

WHAT IS **NEGOTIATION**?



In the same series:
“What is Conflict?”
“What is Interpersonal Communication?”

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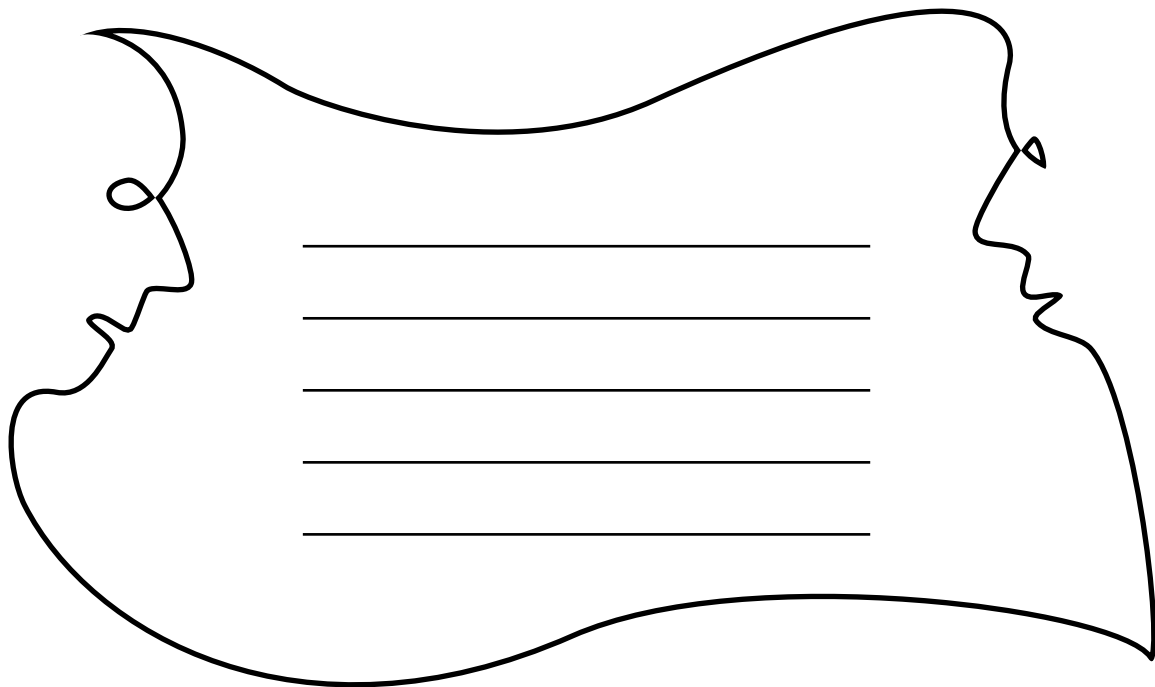
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WHAT IS NEGOTIATION?

Is something you experienced a lot!!!

Are you aware that you have negotiated all your life? We are sure you negotiated with your parents, with your husband or wife, with your friends, chiefs, colleagues, customers, competitors, and many, many other persons, whenever you wanted to persuade them to make an agreement with you!

Think for a moment and write down the words that come to your mind when you hear the word negotiation:

A line drawing of two stylized human profiles facing each other, with five horizontal lines between them for writing. The profiles are simple outlines with no facial features. The lines are evenly spaced and extend across the width of the space between the two profiles.

So, what is Negotiation?

Negotiation is a way to solve conflicts and differences through direct communication.

Negotiation is a structured communication process through which parties resolve their differences and conflicts trying to reach an agreement, which is a solution acceptable to all!

In our days negotiation seems to become much more present and important in our lives because:

- we are living in a more democratic society, where we are free to express our ideas, differences, and creativity and where competition is encouraged;
- our society has also more conflict situations to deal with: conflicts inherited from the previous regime, conflicts created by the transition process towards a more democratic society, and conflicts that normally should exist in all democratic societies.

This booklet will help you understand better what is negotiation about, in order to improve your performances as negotiator!

What is Negotiation about?

- A) We have the Negotiation Players: (at least) two parties having to deal with their differences and conflicts.
- B) We have the desired Negotiation Outcome: a solution identified by the parties as acceptable.
- C) We have the Negotiation Game: a structured process of communication when parties discuss voluntarily about their options trying to clarify their differences.

