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U.S. AIR FORCE

First Sgt N&DR Course




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Foundations of Negotiation,
Communication & The Interest
Based Process

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Overview



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- Why Learn to Negotiate?
- Terms & Definitions
- Assessing the Environment
- Problem Solving Approaches
- The Interest Based Process
- Barriers to Effective Negotiation
- Overcoming Barriers

 Why Learn to Negotiate? 



 Why Learn to Negotiate? 

- U.S. employees spend approximately three hours a week dealing with conflict.
 - \$359 Billion paid hours wasted
- Why conflict does not get resolved?
 - Almost every office conflict can be traced back to a problem with communication


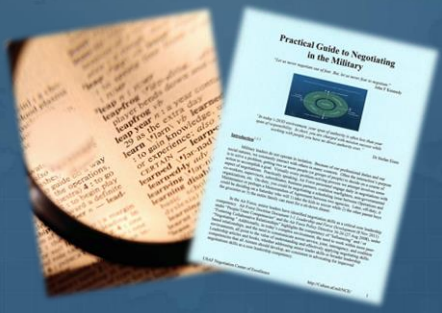


 Why Learn to Negotiate? 





Negotiation Terms








Negotiations




- Negotiations:
A process involving two or more people /groups where:
 - The parties have a degree of difference in positions, interests, goals, values or beliefs
 - The parties strive to reach agreement on issues or courses of action



Negotiation Terms



- Anchoring - sets a firm hook
- Aspiration Point - the best one hopes to get
- Reservation Point - the least favorable option or bottom line you will accept
- BATNA - Best Alternative to a Negotiated Agreement*



 The Environment 





Assess


 Assess 



- Task
- Relationship




 Assess 



- Depending on the Task and Relationship assessment, how the conflict could/should be resolved?
 - My way
 - Their way
 - Together
- Is time a factor




 Assess 

- Trust/Rapport
 - Exists
 - Need to build it
 - You don't care
- Can you lead Without Trust?



 Assess 

- Information
 - Yours
 - Theirs
 - Both
 - Is my/their information considered trustworthy?




 Assess 



- Power
 - Over
 - With






 Problem Solving Approach 






 Exercise 



 Problem Solving Approach 

- Insist/Demand:
 - Contest of wills, objective is to win
- When is this appropriate?
 - Task is critical
 - No need to work on/worry about the relationship
- Why use this?
 - Trust
 - Information
 - Power
 - Task/Relationship



 Define the Approach 



 Problem Solving Approaches 

- Evade
- Comply
- Settle
- Another Option?



 Negotiation 

- An Interest-Based Negotiation approach (IBN)
- An exchange of information and ideas
- Mutually-beneficial solutions based on:
 - Importance of relationship and task!
 - Trust/Rapport? Desire to build it
 - Information sharing
 - Power sharing
 - Acknowledge positions but focusing on interests*



Negotiation

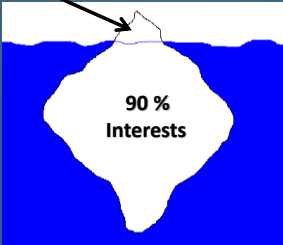
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<p><u>Positions?</u></p> <ul style="list-style-type: none"> • <u>What you want</u> • Your solutions • Basis for argument • End discussion* 	<p><u>Interests?</u></p> <ul style="list-style-type: none"> • <u>Why you want something</u> • Underlying reasons*
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Negotiation

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10%
Positions



90 %
Interests

Negotiation



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1978 Camp David Accord


Israeli: control of the Sinai?
Egypt: wants the Sinai back?

