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THOUGHT • ACTION • RESULTS

Negotiation: From Theory to Practice

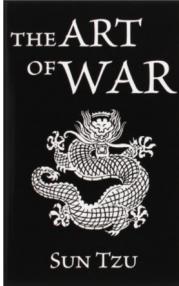
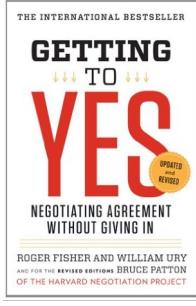
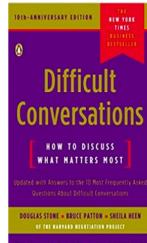


Negotiation = Influence

Anytime I am trying to influence someone (*their thoughts or actions*), or they are trying to influence me, we are negotiating.

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History of Negotiation Theory

<p>Traditional Negotiation Theory ~2000 years ago</p> 	<p>However, modern negotiations are rarely that simple:</p> <ul style="list-style-type: none"> • Complex multiple issues • Tangible and Intangibles on the table • Long-Term Relationship matters 	<p>1981 "Interest-Based Negotiation"</p> 	<p>2000: Difficult Conversations</p> 
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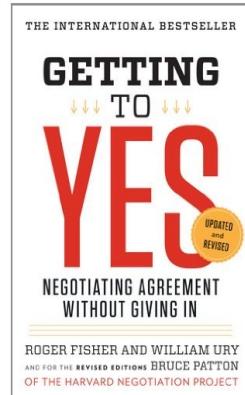
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The Seven Elements of Negotiation*

1. Interests
2. Options
3. Objective Criteria (“Legitimacy”)
4. Commitment
5. Communication
6. Relationship
7. Alternatives (BATNA = *“Best Alternative to a Negotiated Agreement”*)



*As developed by the Program on Negotiation at Harvard Law School 1981

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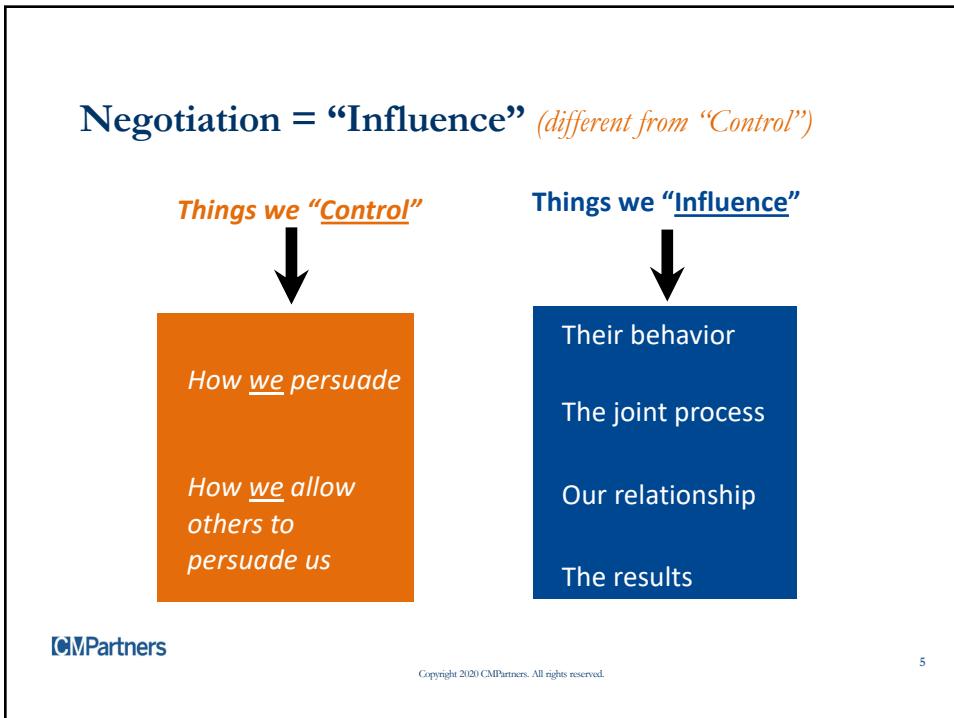
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INTEREST - BASED NEGOTIATION THEORY: Needs often lie beneath the surface