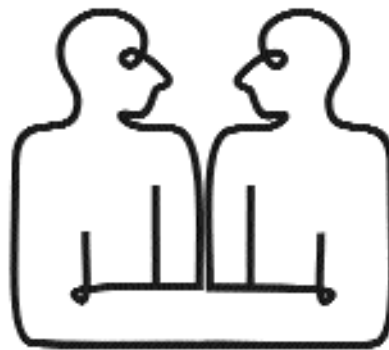
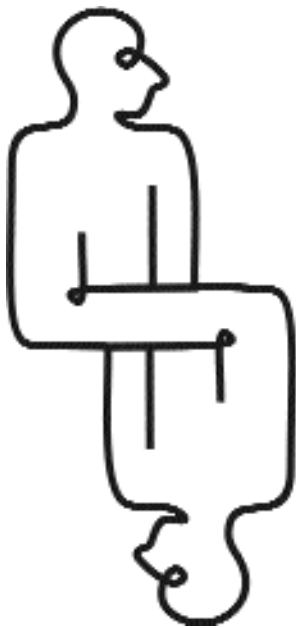
Lets look in more detail to each of these components!

A. NEGOTIATION PLAYERS

First, how to call the person you are negotiating with?

"Enemy" is clearly wrong. "Partner" has been fashionable for some years, but could be perceived as too idealistic.

We will try throughout to encourage you to take a win-win approach, and stress the need to work to develop empathy with the person across the table. Realistically, we accept that this person might want to play tough or even fight dirty. So we will use in this material the word "opponent".



Your opponent is positioned across the table when you begin the negotiation. It is your job as creative negotiator to step around this table to his/her side. Than perhaps he/she will become your partner.

What style has your opponent? And by the way, what is your style?

Many psychologists have tried to find patterns of human behavior and produce predictive models for helping negotiators to prepare and act during the negotiation process. The world would be a much kinder, easier and safer place if everybody will have predictive behavior. (But also a more boring place, could add those who like challenges and negotiation.)

The danger in negotiation is clear: if you are a certain type of person you will be tempted to assume that your opponent is just like you, so, when you will try to persuade others you will behave and use the style and the arguments that work for you. **But your opponent is different!**

In order to discover what sort of argument might influence your opponent and to learn about your dominant negotiation style, we propose you to go through the following test. Count up the check marks in each of the four columns. At the end you will find the scoring key:

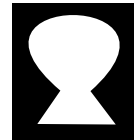
1. Your manner is basically	accepting	friendly	controlling	evaluative
2. When you make decisions you are	slow	emotional	impulsive	fact-based
3. You usually like to talk about	personal things	people	achievements	organization
4. Your general attitude on using time	not rushed	socializer	rushed	runs late
5. When relate to others you tend to	accept	empathize	command	assess
6. You think your gestures are	sparse	open	impatient	closed
7. You consider your clothing preferences	conforms	very stylish	formal	conservative
8. At your work place you are	steady	enthusiastic	fast	controlled
9. When listening others you are usually	interested	distracted	impatient	selective

10. Your work area has	souvenirs	pictures	awards	charts
11. You think you are oriented towards	support	people	results	facts
12. You consider your basic personality	easygoing	outgoing	dominating	pragmatic
13. When you communicate you are	minimalist	animated	direct	reserved
14. Your reaction to others is generally	steady	friendly	restless	distant

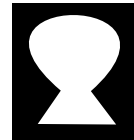
T O T A L S



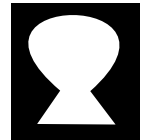
SENSITIVE



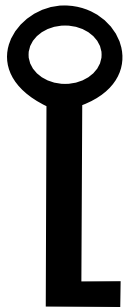
CREATOR



DOER



THINKER



7 or more: Strong preference for the style

5-6: Moderate preference for the style

0-2: Low preference for the style

What if you have not a strong preference, meaning a dominant negotiation style (7 or more checks in one area)?

- Having 3 or 4 checks in all four styles may indicate that you have an easier time than most of us communicating with all kinds of people.
- Those with a couple of moderate scores and one or two very low scores probably have the hardest time communicating with people who are stronger in their low-scoring (0-2) area.

What kind of negotiator are you? Negotiation Styles Characteristics

What are the characteristics of these negotiation styles?

