EXPANDING PERSONAL INFLUENCE AND NEGOTIATION SKILLS
UNDERSTAND WHICH STRATEGIES TO USE WHEN
(UNIT 1)
Richard Chang Associates, Inc. would like to acknowledge the contributions of its numerous clients—whose input and feedback have helped refine the methodology and tools incorporated into this packaged training program—and also to acknowledge the entire team of professionals on our staff who have contributed to the development process.
EXPANDING PERSONAL INFLUENCE AND NEGOTIATION SKILLS
UNDERSTAND WHICH STRATEGIES TO USE WHEN (UNIT 1)

To be as effective as possible as an employee, you may need to influence others so that you have the needed support to achieve your goals and objectives established and agreed upon in your Performance Profile And Review. You may be called upon to negotiate for more resources. You may need to negotiate when selling to your customers, or you may need to positively influence another employee.

Depending on how good you are at influencing and negotiating with others, people will or will not respond positively to your requests, and they will or will not support you when you need it to be successful.

Therefore, the skills involved in influencing and negotiation are critical to your success, both internally within your organization, and externally with customers, suppliers, and even in your personal life.

Learning Objectives

Upon completion of this unit, you will be able to:

1. Describe the difference between influencing and negotiating
2. Describe how influencing is an exchange between two parties
3. Discuss how an exchange can develop into a negative cycle
4. Assess which influence strategies you use most often
5. Describe the difference between Position-Related and Person-Related Influence
6. Understand strategies and actions to use the two approaches
7. Apply the strategies in your situation
Expanding Personal Influence And Negotiation Skills (cont.)

Agenda

- Compare And Contrast Influence And Negotiation
- Influencing Within The Organization
- Recognizing Influence As An Exchange
- Making The Exchange Successful
- The Negative Cycle Of Exchange
- Understanding Which Influence Strategies To Use
- Using Position-Related Approaches
- Using Person-Related Approaches
COMPARE AND CONTRAST INFLUENCE AND NEGOTIATION

Negotiation

Similar to influence, negotiation is based on the idea of exchange. However, it should not be based on the idea of “getting the best of the deal.” Negotiation implies that both parties are willing to trade-off in order to find a solution that is acceptable. Remember:

- Successful negotiating should not result in a winner or loser.
- It must result in both sides feeling good about the outcome.
- The interaction must form the foundation for an open, honest relationship.
- Each party should listen as much as they contribute.
- Each party should understand that they may reach a point of diminishing return.

Influencing

Influencing differs from negotiating in that influencing is a part of negotiating, but negotiating is not necessarily a part of influencing.

When you influence someone, you may be trying to change their attitude (or behavior), to get them to do something, or to support you in some way. It tends to be an indirect approach, and is typically a one-way process.

When you negotiate with someone, there is a common focus held by both parties. Typically, the two parties have differing opinions about the outcome you are trying to reach. You participate in a back and forth conversation to determine an outcome that you both find acceptable.

During this program, the focus on influencing will be internal to the organization. You will practice influencing strategies that will help you be successful with other employees.

The negotiation strategies you will practice will help you be more successful in your customer interactions.
UNDERSTANDING WHICH INFLUENCE STRATEGIES TO USE

Regardless of the influence base you employ, there are various influence approaches and corresponding strategies that can be used effectively.

<table>
<thead>
<tr>
<th>POSITION-RELATED INFLUENCE</th>
<th>PERSON-RELATED INFLUENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal Approach</td>
<td>Personal Approach</td>
</tr>
<tr>
<td>Reward Approach</td>
<td>Association Approach</td>
</tr>
<tr>
<td>Coercive Approach</td>
<td>Expert Approach</td>
</tr>
</tbody>
</table>

The assessment you completed in Exercise #2 helped you identify which influence base you use most often—either Position-Related or Person-Related. Within each of these are approaches and key strategies that can be used to maximize your influence.
### IDENTIFYING WAYS TO ENHANCE YOUR INFLUENCE

**Exercise # 6**

**Think Again About …**

**Team Member:**

<table>
<thead>
<tr>
<th>Specific change/idea/goal I want to achieve:</th>
</tr>
</thead>
</table>

Begin by answering the following questions relative to your specific situation. These questions become key to helping identify successful influence strategies.

1. Am I clear on what I really want?

   _________________________________________________________
   _________________________________________________________

2. Do I know what the other person needs; and, if not, how do I find out?

   _________________________________________________________
   _________________________________________________________

3. What resources do I have, and would any of them equate to the interests of the other person?

   _________________________________________________________
   _________________________________________________________

4. Is our relationship positive enough to make transactions possible and relatively easy?

   _________________________________________________________
   _________________________________________________________

5. If not, how do I create sufficient trust to allow exchanges to take place?

   _________________________________________________________
   _________________________________________________________

6. Does my interaction style fit with the preferred style of the other person? How much can I change my style and still be true to myself?

