

Negotiation: tips and good practices

Some Misconceptions

- *The aim of a negotiation is to reach an agreement at all costs...*
 - > No agreement is better than a bad one.
 - > The aim is that the agreement reached is better than the best alternative. If this is not the case, then it is better to avoid making any agreement at all.
- *A good negotiator is able to make the other party act against their own interests ...*
 - > Maybe in the short-term but in the long-term this could work against you.
- *To be successful in a negotiation, you have to get more than the other party...*
 - > Rather, you have to ensure that the deal is better than your best alternative solution.

Basics of Negotiation

- Good will (willingness to negotiate, honesty, uncover the essential information, respect confidentiality)
- Keep your ears open (remember active listening!)
- Do not attack your counterpart negotiator
- Do not be afraid of saying no
- Never lose sight of your common objective
- Keep room for manoeuvre
- Think about post-negotiation
- Keep your personal opinions to yourself

Challenges to negotiation	Overcoming challenges - key attitudes
<ul style="list-style-type: none"> • <i>Lack of mutual trust</i> <ul style="list-style-type: none"> > Neither party wishes to reveal information > Lose-lose deal • <i>Mutual suspicion</i> regarding each other's intentions and good will. Fear of hidden traps. • <i>The problem of wearing two hats:</i> <ul style="list-style-type: none"> > The negotiator's interests differ from those of the party that gave them the assignment to negotiate. • <i>Fear of taking risks</i> • <i>Limited rationality:</i> Non-rational factors are in play, for example: <ul style="list-style-type: none"> > All individuals think before they act > They have a margin for manoeuvre > They have clear and precise objectives > They act in line with their objectives > They have weighed up all the alternatives > They have weighed up all the consequences > They will choose the option that optimizes the realization of their interests 	<ul style="list-style-type: none"> • Keep calm • Avoid acting emotionally • Maintain a constructive atmosphere • Stay patient and keep an open mind <p>REMEMBER! <i>The final objective is more important than holding to your personal position</i></p>

How to break a stalemate

Steps to follow:

- Seek the cause of the stalemate
- Reformulate the arguments accordingly
- Modify the style of the message (rational vs emotional)
- Redefine
- Propose give-give concessions
- Take a break or postpone
- Request intervention from a third party (mediator, arbitrator)
- Broaden issues
- Give an ultimatum (take it or leave it)
- Conclude or break off