SENSITIVE

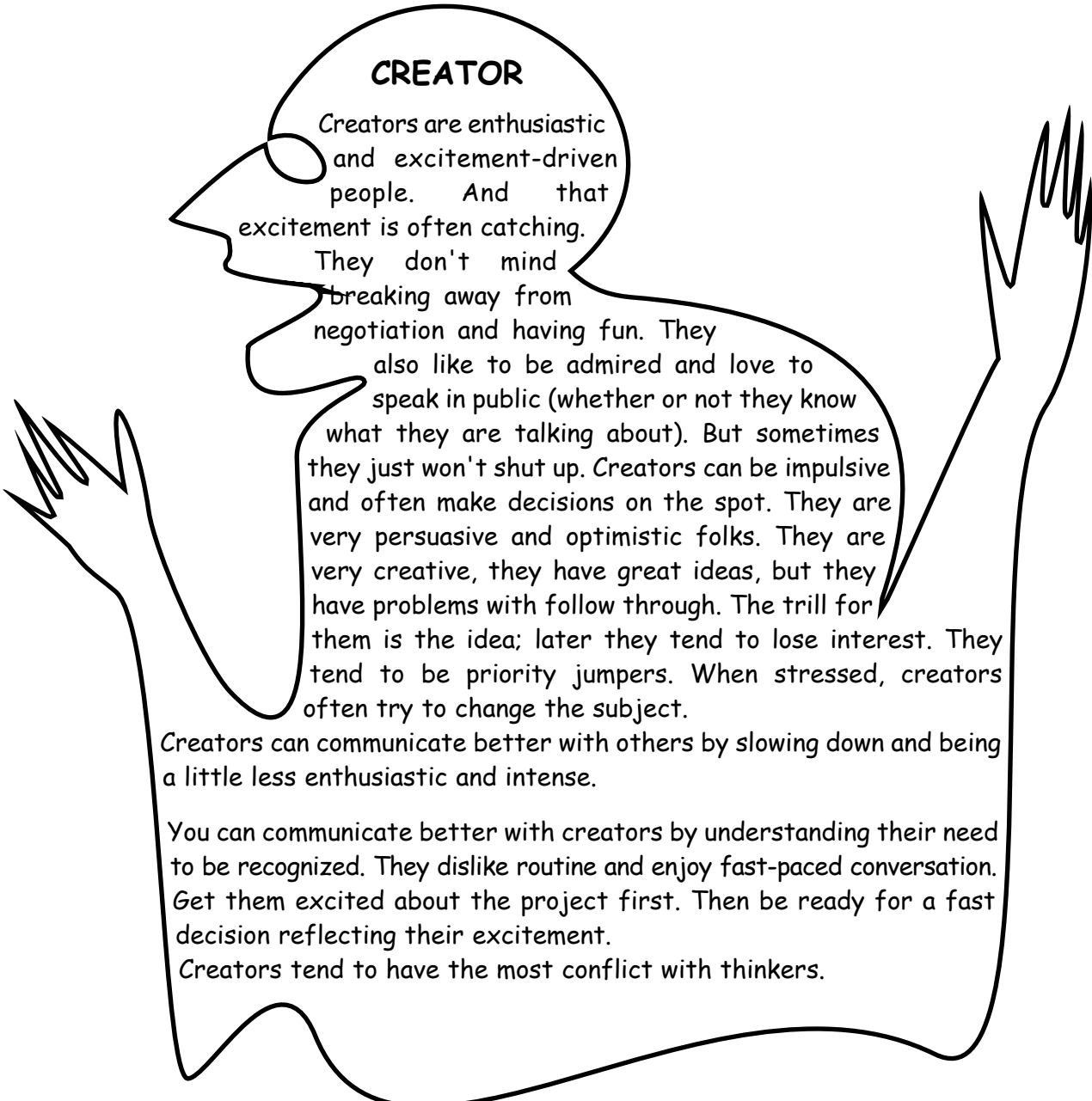
These folks are People oriented. Sensitives believe that there is more than one method for producing the same results.

They demand a voice in decisions that affect them. Sensitives can be also slow decision makers. They want to talk about the issues and get to know you as a person. They also don't delegate very well. They value the relationships with other people. Often they just can't say "NO". Everybody's priorities are their priorities. They seek security in their job and they are not big risks takers. They do not like to speak in public.

Sensitives can improve their relationship with others by being more assertive, by focusing less on relationships and more on tasks, and by learning to make observations based on facts, not on subjective judgments. In negotiation, sensitives turn into pacifiers, always seeking to make all sides happy.

You can negotiate more successfully with sensitives if you clearly identify their objective. Try to be more casual and personal with them. Be relaxed and show interest in them as people. Know that when sensitives are stressed, they are often submissive and indecisive.

Sensitives have the most conflicts with doers.



CREATOR

Creators are enthusiastic and excitement-driven people. And that excitement is often catching.

They don't mind breaking away from negotiation and having fun. They also like to be admired and love to speak in public (whether or not they know what they are talking about). But sometimes they just won't shut up. Creators can be impulsive and often make decisions on the spot. They are very persuasive and optimistic folks. They are very creative, they have great ideas, but they have problems with follow through. The thrill for them is the idea; later they tend to lose interest. They tend to be priority jumpers. When stressed, creators often try to change the subject.

