

MODULE THREE: KEY LEADERSHIP SKILLS

Module aims:

- To develop and improve your leadership skills.

NEGOTIATION

<https://www.youtube.com/watch?v=pjIPgJ1wBdM>

What is negotiation?

- You are constantly negotiating – with family, friends, colleagues, employers, professors.
- You have all experienced failure or success with your own negotiation style.

Negotiation is not: Taking away from someone or getting the better of someone.
It is: Coming to an acceptable balance between two parties.

REFLECTION: Can you think of a situation recently where you have had to negotiate? Did you consciously employ any negotiation skills?

What prevents successful negotiations?

There are many reasons why negotiations are not successful. It is important to understand them, before looking at the strategies to improve your negotiation skills.

- Not feeling worthy: You feel that you do not belong at the negotiation table.
- Being greedy: Taking too much away rather than knowing when enough is enough.
- Remaining objective: Negotiation is not personal.

REFLECTION: Have you come across any of the above obstacles when negotiating?

Eight steps of successful negotiation preparation

1. Research: Find out about the type of person with whom you're negotiating (Do they want subjective or objective data? Bring that data to support your case).
2. Look at the other person's perspective: What are their needs and wants? What are their values? Try to prepare their points of contention or data and be prepared to counteract or accept this. Do not give this information to them.
3. Make sure you know what success looks like: What is the win for you? What is the win for the company or the situation for whom you're negotiating? What is the market value? What's your leverage?
4. Make value quantifiable: Comparative, value returned, what is the offer?
5. Think creatively about how to present your case: Is there more than one option that could be presented?
6. Ask questions instead of making demands: How does this offer fit within the range of what others have offered? What qualifications or experience do you see that are necessary in this role?
7. Seeking advice: If you are seeking advice or expertise from someone, make sure they have a successful track record of negotiations and that they maintain relationships.
8. Do a self-assessment: Identify your style. If you are uncomfortable you will know your vulnerability and how to overcome it.

Finding your negotiation style

Finding a negotiation style that suits you is vitally important. The negotiation style needs to feel comfortable and natural, and you shouldn't emulate others. Instead, look at behaviours others use when negotiating and modify and adapt the ones that suit you most. Focus on what behaviours you can change in yourself to get a better outcome.

The five negotiation styles are:

- **C**ompetitive
- **C**ollaborative
- **C**ompromising
- **A**voiding
- **A**ccommodating

Your style can include:

- Body language (Handshake, tilting head, relax, steady breathing)
- Voice pitch
- How fast or slow you speak

What impacts your style?

- Culture
- Gender
- Geography
- Personality

The importance of listening

Negotiation is as much about listening and taking note as it is about what is being said. Hear what the other party wants rather than assume what they want.

TIP: If you're finding it hard to concentrate on what someone is saying, repeat his or her words mentally as they say them. This will reinforce their message and help you stay focused.

Practicing active listening

Active listening is where you not only hear the words that another person is saying but also the complete message being communicated.

You must not:

- Become distracted by external things.
- Form counter arguments while the other person is still speaking.
- Get bored and lose focus.

You must:

- Make it clear to the other person that you're listening through techniques such as body language and vocal prompts such as questions and agreements.

TIP: Be aware that active listening during negotiation can make the other party feel that you're agreeing with them when you are not.

Active listening techniques

1. **Pay attention:** look at the speaker directly. Don't be distracted. Don't mentally prepare a rebuttal. Listen to body language.
2. **Show that you're listening:** Nod occasionally. Smile and use other facial expressions. Use an open and engaged posture. Encourage the speaker with verbal comments.
3. **Give feedback:** Reflect on what has been said through paraphrasing e.g. "What I'm hearing is..." "Sounds like you are saying...". Ask questions to clarify certain points e.g. "What do you mean to say?" or "Is this what you mean?" Summarize the speaker's comments.
4. **Defer judgment:** Allow the speaker to finish each point before interrupting.
5. **Respond appropriately:** Be open and honest. Give your opinions respectfully. Treat the other person in a way that you would want to be treated.

REFLECTION: How can you use these active listening techniques in your day-to-day life? Do you think you could use them today, either when negotiating or in another situation?

Questions to consult before negotiating

1. What will the setting look like?
2. What steps will you take to achieve your desired outcome?
3. What will you do?
4. How much time have you got? How will you stick to this time?
5. What will you say?
6. What are some of the questions you can ask (open-ended) to find out what the other persons boundaries and needs are?

ACTIVITY: Think of a real-life or imagined scenario where you might need to negotiate. Answer the questions above in relation to this scenario.

Negotiation vocabulary list

“I think...”

“What I hear you saying is...”

“That is not going to work for X...”

“Can we talk about an alternative...”

“Let me clarify what I need to make this work...”

“Would this work instead...”

ACTIVITY: Next time you meet your mentor or you're with your Leadership Programme peer group, practice some of the above negotiation phrases. Which ones work? Which ones do you feel less comfortable using? How can you adapt them to your own negotiation style?