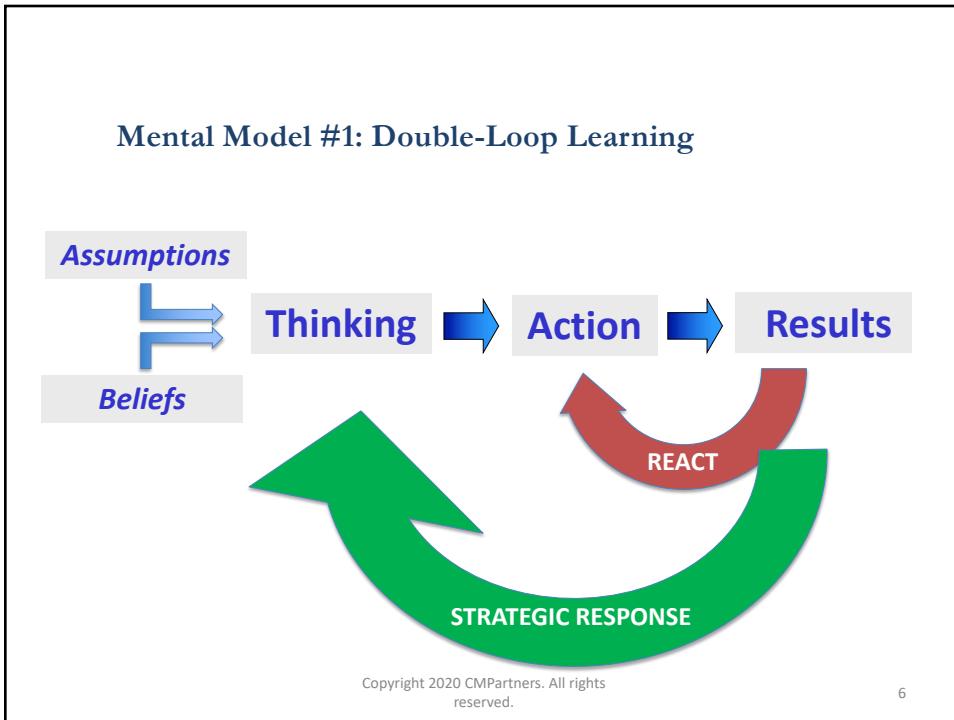
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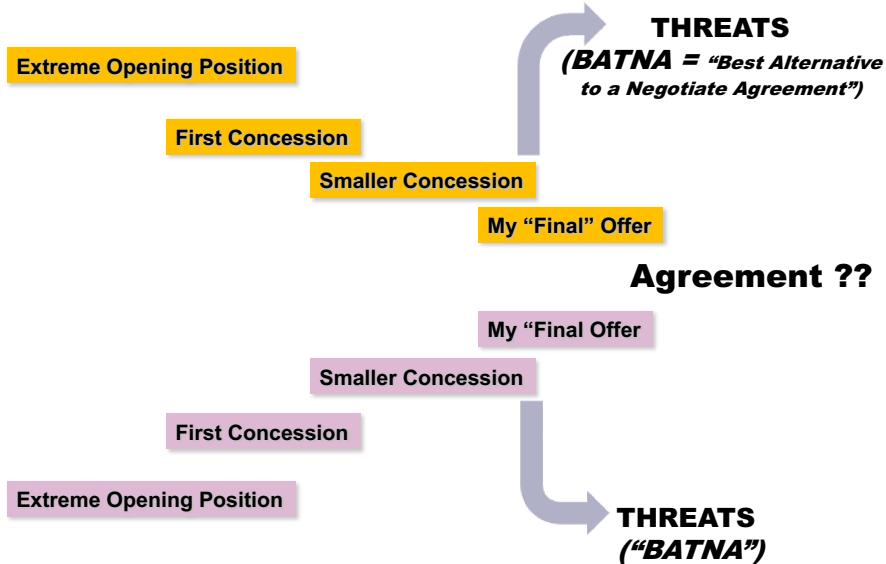
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Mental Model #2: “Old School” Classic Bartering



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Common Errors of Classic Bartering:

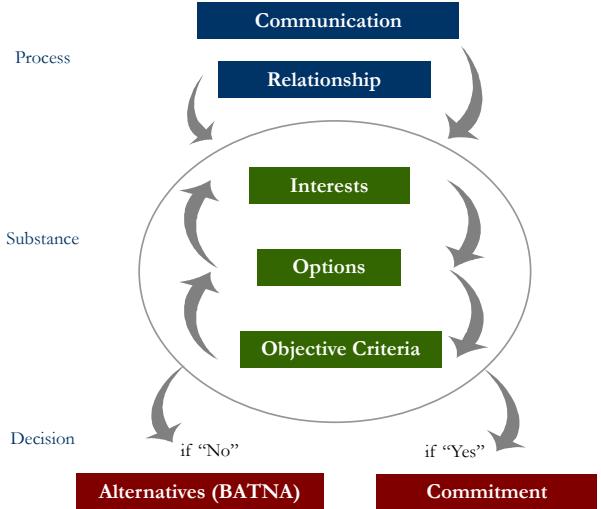
BAMBI	RAMBO
<ul style="list-style-type: none"> • Assume a choice; RELATIONSHIP or substance • Focus on positions, ignores INTERESTS • Ignore LEGITIMACY • Mix inventing and deciding - limits OPTIONS • Place COMMITMENT before listening • One-way COMMUNICATION • Ignore real world ALTERNATIVES 	

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Mental Model #3: The “Strategic Compass”