Creators can communicate better with others by slowing down and being a little less enthusiastic and intense.

You can communicate better with creators by understanding their need to be recognized. They dislike routine and enjoy fast-paced conversation. Get them excited about the project first. Then be ready for a fast decision reflecting their excitement.

Creators tend to have the most conflict with thinkers.

DOER

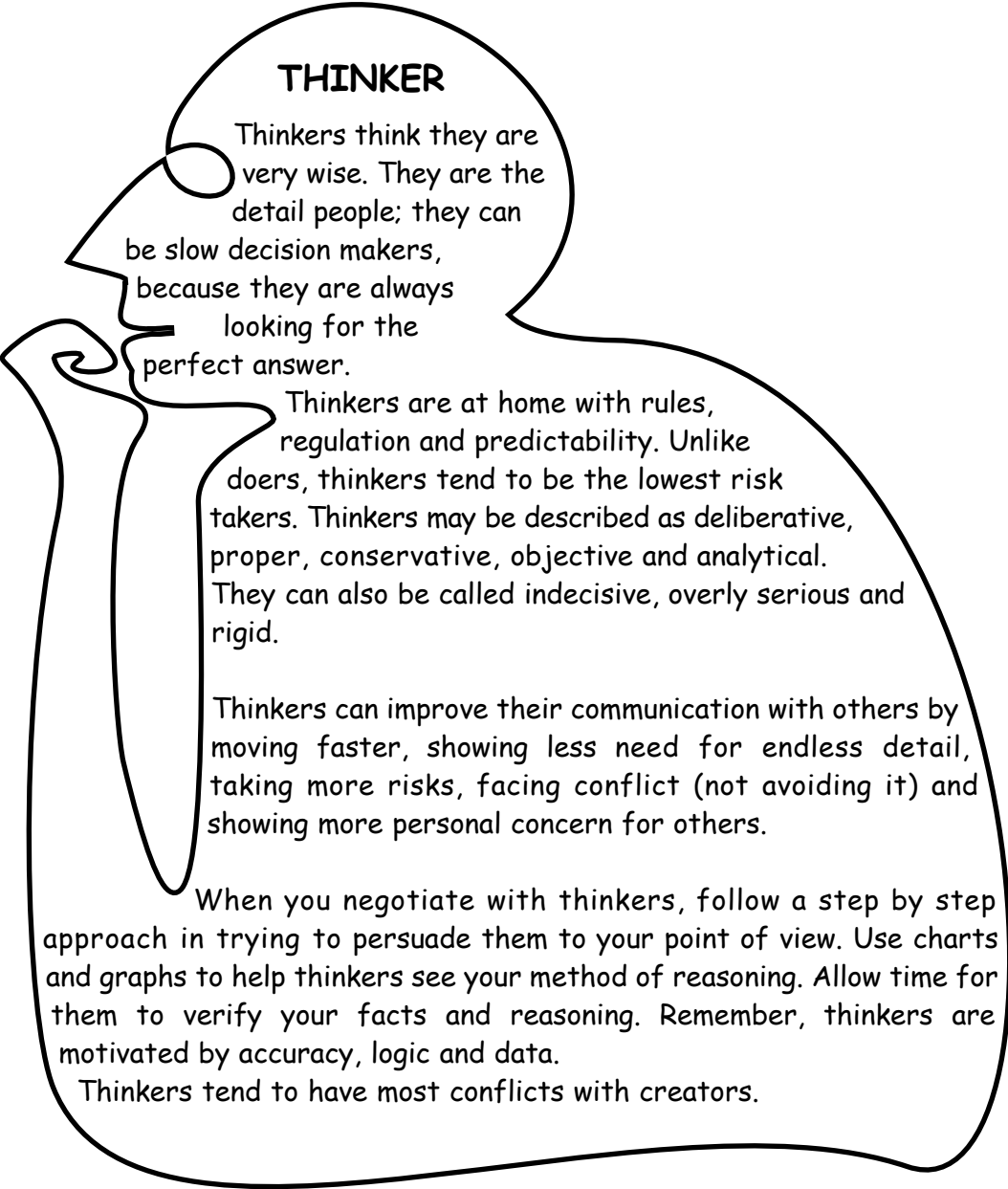
Doers are pragmatic, assertive, results-oriented, competitive and competent.

They take charge and like to see things get done. Like creators, they are very verbal.

