

advancing women in business

every
woman
NETWORK



WORKBOOK

DEVELOPING YOUR NEGOTIATION SKILLS

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About this workbook: why negotiation?

ESTABLISHED IN 1999, everywoman provides leading edge products and services that advance women in business. Inspiring success and fulfilling potential is the backbone of what we do. By understanding the ever changing business environment and our partners' needs, we are able to provide leading edge products and pride ourselves on offering an unbeatable service.

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 mostly like to leave the other person feeling good about what has happened, so that we can negotiate with them again, another day.

As adults, we buy cars and houses; negotiate with tradespeople to do work in our homes, our children to eat their greens and our cohabiters to do their share of chores! But somehow, 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 – many women in particular, research has shown, can seize up. Nerves kick in, an inner voice may sabotage our success, and the whole thing takes on an onerous quality. All of which can lead to fear, reluctance and avoidance of 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 a very long time and lead to stalemate and bad feeling. In fact, negotiation done well is a thoughtful exploration of the positions each side hold. The aim is to find a mutually acceptable compromise between the two positions, 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 about which both sides feel comfortable; often described as a win:win position. The solution will be sensible, efficient and will enhance the relationship between the parties.

It matters because when people interact – at home or at work – almost everything involves negotiation. Think through all the interactions you have with people today, each day of each 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 things, even the ones that are governed by habit, were negotiated at some point and may need to be reviewed in the future.

Sadly, it is still the case that gender inequality can creep into negotiation of all kinds, especially around salary discussions. "Women," reported a Harvard Business Review report, "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." Various other studies have pointed out that such nerves appear to dissipate when women negotiate on behalf of others. And, perhaps more importantly, they are often more skilled negotiators in this scenario, 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 soon become a thing of the past.

This workbook will demonstrate the practical steps you can take to ensure your negotiations reach successful outcomes.

Good luck!

INTRODUCTION TO NEGOTIATION



Art or skill?

AN ART CAN BE DEFINED as doing beautiful work with the skill you have. Skill is something you learn and can develop further.

It follows that 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 seven points listed below, step-by-step, to help you understand the areas you may need to work on.

THE PROCESS OF SUCCESSFUL NEGOTIATION	
1. Prepare thoroughly	Think things through in detail, not just from your own viewpoint, but also from the other party's. 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 where 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 compromises you might be willing to make. For example, if you're asking for a pay rise, what additional responsibilities might you be willing to take on? If you're asking for flexi-time, what are your deal-breakers and where can you make shifts to accommodate your employer's needs?
4. Exercise communication skills	You will need to be clear and 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 thinks, needs or 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 the emotion from the situation, and approach the conversation with the focus on how you and the other party can reach your 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 listen adequately? Did you fail to seize an alternative opportunity? Did your proposal lack clarity? Once you know what the problem was, you can start designing 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. Just remember that body language and tone are major parts of the message and influence how it is received, so you need to be doubly careful to be clear when you cannot see the other party.

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, their position and requests fairly considered and a decision arrived at, which, while it may favour the goals of one of the parties, does not put the other in an untenable situation.

The key principles of negotiation are simple:

- Identify the problem or situation
- Generate a solution
- Agree the outcome

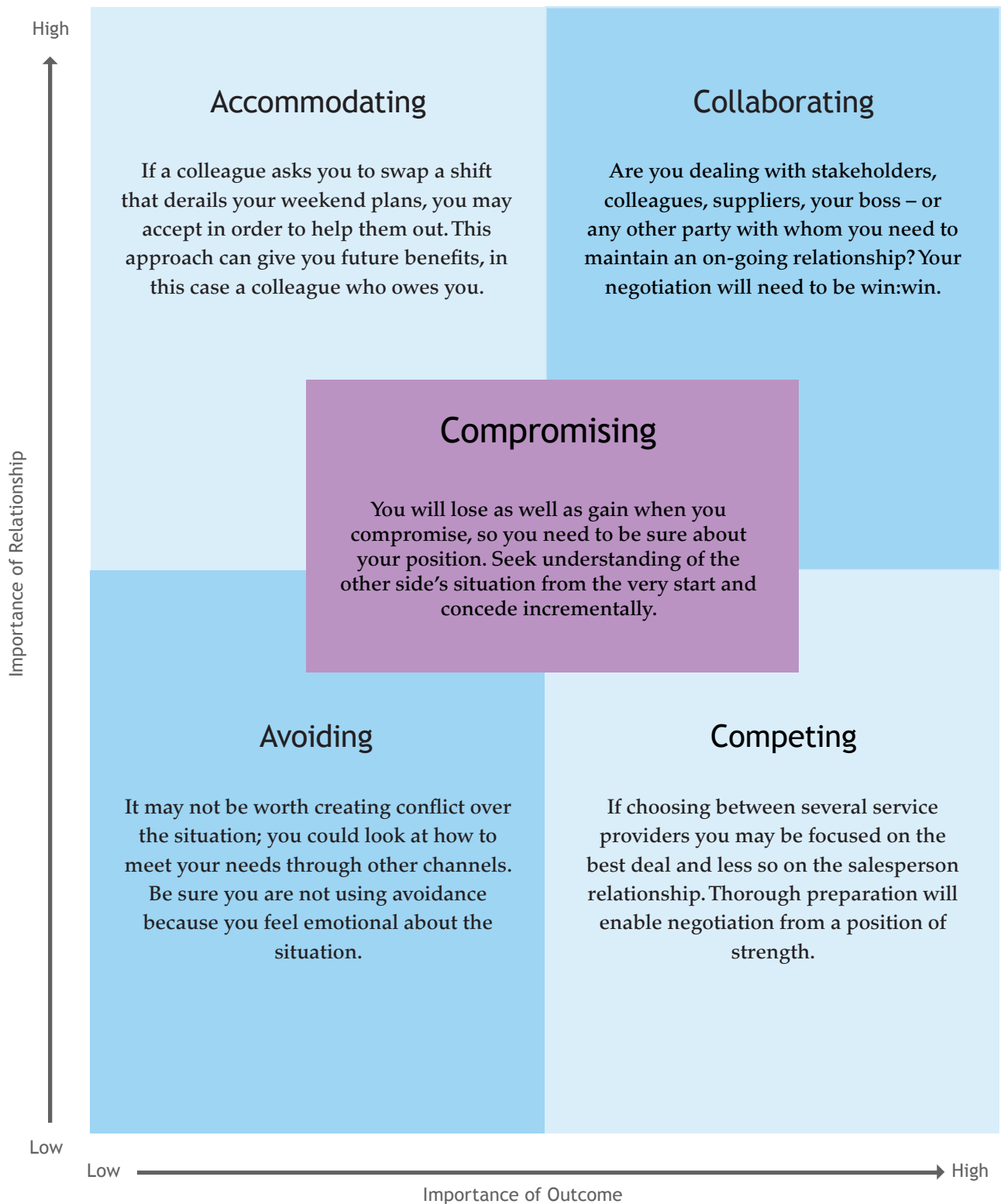
Consider the **type of negotiation** you wish to conduct. In any situation, there really are only two negotiation strategies: one is collaborative or win:win; the other is combative and confrontational.

Professor of management Roy Lewicki and business consultant and author Alexander Hiam developed a tool called The Negotiation Matrix which will help you decide which is the best approach for your situation, based on the importance of the outcome and the importance of 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.

“By failing to prepare, you
are preparing to fail.”

BENJAMIN FRANKLIN



Win:win means walking away with both parties feeling the process was fair and respectful of the other side. Is it possible to achieve? Absolutely!

Let's take a look at how to go about it.

SECTION 1. PREPARE THOROUGHLY



Prepare thoroughly

THE PLACE TO START, as early as you can, is by being 100% clear 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. Developed by Sakichi Toyoda, founder of Toyota Industries, and still used by the company today, you simply ask 'why' a minimum of five times in succession, with relation to the issue or challenge at hand. It can be helpful in clarifying what and why you need to negotiate.

