Effective Negotiation
The Art of Saving Face
How did we get here?

Poll: Which of the following statements describes you best?

A. I knew from a young age that I was destined for a career in public procurement!

B. Procurement found me!

C. I was selected for a position with a procurement element and my career evolved from there.
Thoughts on Negotiation
Face Value

Cultural Nuances and Norms
• Emotional Response
• Body Language

Linguistic Mechanisms
• Expressive words and phrases
• Reading between the lines
思いやり・Omoiyari

Literal: Cast a thought on another (someone else)

Broad: See the world through another’s eyes (empathy)
Scenario 1

Performing Arts Royalty Rates

Artists’ Guild: Royalty rates should increase or at the very least remain the same in the years post release

Producers: Royalty rates should decrease over time based on the assumption that popularity fades as new works are released

How can both sides reach an acceptable outcome using the concept of Omoiyari?
Expressing oneself in a way that does not threaten face
Scenario 2

Faulty Equipment

Agency: Equipment ordered and installed per contract, however, when running, the equipment does not meet the cycle time requirements outlined in the contract. Agency believes Vendor is at fault.

Vendor: Equipment passed repeatedly in pre-delivery test runs. Furthermore, the equipment was installed as instructed in the product manual. Vendor believes the issue is user error on the part of the Agency staff.
Scenario 2-Continued

How can the concept of honne/tate-mae be implemented in communication to aid both sides in reaching resolution?
Understanding and anticipating the needs of the other allows negotiating parties to reach agreement with minimal conflict.

Be attentive to non-verbal cues (body language, tone, facial expression, etc.)
Scenario 3

Contracted Vendor Personnel Issue

Agency: Facilities service provider must, per the contract, provide 12 people to successfully fulfill facilities maintenance obligations as outlined in the scope of work. The contract has been in place for 7 months, but the vendor has yet to successfully provide and retain the requisite 12 staff members and as a result has failed to provide adequate facilities maintenance services.

Vendor: Continues to provide additional facilities maintenance candidates to Agency, but background check process causes major delays in instating these candidates as contract employees at Agency location. Vendor has identified high rate of employee turnover (Vendor employee) at Agency location and believes there is an issue on the Agency side which is causing people to quit.

How can the concept of ishin denshin be implemented in communication to aid both sides in reaching resolution?
Review

思いやり
本音・建前
以心伝心

How can these concepts be applied in your upcoming negotiations?
Any thoughts or examples?
Questions?
Recommended Reading:


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