

Seven Keys for Highly Effective Human Resource Negotiators

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Negotiating simply means that you have a back and forth conversation to reach an agreement. You do that all day long in your job!

Welcome!

- Ice Breaker
- Work on Keys 1, 2,3 including an exercise
- Take a 20 minute break
- Work on Keys 4-7
- Wrap up with a final exercise

Key #1 – Uncover Underlying Motivations

- Your position is above the water line.
- Your motivations are beneath the water line.



This is what you get under the water line

- *Perceptions*
- *Assumptions*
- *Feelings*
- *Attitudes*
- *Needs*
- *Expectations*
- *Intentions*
- *Communication Styles*
- *Values*
- *Suspensions*
- *Conflict Styles*

The Catch!

- Naïve Realism – we think that we are rational and reasonable that that everyone else will look at the same situation and reach our conclusion.

Small Group Exercise (3-4 people)

Look at page 3 in your handout

1. Make list of your (company) interests (left side of line)
2. Make a list of the employee's interests (right side of line)
3. Draw a line connecting shared interests

What did we learn?

- We share many of the same motivations or interests.
- They come out differently depending on our point of view.

Success!

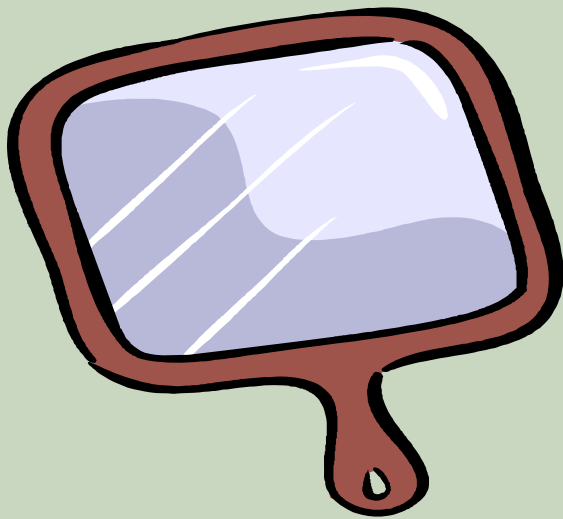
- Studies show that skilled negotiators spend 4 times as much time thinking about and looking for the other person's interests. They know that once they uncover the interest, they can come to an agreement.

Active listening skills

“A gossip is one who talks to you about others; a bore is one who talks to you about himself; and a brilliant conversationalist is one who talks to you about yourself.”

Lisa Kirk

Key #2 Active Listening



- **Reflecting Back** – you feed the basic facts back to the speaker. The essential content of the message is not changed.

Reflecting Back Example

Message: *I've told Mary that if she comes in late one more time that I'm gonna have her fired. She was late again THIS morning. Typical!!*

Restating--Reflection: *You talked to Mary about her being late and she was late again this morning.*

Reflecting Back Example

Message: *Every time I try reach Bob my email or voicemail just gets lost in a pit! I mean, he NEVER calls or emails me back.*

Reflection: *You've called and emailed but haven't heard back yet.*

Key #2 Active Listening

- **Reframing** -- The process of reframing the message includes restating the message in a way that:
 - Maintains the basic concern/issue
 - Maintains the level of seriousness

AND . . .



Reframing

AND, . . . presents the message in such a way that it is

- Productive
- Non-threatening
- Non-judgmental



Reframing Exercise

Message: *I'm angry. You should have made it clearer how these changes would effect me.*

Reframe: *You feel strongly that you needed more information from me.*

Reframe Tips and Tricks

- Note to yourself the speaker's judgments and perceptions.
 - They are sure that it was intentional, not because of some other circumstance.
 - You had a duty to tell the speaker about the impact to them.
 - The situation was so bad that they are “entitled” to call and tell you about their feelings.
 - Your actions demand a change in action in the future.
- **Do you see anything else?**

Key #3 Clarifying Questions

- Are open ended
- Allow the speaker to tell you what they think is important
- Helps you think of a resolution to the problem, even if the answer is No.

Clarifying Questions

1. What is your greatest concern here today?
2. What bothers you the most about that suggestion?
3. What about that is important to you?
4. Could you tell me more about that.
5. What does that look like to you?

Partner Exercises

- Pick a partner
- Pick one of the 4 statements
 - Restate-reflect back the message
 - Reframe the message
 - List at least 2 clarifying questions

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"It's not enough that we succeed. Cats must also fail."

Key #4 Deal with Difficult People

- Recognize personal attacks as a tactic
- Call them on it



Practice with a Partner

- One person say some thing unkind. Think of something you heard at work.
- The other person practice saying:
 - You raised your voice. Please talk in a normal tone.
 - You called my effectiveness into question.
 - You are demeaning your co-workers.

Key #5 Be Honest

According to one study, 50% of skilled negotiators failed to uncover and meet the other person's needs during the negotiation. Why? The other person was **bluffing!** Skilled negotiators take a long term approach to negotiating, which does not include bluffing.

Large Group Discussion

- Being honest when you cannot tell all!!
- Best practices for handling a situation where you cannot tell everything you know, and you cannot lie either.

Key #6 Explain Limits to Authority

- People assume that you have more authority than you do.
- Use your role to gather information.

Key #7 Plan and Prepare

- It's not that the negotiation will go as planned, but in the planning process prepares you for what will come up.

Partner Exercise

- Pick a partner
- Here are the “facts”
 - You negotiated a deal with ABC to provide a compensation study for your company. When you presented it to your boss for her signature, she told you that it is over budget. She had to re-allocate \$10,000 to an IT project. You need to go back to ABC to renegotiate the deal.
- Use the 5 questions in the handout to help you think this through.

Negotiation Resources

- *Negotiation Rules! By Jeanette Nyden*
- *Negotiation eNews* – Free eNewsletter from J. Nyden & Co.
 - Hand me your card with a *
- *Negotiation* – Newsletter from Harvard Negotiation Project
- *Getting to Yes*, Fisher & Ury
- *Getting Past No*, Ury
- *Ask for It*, Babcock & Laschever

Closing Thought

You negotiate all day long. When under pressure to negotiate, whether it is with a vendor or two feuding employees, remember these seven keys to your negotiation success.