For example: Problem: Customers are complaining their emails aren't being answered on time.

Why?

Staff are not replying quickly enough.

Why?

The increase in customers has seen an influx of new emails, which is crashing the computer systems

Why?

The computer systems are too old to cope with the mail platform.

Why?

The mail platform was upgraded to improve customer service, but there was not enough budget to upgrade the laptops.

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 laptops. You are clear about your objective – you need happy customers; which means finding a way to answer their emails on time. Either way, you will have to negotiate budget – to pay for new laptops 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 get it completely clear in your own mind, refining it until it is incapable of being misinterpreted. Work out the facts and the variables and commit them to paper.

For example, you are tasked with purchasing laptops for your employees.

The facts are that you want to buy 500 laptops at a bulk price of \$400 per piece, which you believe to be the market price based on early research. You have found a supplier who has 1,000 laptops for sale at \$650 but as they would prefer not to split the load, they are offering it at \$520 per piece to make smaller quantities less attractive.

However, you also want the laptops 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 compromised bulk of 750. You would prefer to pay by credit card. You would like to do business with this particular supplier as they are local and a recent start-up you wish 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 outset 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, suggested in *Negotiate Successfully*, part of the *Steps To Success* series published by A&C Black, is to classify your objectives as follows:

MUST	What is your absolute bottom line; the ultimate, unmovable objective? e.g. I must achieve overall goal of purchasing the laptops.
INTEND	What aspects of your wish list are you intent on getting to, but which might have room for manoeuvre? e.g. I'd like to pay by credit card, but I can pay by cash if I need to.
LIKE	What other aspects would be of added value but are not essential? e.g. I would like to continue doing business with this client.

Overleaf you'll find a table you can use 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 AND failure could look like.

"We start meetings with data. We don't seek to convince by saying 'I think'. We convince by saying, 'Let me show you.'"

ERIC SCHMIDT,
EXECUTIVE CHAIRMAN OF
GOOGLE

SECTION 2. NEGOTIATE ON OBJECTIVE CRITERIA



Negotiate on objective criteria

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. So, do your research, attempting to answer 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?	
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, that could 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 would they dig their heels in and refuse to move?	
Who else do you know who has dealt with them?	

Have options and alternatives available

NOW YOU HAVE CONSIDERED the objective criteria, you'll be clearer to understanding the bargaining tools you may have at your disposal.

In their well-regarded book on negotiation, *Getting to Yes*, Harvard experts Roger Fisher and William Ury coined the term BATNA (The Best Alternative To A Negotiated Agreement). In other words, if you cannot get what you actually want, what other alternatives are acceptable? 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 alter, however, then it may be possible to re-negotiate 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?

A common negotiation technique is to 'expand the pie'. This is useful when both sides have stated their position, neither seem able to move and the negotiation becomes 'stuck'. It requires both sides to suspend judgment and work on finding alternative solutions together.

In the pie analogy, if the pie is divided into eight slices and I take five, you will be the 'loser' with only three. So why not work together on ways of expanding the pie? Consider more variables, like options we covered in the laptop purchase example on page 11. 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.

Seasoned negotiators are able to do the following:

Manage a meeting	One or the other party must drive the process of a meeting from structure and attendance through to controlling the pace and leading it to conclusion. This is particularly key to group or multi-party negotiations, so make sure it is within your skillset. Have a clearly defined 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 in it; assign time slots to different areas of discussion, ensuring everything is considered that needs to be.
State your case clearly	Be clear and explicit, avoiding emotive language, to get the discussion off to a good start. Writing a script to open a meeting of this nature can make you feel confident and appear more authoritative. Think about any 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: "Okay, let me be sure I have understood the point you are making: 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 the 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 across the table is saying.
Reflect back to show you have understood the other side	Keep your attention on the speaker, make notes, paraphrase to show you have understood the other side: "I see, so you're saying it's quite difficult to recruit extra couriers at this price in the current climate?" These activities will help you focus, and will have the added benefit that the other side will know they have been understood and appreciate that you are seeking to understand where they're coming from.

