

# The Process of Negotiations

Committee on Applied Statisticians within the  
Collaboration Initiative

**March 13, 2018**

**1:00 – 2:00 pm**

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# Agenda

1. What is Negotiations?
2. Core Essential Skills – Influencing Skills
3. Basic Steps or Stages in Negotiations
4. Common Obstacles/Blocks to Effectiveness
5. Potential Pitfalls
6. How are Effective & Ineffective Negotiators Described?
7. The Focus of Negotiations
8. Situations/Cases
9. Summary/Wrap-up

# What is Negotiations?

- ❖ Process to establish an agreement or resolve possible conflicts or changes to prior agreements
- ❖ Goal of Negotiations is to work through conflicts and reach resolution – not to avoid conflicts or differences
- ❖ False Assumption: successful negotiators require a hard, tough approach
- ❖ Successful negotiators utilize a balanced approach  
(Assertive, Empathetic, Firm)

# What is Negotiations?

- ❖ Formal vs. Informal
- ❖ Comprehensive vs Specific Issues
- ❖ Art not a Science (not a fixed/prescribed methodology)
- ❖ Skills and Focus Required

# Core Essential Skills – Influencing Skills

- ❖ In order to See & Experience Influence,  
Utilize your Four I's
  - ❖ Intelligence
  - ❖ Involvement
  - ❖ Interpersonal
  - ❖ Integrity

# Intelligence

- ❖ Not how smart you are but how smartly you have developed your message
- ❖ Knowledge/Information/Data *plus*.....
  - ❖ Outlining the importance and the benefit
  - ❖ The cost of not considering the information
  - ❖ Manage objections and resistance
  - ❖ Know what you don't know
  - ❖ Anticipate

# Involvement

- ❖ Engage your counterpart
- ❖ Ask questions
- ❖ Utilize active listening
- ❖ Ensure understanding

# Integrity

- ❖ Reliability – demonstrate that you have done your homework
- ❖ Credibility – acknowledge when you do not have an answer, do not exaggerate or shortcut
- ❖ Trust - essential to Negotiations



# Interpersonal

- ❖ Do not assume that what you know should be easily understood
- ❖ Communicate mutual respect
- ❖ Do not challenge the person
- ❖ Focus on the content

# Basic Steps or Stages in Negotiations

- ❖ Road in Negotiations is not clear – accept that as a given
- ❖ Do not jump too early to reach resolution
- ❖ The following steps provide a map and discipline to guide you

# Basic Steps or Stages in Negotiations

- ❖ Preparation
- ❖ Presentation
- ❖ Explanation/Justification
- ❖ Interaction/Two Way Dialogue on the Issue(s)
- ❖ Move to potential Resolution
- ❖ Identify a mutual Agreement

# Common Obstacles/Blocks in Negotiations

- ❖ Decision Makers Not at the “Table”
- ❖ Lack of Accurate Record of Discussions
- ❖ Misunderstanding of Agreements
- ❖ Personality Differences
- ❖ Emotions (Frustration, Anger, Fear of Loss)
- ❖ Losing Patience and Commitment to the Process

# Potential Pitfalls

- ❖ Giving in too Quickly (Conflict Avoidance)
- ❖ Negotiating against Yourself
- ❖ “Win the Battle, Lose the War”
- ❖ Backing into Opening up more Issues
- ❖ Possible Push to Renegotiate the full Contract

# How are Effective Negotiators Described

❖ Survey by Law School at Washington University

1. Ethical
2. Experienced
3. Personable
4. Rational
5. Confident
6. Realistic
7. Perceptive
8. Self-Controlled
9. Trustworthy
10. Communicative
11. Astute about the Law
12. Dignified

# How are Ineffective Negotiators Described

❖ Survey by Law School at Washington University

1. Stubborn
2. Headstrong
3. Irritating
4. Aggressive
5. Confident
6. Argumentative
7. Arrogant
8. Demanding
9. Egotistical
10. Quarrelsome
11. Experienced
12. Ambitious

# The Focus of Negotiations

- ❖ Positional vs Principled Negotiations
  - ❖ Positional Negotiating focuses on a very specific point like a date or dollar amount
  - ❖ Avoid negotiating positions



# The Focus of Negotiations

- ❖ Positional vs Principled Negotiations
  - ❖ Positional Negotiations opens up more back and forth bargaining
  - ❖ Positional Negotiations are time consuming and generally do not lead to productive discussions
  - ❖ Creates more opportunity for Negotiating against Yourself
  - ❖ Reduces your Influence

# The Focus of Negotiations

- ❖ Principled Negotiations

- ❖ Principled Negotiations keeps the Interests and Issues of both parties at the forefront

# The Focus of Negotiations

## ❖ Principled Negotiations

- ❖ More effective in Reaching Agreement
- ❖ More effective in Building and Maintaining Relationships through Trust
- ❖ If “Positional” Negotiations emerge, ask questions to get Understanding of the Position in order to move back to more principled Negotiations

# The Focus of Negotiations

- ❖ Positional vs Principled Negotiations
  - ❖ Keep the People & Relationship issues Separate (but always “front of mind”)
  - ❖ Be Respectful
  - ❖ Be Empathetic
  - ❖ Be Assertive but not Aggressive
  - ❖ Do not attempt to use the Relationship to reach a Resolution

# The Focus of Negotiations

## ❖ Positional vs Principled Negotiations

- ❖ Come up with Options for Mutual Gain

- ❖ Obstacles to identifying options

  - ❖ Too quick a Decision

  - ❖ Searching for a single Answer

  - ❖ Not owning the Problem or the Challenge

# The Focus of Negotiations

- ❖ Positional vs Principled Negotiations
  - ❖ Use Objective Criteria and Standards (as much as possible)
    - ❖ Normative practices in your profession
    - ❖ Acceptable practices in the Marketplace

# The Focus of Negotiations

- ❖ Positional vs Principled Negotiations
  - ❖ “Power is in the Process”
  - ❖ Influence can evolve within the process

# The Focus of Negotiations

- ❖ Positional vs Principled Negotiations
  - ❖ BATNA (Best Alternative to Negotiated Agreement)
  - ❖ Back-up Plan if possible



# Situations/Cases

- ❖ Negotiating timelines of deliverables (could be the report or even the whole project)
- ❖ Negotiating contribution of each function/individual in a project and the corresponding authorship in a publication
- ❖ Negotiating input in a project team where a statistician may not be given a prominent seat on the table, but you still believe that you can and should continue

# Summary

- ❖ Know what you are trying to accomplish
- ❖ Develop a Game Plan
- ❖ Understand your Counterpart's needs
- ❖ Work towards a Win-Win
- ❖ Avoid Negotiating against Yourself
- ❖ Maintain Credibility and Trust
- ❖ Remember it takes Two to Negotiate