   _________________________________________________________
   _________________________________________________________
EXPANDING PERSONAL INFLUENCE AND NEGOTIATION SKILLS
UNDERSTAND WHICH STRATEGIES TO USE WHEN
(Unit 2)
Richard Chang Associates, Inc. would like to acknowledge the contributions of its numerous clients—whose input and feedback have helped refine the methodology and tools incorporated into this packaged training program—and also to acknowledge the entire team of professionals on our staff who have contributed to the development process.
EXPANDING PERSONAL INFLUENCE AND NEGOTIATION SKILLS
UNDERSTAND WHICH STRATEGIES TO USE WHEN (UNIT 2)

Good negotiation skills are not inherent. These skills must be learned and practiced in a variety of situations until they become natural for you.

In addition to practiced skills, it is important to think of negotiation as a process. By following the stages in order, you will walk into your negotiations prepared and ready to not only accomplish what you want, but also to lay the foundation for that lasting relationship critical to your business success at your organization.

Here you will become familiar with three very important stages of negotiation.

Learning Objectives
Upon completion of this unit, you will be able to:

1. Describe the stages of negotiation
2. Plan, conduct, and close your negotiation
3. Use negotiation counters to break deadlocks
4. Make strategic concessions during your negotiation

Agenda
- Defining Negotiation
- Identifying The Skills And Traits Of Successful Negotiators
- Negotiation Process
- Planning For Negotiations
- Conducting A Negotiation
- Making A Proposal
- Managing Negotiating Counters
- Closing The Negotiation
- Making Concessions Strategically
- Breaking Deadlocks
DEFINING NEGOTIATION

Gaining Mutual Satisfaction

Negotiation Is:

A discussion between two parties to determine ways to reach agreement and gain mutual satisfaction.

Similar to influence, negotiation is based on the idea of exchange. However, it should not be based on the idea of “getting the best of the deal.” Negotiation implies that both parties are willing to trade-off in order to find a solution that is acceptable. Remember:

- Successful negotiating should not result in a winner or loser.
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- Each party should listen as much as they contribute.
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Types Of Negotiation

<table>
<thead>
<tr>
<th>TYPES</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day-To-Day Managerial</td>
<td>Such negotiations concern internal problems and the working relationship between groups of employees.</td>
</tr>
<tr>
<td>Commercial</td>
<td>The driving factor in these negotiations, which take place between an organization and an external party, is usually financial gain.</td>
</tr>
<tr>
<td>Legal</td>
<td>These negotiations are usually formal and legally binding. Disputes over precedents can become as significant as the main issues.</td>
</tr>
<tr>
<td>Personal</td>
<td>Negotiations with family members, friends, while making purchases, agreeing to volunteer, etc.</td>
</tr>
</tbody>
</table>
**NEGOTIATION PROCESS**

Negotiation is a *process*, not an event. There are common negotiation *stages* to successfully work through issues and potential disagreements at your organization and arrive at mutual satisfaction. A general overview of these stages follows.

<table>
<thead>
<tr>
<th>STAGE</th>
<th>EXPLANATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>II. Conducting</strong></td>
<td>An open discussion to help “set the stage” for the conduct of the negotiation. Options to consider are: 1. General introductions and small-talk to establish rapport (reinforcement of the importance of “WIN-WIN”) 2. Definition of the problem/concern and its impact 3. Overview of the purpose, goals and objectives 4. An open “questioning” phase when both parties have the opportunity to: a. Assess the needs and interests of the other parties (e.g., to test assumptions). b. Discuss possibilities to gain mutual satisfaction (e.g., negotiable components). c. Establish objective decision criteria/standards. d. Identify ways to assist the other parties to negotiate within their organization.</td>
</tr>
<tr>
<td><strong>III. Closing</strong></td>
<td>1. Make concessions to reach agreement and mutual satisfaction. 2. Ensure that agreement/satisfaction has been reached. 3. Identify specific action plans to implement. 4. End on a positive note.</td>
</tr>
</tbody>
</table>
MANAGING NEGOTIATING COUNTERS

You have to be prepared for anything when entering into a negotiation—especially the competitive dimension. Many negotiators employ competitive “tactics” to gain power and advantage over others. Whether or not you choose to do the same, you should be able to immediately recognize when they are being used, and be prepared with effective “counters” to maintain your interests! Some of the more common competitive tactics and subsequent counters follow.