Ask 'diagnostic questions'	Ask: who, what, where, when, how, why? It's said that 93% of all negotiators fail to do this; so starting out in the top 7% will dramatically aid your chances of success. Diagnostic questions are those inquiries that reveal the other side's needs, desires, fears, preferences and priorities. They will also uncover any hidden constraints, such as their lack of authority to close the deal, undisclosed stakeholders who hold power, and knowledge gaps or misunderstandings that stand in the way of agreement.
Observe and interpret body language	Use eye contact and keep your own body language open. Remember that the words being used in any communication are only part of the message. In fact, they are a minor part of the message, research say as little as 7%. The rest is tone of voice (38%) and body language, or expression, stance and gesture (55%). FBI Instructor and body language expert, Joe Navarro, has written a book entitled <i>What Every BODY Is Saying</i> , which gives many insights into the unspoken messages we all give out. If you can read these signals, you have a major advantage.
Feel comfortable with silence	<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 because you want to think about what's just been said to you or because you aren't sure what you want to say, you signal to the other person that you don't need their approval or interest in that particular moment.</p> <p>She says silence can be interpreted as scepticism or confusion about the deal, 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 your silence as a stalling tactic and start to push you to make a decision right away. The more insistent they are, the better picture you'll have of how they handle stress and how badly they want the deal. Silence can encourage the other person to offer up more information, and maybe even talk themselves into giving 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.

- Will they come to you or will you go to their office? Who would gain advantage from the location?
- If on your turf, will it be in your office or a meeting room?
- Should you meet on 'neutral' territory, i.e. a coffee shop or restaurant?
- 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?
- Make sure you will not be interrupted once the meeting starts; unplug any landlines in the room.

- Test any equipment you may need to use.
- Make sure both parties feel at ease in the environment: 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.

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 pre-empted the other side's goals - keep these front of mind as you begin your negotiation, and be prepared to adapt your opinions throughout the conversation.

In a collaborative negotiation, both sides need to work to uncover the needs of both parties or everyone 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 this scenario: where the team leader and department boss have conflicting opinions.

Team leader	Department boss
I want the team's new laptops to be quick to get to grips with and 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 laptop training needs to be tailored towards different technical skillsets.	I wish the teams appreciated the investment that's 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 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:

Opening Position

Make an opening statement to cover 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, depersonalised as far as possible 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!

In this phase try and separate the person from the problem. When either side in a negotiation sees the other as an adversary, conflict will result.

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; avoid being vague. "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, which will tell you when they cannot be moved or may be flexible. You will be able to sense when there is room for negotiation.

Take a break if you need to

Do not let your emotions join you at the table. Despite not hearing what you want to hear, or 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

"You see, but you do not observe."

SHERLOCK HOLMES TO DR
WATSON

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 what is on offer should be rejected, find the inner strength to do that in a positive way. If the solution is not as good as you had hoped and planned 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.

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 when you can - assuming you got what you set out to achieve - whoop and high-five to your heart's content. 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 was to maintain the relationship.

Documentation

Take notes throughout the process and make sure you write down in full detail 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 of the stages outlined above. everywoman has a workbook specifically addressing salary negotiations, which you can access online.

"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

SECTION 3. HURDLES, CHALLENGES AND COUNTERPRODUCTIVE BEHAVIOURS



Hurdles, challenges and counterproductive behaviours

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.

The other side of this is when someone holds themselves out as having more authority in the situation than they have, and, as the negotiation proceeds, it becomes clear that they cannot genuinely explore alternatives or commit their organisation.

