

Improving Your Negotiation and Leadership Skills

Presented at the

**Boston University Medical
Campus**

By

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Agenda

- Influence
- Negotiating styles
- Positions and interests
- Tools for effective communication

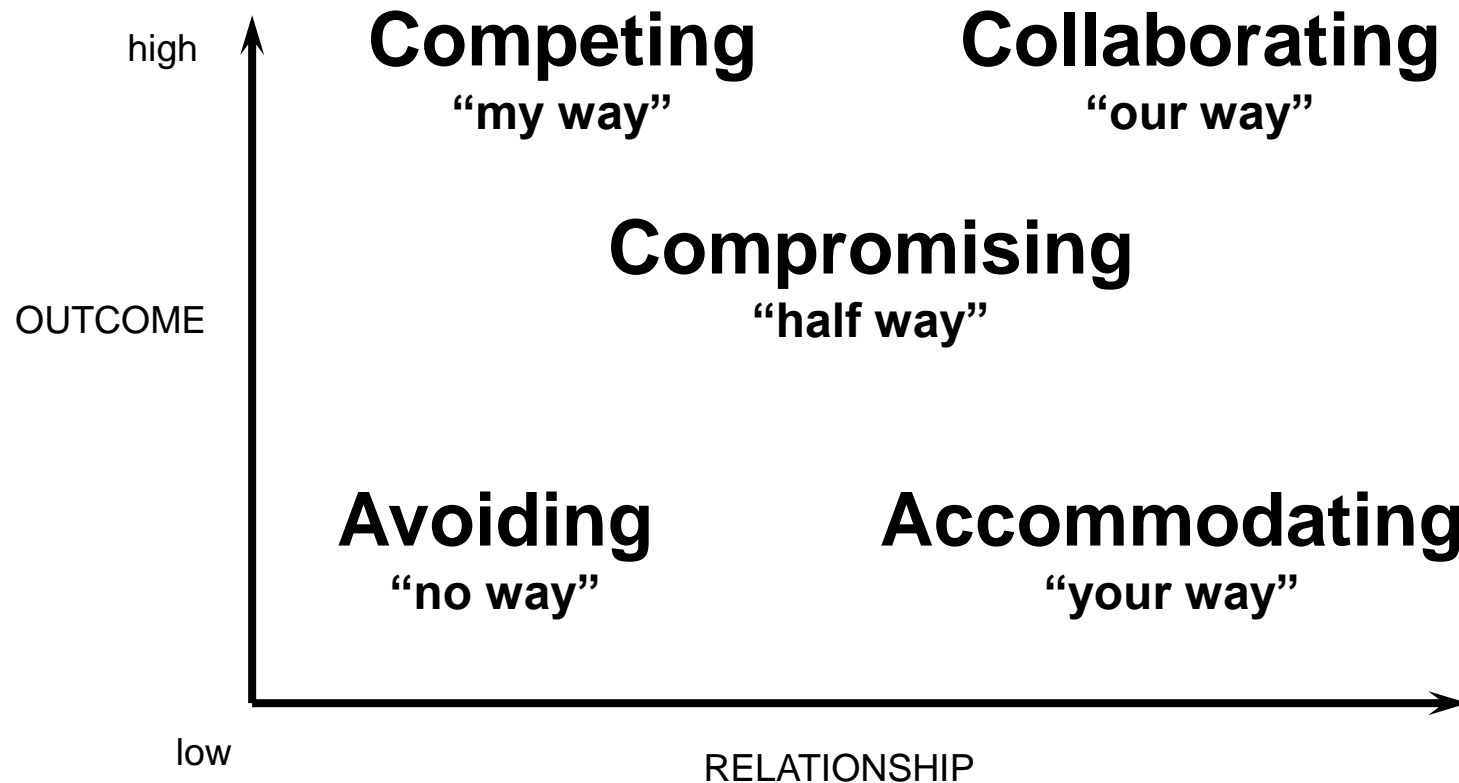
Influence



from Influence: The Psychology of Persuasion
by Robert Cialdini

Negotiating Styles

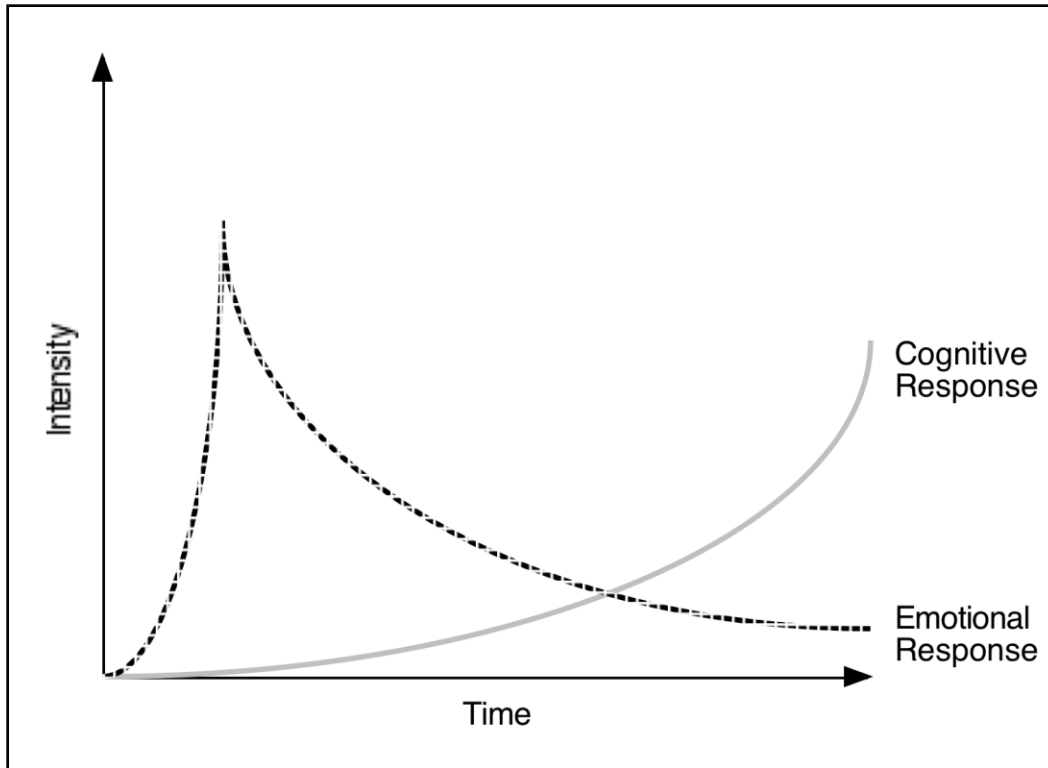
- Balance outcome and relationship
- Be deliberate rather than impulsive



Negotiating Style Characteristics

- **Competing / Concerned with Winning**
 - Tends to take charge; enjoys being in control; purposeful; likes to win; feels responsible for outcome; willing to lead; forcing; may be impatient or eager; competitive; enjoys being partisan; may be willing to disregard or sacrifice relationship.
- **Accommodating / Relationship Oriented**
 - Sensitive to the feelings of others; supportive and helpful; receptive and accommodating; wants to be liked; desires to foster good relationships with the other side; may behave in a conciliatory way; very concerned that conflict of differences may disrupt relationships.
- **Collaborating / Problem Solving**
 - Problem focused; when faced with conflict, likes being creative and inventing new options; enjoys working with opposing side in collaborative way and reasoning together.
- **Compromising / Fairness Focused**
 - Willing to compromise; focuses on fairness to both sides; enjoys sharing; does not want to appear to be selfish or self-interested; uncomfortable being too partisan or one sided.
- **Avoiding**
 - Dislikes disputes; finds conflict unproductive; uncomfortable with explicit disagreement, especially if heated. Tends to withdraw or deflect. In disputes, unlikely to take initiative; may appear detached or uninterested; reluctant to become too engaged or enthusiastic.

