



You as Negotiator: Tactics, Styles, and Skills

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What are the behaviours that differentiate skilled from average negotiators?

- Huthwaite Research Group studied face to face negotiations
 - Analyzed tape recordings
 - Interviewed negotiators beforehand
- Criteria for success
 - Rated as effective by both sides
 - Good track record (not just one success)
 - Low incidence of implementation failures after agreement
- Control group = did not meet criteria for success

Skilled negotiators plan differently

- **Exploration of options**
 - Consider a wider range of possible outcomes
- **Common ground**
 - Give more attention to finding common ground
- **Setting limits**
 - Set upper and lower limits rather than a fixed point
- **Sequence and issue planning**
 - Avoid planning issues in a predetermined sequence

Skilled negotiators communicate differently

- **Test understanding and summarise**
- **Ask significantly more questions**
- **Rarely use irritators**
 - ‘generous offer’, ‘fair’, ‘reasonable’
- **Signal own behaviour**
 - “Can I ask you a question: how many units are there?”, “If I could make a suggestion..”
 - Except did not signal disagreement

Skilled negotiators exercise influence differently

- **Rarely use defending/attacking behaviour**
 - E.g., “You can’t blame us..”, “It’s not our fault..”
- **Rarely offer counter-proposals**
 - Can be perceived as blocking or disagreeing
- **Avoid argument dilution**
 - Offer fewer reasons to support their case

Skilled negotiators obtain feedback

- **Regularly set aside time after negotiation to review it**
 - Experience is a good teacher only if coupled with feedback

What We Have Learned

- **Task:** You have been hired to create training videos for a negotiations course. Using the scenario assigned to your group, create two demos as described below:
 - A 3-minute demonstration of a **poor** negotiator in that scenario, making common mistakes.
 - A 3-minute demonstration of a **skilled** negotiator in the same scenario, showing the correct way to handle it.
 - In each demo, one negotiator will remain the same across both versions. The other negotiator (the “learner”) will change. This will help demonstrate the right and wrong way to handle the same situation.

What We Have Learned: Scenarios

- 1. Power play: Electric Dreams**
 - Car salesperson is very pushy and has monopoly
- 2. Difficult personalities: Negotiating a Raise**
 - Manager’s style is competing and negative
- 3. Strong emotions: Moving On**
 - Landlord is angry and highly emotional
- 4. Cultural differences: Negotiating a Raise**
 - Manager comes from hierarchical culture (high Power Distance)

Personal Development Plan

Maximum 1500 words (3 pages, single spaced)

- **Self-assessment:** style, strengths, weaknesses
- **Action plan** for improvement

Opportunity to...

- Synthesize feedback from the week
- Apply what you have learned to real life
- Receive feedback from the instructors

Due Monday to c.c.locke@lse.ac.uk

Reflection: Synthesizing the feedback received

- Fill out the following two templates using the information in your Negotiation Journal
- Share in groups of 4-5 people and get a response from the group
 - Is your self-assessment accurate?
 - Any suggestions for action steps?

Feedback Summary Worksheet

Relationship Management Skills	Integrative Negotiation Skills	Distributive Negotiation Skills
Ability to maintain good working relationship with other party.	Ability to create win-win solutions (expand the pie).	Ability to assert and argue for own position (divide the pie).
<div style="background-color: #e0e0e0; padding: 2px; margin-bottom: 5px;">Strengths</div> 		
<div style="background-color: #e0e0e0; padding: 2px; margin-bottom: 5px;">Challenges</div> 		

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Action Plan Worksheet

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Action Steps				

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To continue practicing, try the Negotiation Gym (Babcock & Laschever, 2008)

- Six weeks building up from easy requests to extremely difficult ones
- Particularly aimed at women, who often shy away from negotiation
 - Get used to hearing “no” and realize world will not end
 - Ask for something that makes you feel greedy, but do not apologise