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 the extreme, 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 fear or anger, but a moment of silence and controlled breathing, or even a 'comfort break' works wonders). Stay principled, insist on objective criteria, focus on the problem not the person and reiterate the rules you have agreed at the outset. Focus on interests, not positions. Remember both sides have an interest in resolving the situation – they would not be across the table from you 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. Ultimately, 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 him or her 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
- Unnecessarily offering to be flexible – this contradicts the strength of your position
- Negotiating by 'gut feeling' and allowing emotions to influence you
- Using ultimatums

SECTION 4. GROUP NEGOTIATIONS



Group negotiations

NEGOTIATING BETWEEN teams made up of a number of people representing two positions naturally adds an extra layer of complexity.

Pros	Cons
Relieves the pressure on a single individual	Whole team may have different perspective
Especially good in complex situations where it is hard for one person to keep on top of all the detail	Potential loss of power through disunity
More expertise and moral support among negotiators	Coalitions may form, even within a single group
Opportunity for more research, greater knowledge and creativity	Just as on a board made up exclusively of men, it is proven that a particular mind-set prevails and is continuously reinforced. A negotiation group can also suffer from 'groupthink', where the desire for harmony can override the need for objectivity.
Groups take more risks (Study in Journal of Economic Perspectives confirms the 'two or more heads are better than one' adage, concluding that the more people involved, the better-calculated the risk)	Risks taken as part of groups do not necessarily ALWAYS mean they are better calculated than those of individuals. The benefits of group negotiation depend very much on the circumstances.

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, it is wise to 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 fulfills a coordination and leadership role.

All of the stages previously outlined still apply to group negotiation. Remember, the research obviously applies to all of the group members on the other side, so you can guess where each 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.

SECTION 5. YOUR PERSONAL ACTION PLAN



Your personal action plan

EFFECTIVE NEGOTIATION IS A business process that can be learned like any other. Do not be intimidated by the idea of it. It is as unacceptable to shy away from negotiation as it is to ignore the need for financial literacy.

So, study the theory, read up on the subject, ask to sit in and watch skilled negotiators at work where appropriate to do so (your boss or other colleagues for example), volunteer to be the junior member on a negotiating team so you can learn how to do the research and observe more experienced negotiators applying the techniques.

Seek every opportunity to be involved and practice – soon it will be second nature to you. The more you engage with negotiation, the more normal it will become.

An example of a goal I would like to achieve that requires negotiation skills:

Summarise your objective

How I will go about researching and preparing and by when:

List everything you need to consider



I plan to have the conversation by:

Detail the key stakeholders and your approach to the meeting

The key skills I intend to use include:

What communication, meeting planning and research skills will serve you best?

everywoman Experts

every
woman

EVERYWOMAN CREATES WORKBOOKS 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 work lives ahead of those important performance reviews.



Maxine Benson MBE & Karen Gill MBE

everywoman was founded over 15 years ago by Maxine Benson and Karen Gill, who recognised the need to change the landscape for women in business. By setting up a forum for like-minded women to share experiences, they provided a backdrop that enabled confidence and success to grow. The everywomanNetwork now serves as a global tool to enable members the world over to propel their careers or grow their own businesses through online membership.

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Pippa Isbell has been an everywomanClub member and supporter for many years. Throughout her career, spent mainly in communications in the travel industry, running her own business and with famous brands such as Orient-Express Hotels, she has been passionate about working with women to help them get the best from their careers and their businesses. A qualified trainer, she also has a Practitioner Diploma in Executive Coaching awarded by the Academy of Executive Coaching. She is certified to implement the leadership development and coaching tools EQ-i 2.0 and EQ 360, which focus on Emotional Intelligence at work.

Any topics you'd like to see covered on the everywomanNetwork? We'd love to hear from you:
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Further reading

Getting To Yes: Negotiating An Agreement Without Giving In, by Roger Fisher and William Ury
(Random House Business Books)

Negotiate Successfully, part of the *Steps To Success* series published by A&C Black

Mastering Business Negotiation: A Working Guide To Making Deals & Resolving Conflict, by
Roy J. Lewicki & Alexander Hiam (Jossey-Bass)

What Every BODY Is Saying: An Ex-FBI Agent's Guide to Speed-Reading People, by Joe Navarro
with Marvin Karlins (William Morrow Paperbacks)