Doers tend to be excellent problem solvers, and they take the biggest risks (which can be positive if they learn how to calculate risks). On the negative side, they may be arrogant, dominant, lack trust in others, and act without thinking. They can be abrupt and dictatorial, and they can be bad listeners. They tend to be time-conscious people. When doers negotiate, they tend to be "Street fighters". They don't care about the other needs. Doers can better communicate with others by listening. They have to learn to slow down and count to ten before responding. They should strive to allow others to participate in negotiation. They have to work to express their feelings, to be more open and interested in relationships.

When you negotiate with a doer, get to the point quickly; don't waste their time, be result-oriented, avoid entering into details. Expect a fast decision, based on facts and logic.

Doers tend to have the most conflict with sensitives.



THINKER

Thinkers think they are very wise. They are the detail people; they can be slow decision makers, because they are always looking for the perfect answer.

Thinkers are at home with rules, regulation and predictability. Unlike doers, thinkers tend to be the lowest risk takers. Thinkers may be described as deliberative, proper, conservative, objective and analytical. They can also be called indecisive, overly serious and rigid.

Thinkers can improve their communication with others by moving faster, showing less need for endless detail, taking more risks, facing conflict (not avoiding it) and showing more personal concern for others.

When you negotiate with thinkers, follow a step by step approach in trying to persuade them to your point of view. Use charts and graphs to help thinkers see your method of reasoning. Allow time for them to verify your facts and reasoning. Remember, thinkers are motivated by accuracy, logic and data.

Thinkers tend to have most conflicts with creators.

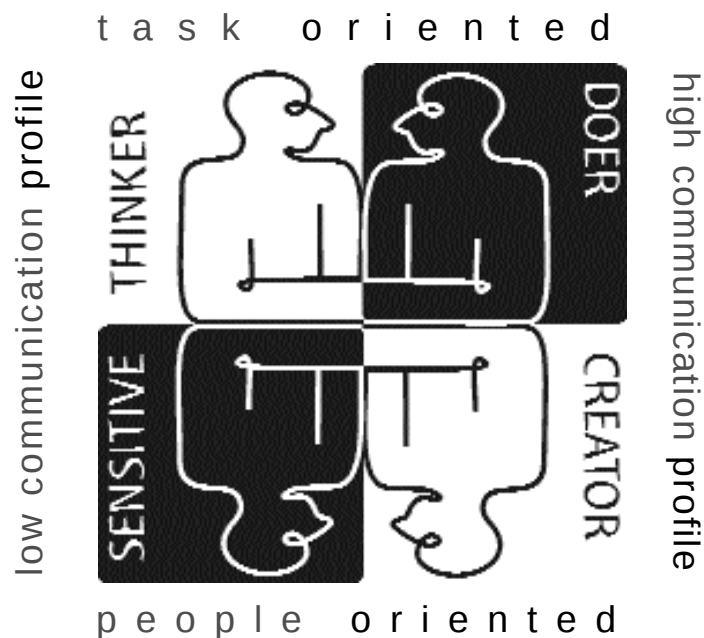
Styles in Negotiation

People naturally prefer to deal with others who share their own negotiating style. Problems arise when negotiators have different styles.

Negotiation between sensitives and doers or between creators and thinkers are the hardest. Doers want sensitives to take the facts and make decisions. Sensitives want doers to go beyond the facts and care about people. Thinkers believe creators are too flippant and easygoing. Creators feel that thinkers get too bogged in details.

Knowing that we don't all communicate and negotiate in the same way, with a little practice you will understand people's different styles and learn to use a variety of methods to deal with these people.

Keep in mind that your favorite negotiation style may be not the best way to reach everybody all the time. It will take a while until you get comfortable using another style, but it is worth the effort. Consciously, try to reach others "where they are" not "where you are". So, you will experience far fewer destructive conflicts and unnecessary stress, and have more cooperation from everybody you deal with.



B. NEGOTIATION OUTCOMES

There are three kinds of outcomes when people play negotiation: win-lose, lose-lose and win-win.

The outcome that most often gives you the best deal is, no surprisingly, win-win.

In order to understand why, let's take a look at all the outcomes based on a very simple negotiation example: we have two persons and only one apple, and both of them would like to have the apple!

What could be the possible outcomes?



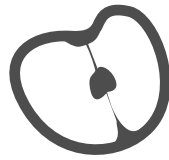
As the name implies, in this scenario one side wins and the other loses.

The possible situations could be:

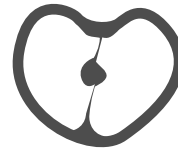
- A) One powerful party takes the apple, imposing its will!
- B) One party decides voluntarily to give up the apple!
- C) Outside party decides (based on the rule of law or other random criteria) who should win and who should lose the apple!