Emotional Response Curve



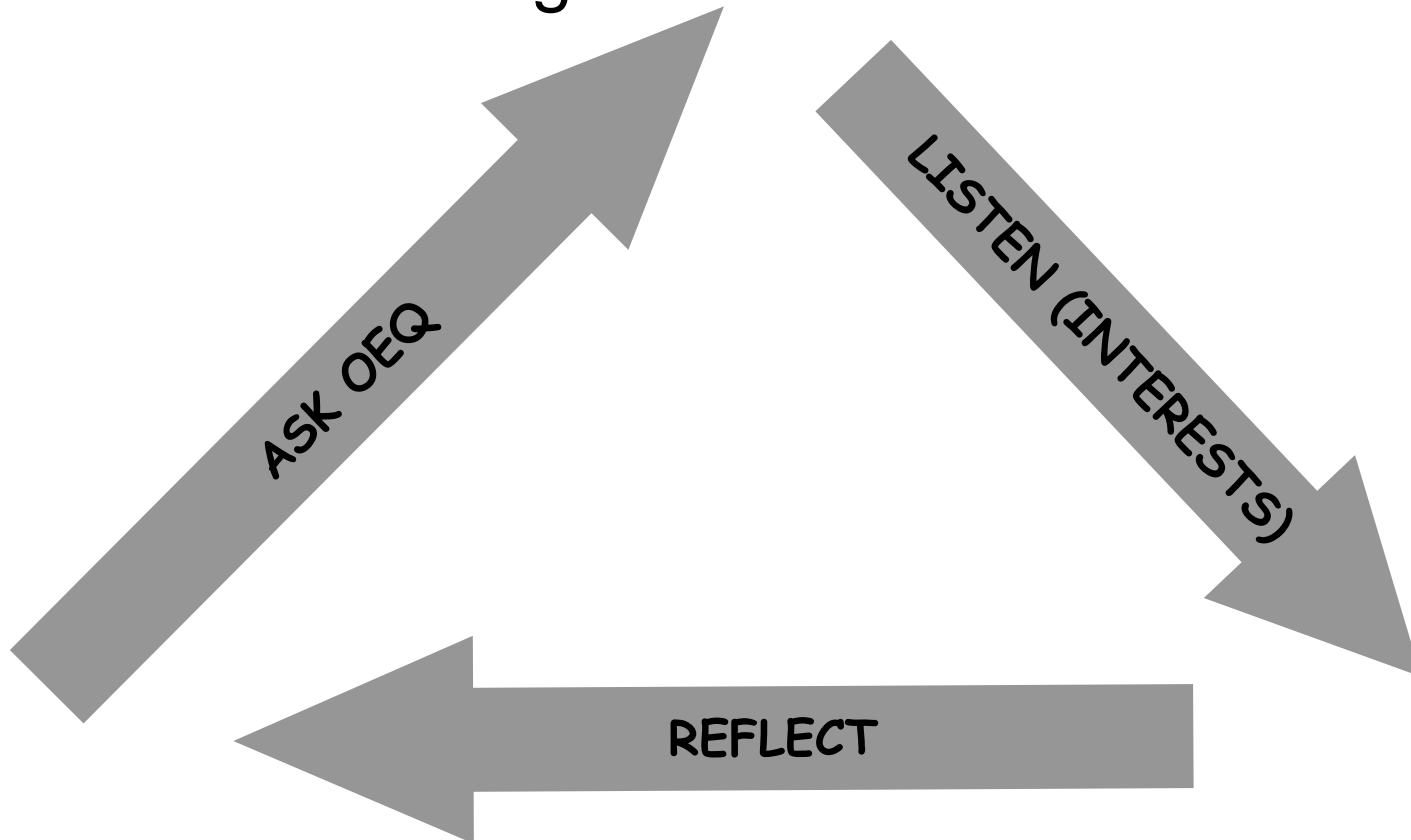
Positions and Interests

Positions are the demands, offers, and other statements negotiators make to each other. *Interests* represent the underlying needs, objectives, fears, and ambitions that motivate negotiators.

- Be aware of your own interests going into a negotiation.
- During the negotiation, seek to understand and satisfy the other person's interests.
- The relationship with the other party is an important interest in the negotiation.

Effective Communication

Interactive listening:



Summary

- Think of influencing principles
- Be deliberate with your negotiating style
- Understand the role of relationships
- Understand and manage emotions
- Focus on interests rather than positions
- Listen effectively as you negotiate

Next Steps / Suggested Reading

- *Getting to Yes, Negotiating Agreement Without Giving In*, Roger Fisher, William Ury and Bruce Patton, (Penguin Books, NY, 1981 and 1991)
- *Difficult Conversations*, Douglas Stone, Bruce Patton and Sheila Heen, (Viking, NY, 1999)
- *Beyond Reason*, Roger Fisher, Daniel Shapiro, (Penguin Books, NY, 2006)
- *Emotional Intelligence*, Daniel Goleman, (Bantam Books, NY, 1995)