Israeli interest: Security
Egyptian interest: The land / 5000 year territorial history

 **Negotiation** 

- A good facilitator will:
 - Not ignore positions, but...
 - Help the parties understand each other's interests
 - How? Help them listen more than talk
 - Work on prioritizing interests
 - Manage conflicting interests

Drilling down to interests is CRITICAL!*

 **Negotiation** 

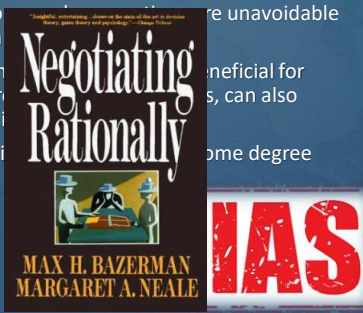
- Use open-ended questions to invite thoughts and explanations
 - What else can you tell me about...
 - How would you...
 - Why... or... help me understand?
 - Use questions to clarify perceptions/assumptions
- Ask one question at a time*

 **Barriers to Effective Negotiation** 

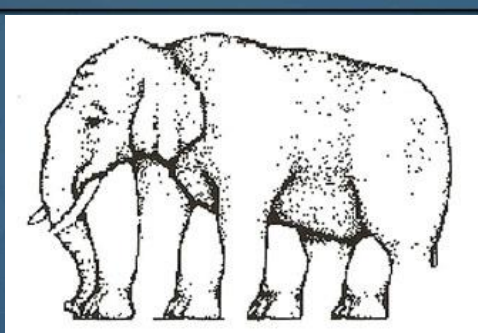


Barriers to Effective Negotiation **AFNC**
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- Biases, emotions, and unconscious influences on decision-making are unavoidable
- Unconscious influences on getting us through negotiations, can also be beneficial for us, can also sabotage decisions
- Can be recognized and managed to some degree





Thin Slicing **AFNC**
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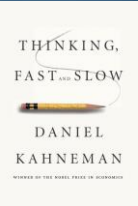




Thin Slicing **AFNC**
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According to a research at an English university, it doesn't matter in what order the letters in a word are, the only important thing is that first and last letter is at the right place. The rest can be a total mess and you can still read it without problem. This is because we do not read every letter by itself but the word as a whole.

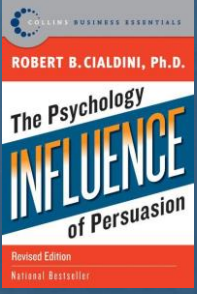
 **Cognitive Bias** 



- Mental errors caused by oversimplification:
 - Our lens that filters out, amplifies, changes incoming information
 - Built over time/experience
 - Uncertainty Bias: strong need to manage risk
 - Confirmation Bias: fuel pre-existing views/dismiss information that contradicts



 **Influencers** 

- Saying “yes” without thinking:
 - Reciprocity
 - Scarcity
 - Social Proof
 - Liking
 - Authority



 **Bias in Leadership** 

The ability to influence the problem-solving and negotiating strategy of another

Why is it so tough?

- Time constrained / under pressure
- Military culture = decisiveness
- Take info from subordinates, but not always advice

What can you do?

- Listen, ask good questions (help leadership understand the greater underlying interests)
- Bias management



Additional Bias



- Age
- Ethnic Background
- Economic/Education Status
- Social Status/Specialty Codes
- Religious/Political
- Culture & Communication



Conversational Narcissism




- Changing the subject in order to favor oneself
- Overusing the “shift response” and under-using the “support response”
- Planning what to say instead of listening






Overcoming Barriers

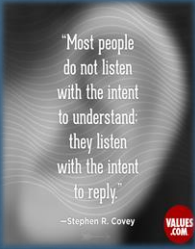





Overcoming Barriers




- Active Listening: (Listen first, talk later)
 - Accept responsibility for understanding (Cultural?)
 - Summarize and clarify;
 - “If I heard you correctly...”
- Listen to learn, not answer
- Listen to understand, not judge







Overcoming Barriers




- Active Listening: (Listen first, talk later)
- Focus on what the other person is saying verbally/non-verbally
- Don't challenge, interrupt, or start problem solve
- Don't agree or disagree

Give them a chance to be heard





A Shift In Approach



A Shift in how to approach problem solving:

- Less combative (When appropriate!)
- Mutually beneficial solutions

From	To
What you want (Positions)	Why you want it (Interests)
This is the only way to solve this!	What are some different ways to solve this?
How about we split the difference?	Splitting the difference may leave value on the table?
Making Statements!	Ask questions, try to understand?
Strength from anchoring, being right!	Open to learning and creativity

 Recommended Reading 





 Summary 

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