People who start out with steady positions are setting themselves up for a win-lose outcome. People that do not know what they want, who are not self-confident, or care more about the other needs risk to end with lose-win outcomes.

If a group that negotiate an agreement, select voting as the final procedure to reach the agreement, actually we are in the situation of win-lose. Interestingly enough, the democratic concept of majority rule is based on the win-lose game. If one hundred officials participate in a council meeting and fifty-one vote yes for one legal procedure and win, the forty-nine who voted no, lose. This hardly seems the way to build lasting harmony.



LOSE - LOSE



In this game both sides lose something in the negotiation.

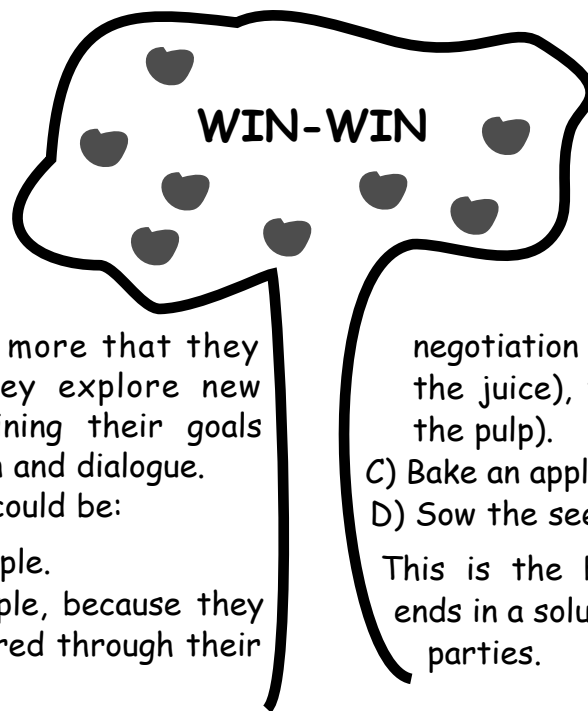
The possible situations could be:

- A) Both parties avoid the conflict: they leave or give away the apple, and find something else to eat instead.
- B) Parties decide to compromise and share the apple.
- C) Parties destroy the apple not to be eaten by the other party.

Lets look to the 2nd example: why we put the compromise as Lose - Lose outcome? It is true that both parties received something, but both sides lost something and none of them did achieve his/her goal: to have the entire apple! We have always been taught that compromise is a good thing, but we want to invite you to think about it! Many times, a series of compromises leaves both sides with far less than they needed in the first place. Compromises should be considered as provisional solutions towards a future win-win outcome.

One example of lose-lose game is the union that makes unreasonable demands and ends up forcing the company to close.

Two colleagues who are fighting all the time each other at their working place, end up losing in the long run, being branded as "troublemakers" or "poor team players" even sometimes they won in turn or succeeded to arrive at a compromise.



Both parties gain more than they lose because they explore new possibilities, refining their goals through negotiation and dialogue.

Possible outcomes could be:

- A) Get one more apple.
- B) Squeeze the apple, because they actually discovered through their

negotiation that one is thirsty (want the juice), the other is hungry (want the pulp).

- C) Bake an apple cake and eat it together.
- D) Sow the seeds and make a plantation.

This is the best outcome, because it ends in a solution satisfactory to all the parties.

WIN - WIN, the deal you are looking for

Win-win outcome becomes possible when you understand the differences between you and your opponent: different needs, different perceptions, different resources, and different pressures. Because of these differences, you and your opponent attach different values to different items. Then you trade off: you yield on matters which are painless for you to concede, but which greatly matter to your opponent, while he/she offers you goodies which means a lot to you but cost him little to provide.

Achieving win-win outcome requires a positive, open attitude on both sides:

- a. The way you relate with the issue: the "enemy" is not the other side - your opponent, "the enemy" is the problem you want to solve;
- b. The way you relate with your opponent: be eager to learn about the other side needs and interests;
- c. The way you imagine the possible results: be flexible enough to see there are several solutions for every problem.

So, how to behave: cooperating or competing?

As described above, the way the players approach the negotiation process influences the negotiation outcomes/results! The way we see/imagine the negotiation outcomes before the negotiation, as well as the way we behave during the negotiation process, contribute to the negotiation outcomes.

It is true that the plan you make home is never exactly what will happen at the negotiation table but you can contribute to achieve better negotiation outcomes through the way you communicate (speak and listen) as well as your attitude.

An honest attempt to learn what the other side wants and to try to satisfy those wants will set the stage for continued goodwill and for knowledge of the other side's needs the next time you meet to negotiate.