Optimize the value of your relationships and agreements



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The Seven Elements

The Seven Elements	The Checklist
1. Interests: The concerns, wants, needs, hopes and fears that underlie and motivate our positions, demands, and contentions	<ul style="list-style-type: none"> ✓ We satisfy underlying needs ✓ Ours well ✓ Theirs at least acceptably ✓ Others at least tolerably
2. Options: All possibilities for agreement; an agreement is best if it explores all possible solutions	<ul style="list-style-type: none"> ✓ We explore possible joint agreements ✓ We consider and capture the best of all available options, thus leaving no value behind
3. Objective Criteria: Fairness as measured by legitimacy, benchmarks, principles, laws, regulations, standards, practices	<ul style="list-style-type: none"> ✓ Objective criteria inform wise decision-making ✓ Each party can explain the outcome as fair or reasonable
4. Alternatives: Available walk-away possibilities; neither party should agree to a deal that is worse than its “Best Alternative to a Negotiated Agreement” (BATNA)	<ul style="list-style-type: none"> ✓ Consider our walk-away alternatives ✓ Agreement exceeds each party's “Best Alternative to a Negotiated Agreement” (BATNA)

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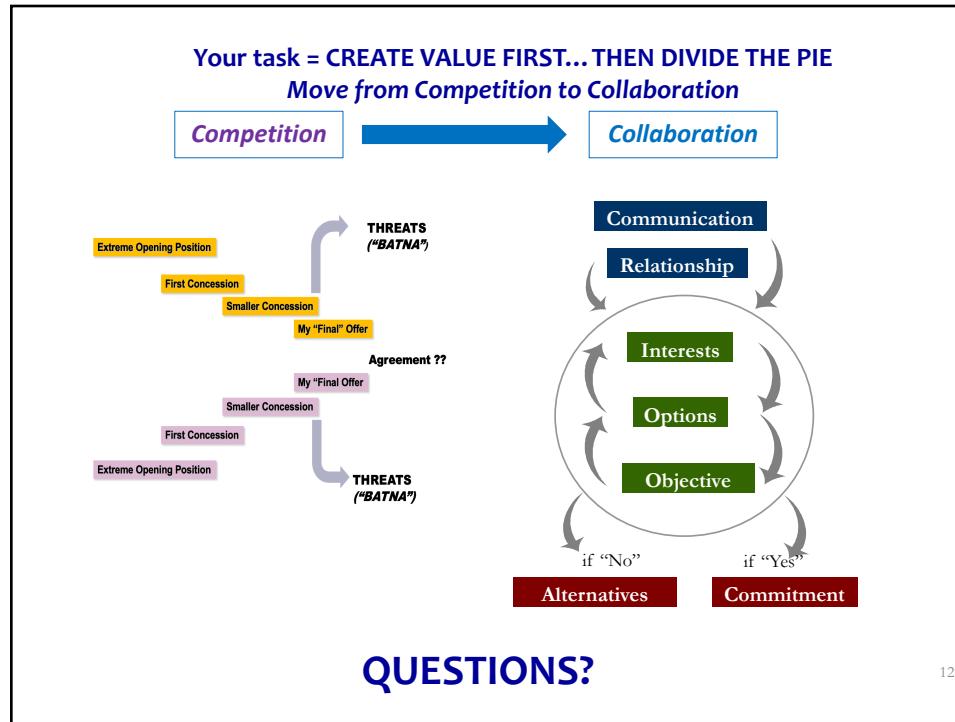
The Seven Elements	
The Seven Elements	The Checklist
5. Commitments: What we will or won't do; good agreements are well planned and crafted to be practical, durable, understood, and verifiable	✓ We make mutually understood and operational commitments
6. Communication: How we convey information; we understand each other even if we disagree, and we minimize resources spent in coming to agreement	✓ Efficient and two-way communication facilitates learning, understanding, and process efficiency
7. Relationship: Pattern of interaction among parties; interactions should improve, not damage, our relationships	✓ We preserve or even enhance the ability to work together ✓ Strong working relationships empower us to deal well with our differences and create value generating opportunities

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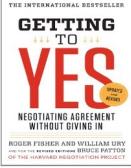
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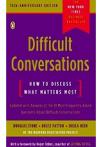
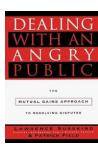
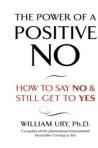
For Further Reading:

1. **Difficult Conversations: How to Discuss What Matters Most**, Douglas Stone, Bruce Patton, and Sheila Heen (NY: Viking, 1999)
2. **Getting Past No: Negotiating with Difficult People**, William Ury (New York: Bantam Books, 1991)
3. **Dealing with an Angry Public**, Lawrence Susskind and Patrick Field (NY: The Free Press, 1996)
4. **Getting Together: Building Relationships as We Negotiate**, Roger Fisher & Scott Brown (Houghton Mifflin, 1988)
5. **Power of a Positive No**, William Ury (NY: Bantam Books, 2007)



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THANK YOU!!

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