<table>
<thead>
<tr>
<th>TACTIC</th>
<th>DESCRIPTION</th>
<th>COUNTERS</th>
</tr>
</thead>
</table>
| **STALL** | Withdrawing, delaying, or holding out to avoid “losing” through a quick settlement. | • Ask “why?”  
• Investigate reasons.  
• Discuss risks and losses (of benefits) for them.  
• Set deadlines.  
• Appeal to a higher authority. |
| **FISH** | Posing exploratory “what if” questions to gather information that you may be reluctant to give. | • Avoid responding on the spot.  
• Recognize that not every question deserves an answer.  
• Inform them that it will take considerable time to respond—more time than they can afford.  
• Make your answer contingent upon an immediate close to the negotiation.  
• Turn it into an opportunity by repackaging your deal so that it’s more attractive to both parties. |
| **SURPRISE** | Revealing information for the purpose of throwing you off. | • Remain calm—do not get emotional.  
• Acknowledge and check what you’ve heard.  
• Call a caucus to re-think your situation. |
| **SNEAK** | Doing an action without permission with the expectation that it will go unnoticed or be accepted after the fact (e.g., agreeing on a price, and charging you more). | • Immediately call their bluff.  
• Take a “benefit of the doubt” position.  
• Hold all actions until the contention is resolved. |
| **PIECEMEAL** | Subdividing the issues to gain concessions and agreements on smaller components. | • Can be mutually beneficial.  
• Be cautious, and don’t lose sight of major issues.  
• Make each concession and agreement contingent upon final approval of the “whole.”  
• Document all agreements and concessions. |
**Exercise # 3**

**RECOGNIZING AND COUNTERING COMPETITIVE TACTICS IN ACTION**

“It’s A Jungle Out There … !”

The quicker you can recognize competitive “tactics” on the job, the sooner you can respond with success-oriented “counters” and maintain your interests!

Following are selected “tactics” as they may appear in your work environment. For each, identify the “tactic(s)” being used and at least two potential “counters” with which you could respond.

<table>
<thead>
<tr>
<th>SITUATION</th>
<th>TACTIC(S)</th>
<th>COUNTERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. In the middle of your proposal to the senior management group, a VP interrupts with “friendly fire” that throws you off guard: “Did you know that this was already rejected last month? Why are we even discussing it? Besides, I believe we just pulled the funding …”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. You’ve agreed to help out by reviewing and revising a supposed five-page proposal that a co-worker of yours is about to forward to your team leader. As you glance at the weighty document that mystically appeared in your in-box during the only five-minute break you’ve taken all day, you recognize that it’s thirty pages long and in very rough format. It requires extensive work …</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The person with whom you have been continually dealing with from a company says, “Everything looks fine to me, but my boss isn’t going to go for this at all. I’ll have to do present something much better to her.”</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Making Concessions Strategically

There are times when you may need to make some concessions in order to achieve a satisfactory conclusion to a negotiation. Yet, concession-making strategies should be given much consideration and scrutiny. Each concession made tends to increase the aspiration level of the other party. Patience and caution are essential ingredients to an overall concession-making plan!

Guidelines for making concessions in negotiations follow. Since every situation is different, apply each consideration objectively!

<table>
<thead>
<tr>
<th>Guideline</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Give yourself room to make concessions.</td>
<td>As a “seller,” aim your proposed target high; as a “buyer,” aim them low. As mentioned earlier, always give a good reason for your target to avoid extreme positions and subsequent hostilities!</td>
</tr>
<tr>
<td>Avoid making the first concession on a major issue.</td>
<td>As a gesture of good will, you could make the first minor concession if a deadlock is eminent.</td>
</tr>
<tr>
<td>Be patient.</td>
<td>Be conservative with your concessions. The other party will appreciate them more later. Make them work for each and every concession!</td>
</tr>
<tr>
<td>Give a good reason for every concession.</td>
<td>Let the other party know that you are working hard to gain mutual satisfaction. Remember: A good explanation can be a gain in satisfaction in and of itself! Present concessions almost like valuable sacrifices for the overall cause.</td>
</tr>
<tr>
<td>Get something for every concession.</td>
<td>By knowing all of the potentially desirable negotiable components, the other party’s strengths, and your needs and objectives, you should comfortably ask for something in return for every concession you make. Look at concessions as trades, not gifts!</td>
</tr>
<tr>
<td>Identify and give concessions that give “little to nothing” away.</td>
<td>Identify those things that you can give away which are of little to no cost or value to you, but of perceived value to the other party. Treat and present these concessions as you would those you do value!</td>
</tr>
<tr>
<td>Reciprocal concessions are not necessary.</td>
<td>If they give in “10,” you can give in “7.” Avoid “splitting the difference” or other “equal” implied tactics.</td>
</tr>
<tr>
<td>Record each concession.</td>
<td>Never lose track of either parties’ concessions. You may also be able to show this list as a source of legitimacy (i.e., “I’ve made five concessions and you’ve only made two.”).</td>
</tr>
</tbody>
</table>