If we are able to increase any of the factors that tend to support cooperation, such as good communication, willingness to learn about the other party and to discover similarity in beliefs and values, then we get greater readiness to engage in mutual trust.

If we increase any factor that enhance competitiveness, such as poor communication, coercive tactics, suspicion, the perception of basic differences in values, increasing power differences, then an agreement is less probable, or if it will be an agreement, it will not be sustainable!

A real story with a bad beginning but a happy end illustrate the advantage of cooperative behavior and how important is a good communication, the identification of common values and trust building: An expert in negotiation was visiting a foreign country, which faced a civil war. He had the bad luck to be kidnapped by a guerrilla group. The initial intention of the kidnappers was to use the hostages in exchange for the freedom of their colleagues who were in jail. Using his negotiation skills, and an effective communication, the expert succeeded to change the kidnappers attitude, and to help them to discover a better way they could reach their goals: informing public opinion – at international and national level – about the abuses of those in power, overthrowing dictatorship and freeing their colleagues. The key issue was changing the kidnappers attitude – collaboration and partnership with their hostages instead of tread them as enemies – so they could use them as messengers towards mass media.

C. NEGOTIATION GAME

Why is so important the way the players communicate?

Negotiation is a communication game, as we said before, a structured communication and the way we play this game has a tremendous effect on the results.

Most people tend to focus on the substance of their conflict - the WHAT that is at stake. We tend to spend very little time focusing on HOW we talk about or deal with the substance, with our conflicting interest and views. An effective and honest communication process is the key of a successful negotiation and the best strategy to prevent conflicts escalation.

To help you understand more about our inability to manage conflicts and achieve our goals because of lack of communication, we invite you to read or remember about Jerry Harvey Abilene Paradox¹. As Harvey points out, individuals frequently take actions in contradiction to what they really want to do and defeat the very purpose they hope to achieve. They fear the risk of disagreeing and escalate the potential for greater conflict down the road.

As Harvey tells it, the family is sitting around on a hot and dusty afternoon in a small town in Texas when the father-in-law says, "Let's get the car out and go to Abilene for dinner at the cafeteria". Jerry doesn't like the idea driving over a hundred kilometers in an old sedan with no air conditioning when the thermometer is well above 30c. When his wife chimes in that she'd like to go, he decides to agree. In a feeble attempt to head off a bad decision, he says, "I just hope your mother wants to go". "Of course I want to go", is the mother's response. So off to Abilene they go. Four hours later, after a terrible meal, they return home hot, tired and covered with fine Texas dust. They all settle in around the kitchen table and after a long period of deep and penetrating silence, Jerry remarks, "It was a great trip, wasn't it?" The remark was met with dead silence, the kind you can carve with a knife. Jerry's mother-in-law admits that she really didn't enjoy it. In fact, she wasn't keen to go in the first place. She only agreed because she felt pressured to go. Jerry couldn't believe what he was hearing. He knew he didn't want to go, but he wanted to please his in-laws. Then Jerry's wife speaks up, "Well, the only reason I said yes was to please you and my parents". Finally, her father speaks up "Hell, I never wanted to go to Abilene. I just thought you all were bored".

¹ Harvey Jerry, The Abilene Paradox, Organization Dynamics, 3, 1974, pp 63-80

How to open an honest, clear and comfortable communication, with your Opponent?

It is crucial to build an atmosphere of mutual respect, based on clear communication. This does not mean you have to agree with everything your opponent asks, wants or claims.

Take a look to the following List of 9 things² usually your opponent wants:

1. To feel good about himself;
2. Not to feel intimidated;
3. To be treated nicely and particularly to be listened to;
4. To be liked;
5. Recognitions of his/her ability and efforts;
6. To know more and understand more through a clear communication;
7. To go through the negotiation process without working too hard;
8. A lasting alliance;
9. **Money, goods and services.**

NOTICE THAT ONLY THE LAST ITEM ON THE LIST ACTUALLY COSTS YOU ANYTHING TO DELIVER!

In order to facilitate a good two-way communication, you should:

- Try to be open;
- Paraphrase back to them what you think you heard from them and what you think they might have heard from you;
- Try to speak in ways that promote their listening, and listen in ways that show they are heard.

² Jhon Mattock & Jons Ehrenborg : How to be a better negotiator

Common Dilemma about the way to play this game:

Relationship vs. Substance

The common dilemma of most negotiators is either to negotiate "hard" to get what they want (which is likely to harm relationship with the other negotiator), or negotiate "soft" to stay friends (but that means giving up on the substance).

