the academic and business worlds, as well our own experiences as we navigate our careers. Each workbook offers practical advice, enabling tangible actions for your daily working lives.



MAXINE BENSON, MBE
& KAREN GILL, MBE

Co-founders of everywoman, Karen and Max have spoken to thousands of women about the challenges they face at work. Through their own experiences of starting a business, they uncovered a real need for a network where female entrepreneurs and businesswomen could interact and share experiences. The everywomanNetwork, which launched in 2013, serves as a truly global tool to enable members the world over to realise their ambitions through online membership.

EVERYWOMAN WORKBOOK TEAM

Pippa Isbell, everywoman expert

Lysanne Currie, editor

Kate Farrow, director of training

Any topics you'd like to see covered on the everywomanNetwork?

We'd love to hear from you: contact@everywoman.com

Further reading

EVERYWOMAN RESOURCES

Developing your negotiation skills

<https://www.everywoman.com/my-development/workbooks/developing-your-negotiation-skills>

Negotiating your salary

<https://www.everywoman.com/my-development/workbooks/negotiating-your-salary>

Negotiation skills part one: Your best work-life balance

<https://www.everywoman.com/my-development/workbooks/negotiation-skills-your-best-work-life-balance-part-one>

Videos

Rebecca George OBE on negotiating & networking for success

<https://www.everywoman.com/my-development/webinars/negotiating-your-salary>

Webinars

Developing your negotiation skills

<https://www.everywoman.com/my-development/webinars/developing-your-negotiation-skills>

Articles

Panic, ultimatums and fighting talk: Reasons negotiations fail and how to avoid the pitfalls

<https://www.everywoman.com/my-development/learning-areas/articles/panic-ultimatums-and-fighting-talk-reasons-negotiations-fail>

14 secrets to talented negotiators

<https://www.everywoman.com/my-development/learning-areas/articles/14-secrets-talented-negotiators>

Further reading

How To Negotiate (How To: Academy), Christopher Copper-Ind (Bluebird)

The Art of Negotiation: How to get what you want (every time), Tim Castle (I_AM Self-Publishing)

Never Split the Difference: Negotiating as if your life depended on it, Chris Voss with Tahl Raz (Random House Business)

The Negotiation Book: Your definitive guide to successful negotiating, Steve Gates (Capstone)

HBR's 10 Must Reads on Negotiation, Deepak Malhotra (Harvard Business Review Press)

Endnotes

- i <http://www.wiseoldsayings.com/negotiation-quotes/>
- ii <http://www.wiseoldsayings.com/negotiation-quotes/>
- iii <https://hbr.org/2014/06/why-women-dont-negotiate-their-job-offers>
- iv <http://www.wiseoldsayings.com/negotiation-quotes/>
- v <https://www.businessinsider.com/7-must-read-life-lessons-from-benjamin-franklin-2011-6?r=US&IR=Thttps>
- vi <https://www.bloomsbury.com/uk/negotiate-successfully-9781408101759/>
- vii <http://www.wiseoldsayings.com/negotiation-quotes/page-2/>
- viii <https://www.amazon.co.uk/dp/B008YUNDJS>
- ix <https://www.briantracy.com/blog/sales-success/motivational-sales-quotes-for-success/>
- x <https://www.amazon.co.uk/dp/B0010SKSTO>
- xi <http://www.eastoftheweb.com/short-stories/UBooks/ScanBohe.shtml>
- xii <https://www.amazon.co.uk/dp/B008YUNDJS>

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