Soft negotiators feel they have to talk, insist on being friends, are reasonable, make a lot of concessions, talk about what they will do, and make a lot of offers.

Hard negotiators say they don't need to talk, they insist on their positions. At the extreme, concede only stubbornly, are threatening and talk about what they won't do.

COMMON DILEMMA

SOFT	HARD
always talk	won't talk unless...
relationship over substance	substance over relationship
open with reasonable position	open with extreme position
concede generously	concede stubbornly
give in for the sake of agreement	insist on winning
"will" type of offers	"won't" type of threats

WHAT HAPPENS WHEN TWO SOFT NEGOTIATORS MEET EACH OTHER?

Two soft negotiators may reach quick but sloppy agreements. They are so eager to say "Yes" to each other that they don't explore the problem fully.

WHAT HAPPENS WHEN A SOFT NEGOTIATOR MEETS A HARD NEGOTIATOR?

The hard negotiator wins, easily. But not for long...

Soft negotiators don't stay soft for long when a hard negotiator is taking advantages.

AND WHAT HAPPENS WHEN YOU HAVE TWO HARD NEGOTIATORS?

It is war! And both sides lose!

So, these are the important aspects of this dilemma:

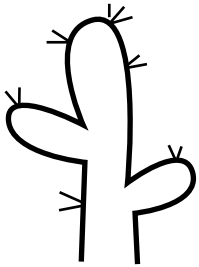
If you are soft you may lose; if you are hard, you may win once or twice, but in a long term you are likely to lose!

These two styles are not completely wrong, however. They have been around a long time, because both include ideas and concepts that do have validity:



Soft style is right in some way:

- Talking is good - you have to talk to have any possibilities of agreement;
- Relationship is important - if you aren't able to develop a good relationship, you can't ever go back to the same person, over time;
- It is important to be reasonable - people appreciate reason and logic;
- Flexibility is important in any negotiation, and someone has to put offers on the table.



In lot of ways, hard style makes sense too:

- It is fine to walk away - you should always be willing to walk away from deals that aren't good for you;
- Obviously, substance is important - you have to care about substance, or you do not achieve your goals;
- Is powerful to defend your position - you have to be firm and often wise not to disclose your limits.

But, just as both styles are correct in many ways, both hard and soft make some common errors, and these approaches are inefficient and do not tend to produce good agreements, because:

- They neglect the parties' interest;
- They encourage stubbornness;
- They tend to harm parties' relationship.

What does it means good agreements?

Many books have been written on the topic, but the best known is "Getting to Yes: Negotiation Agreement Without Giving In" by Roger Fisher and William Ury, in 1983. In this book, Fisher and Ury describe a good agreement, as having the following qualities:

- Wise: satisfies the parties interests, in a fair and lasting way;
- Efficient: takes less time and effort to reach it;
- Improves, or at least not damages the relationships.

So, what to do? How to play the game

Well no surprising, we have some advice on that question. This is advice developed by Harvard Negotiation Project, conducted by the same experts, Roger Fisher and William Ury, and is well known as Principled Negotiation approach.

1. CLARIFY INTEREST, NOT POSITION

As Fisher and Ury explain, "Your position is something you have decided upon. Your interests are what caused you to so decide."

However, all people will share certain basic interests or needs, such as the need for security, economic well-being.

If you spend all your time arguing over positions rather than discussing interests, you tend to get in a battle of wills, in concession-based games. You lose the opportunities for joint gain, which are bad for both the relationship and the substance.

Here we need to work hard to try to understand the interests, fears, concerns and objectives of the other side.

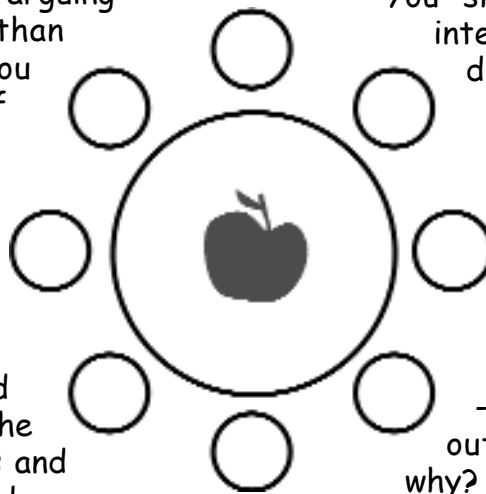
Each party usually has a number of different interests underlying their position. And interests may differ somewhat even among the individuals, which are sitting on the same side.

You should capitalize on joint interest and work to reconcile differing interests.

You need to probe for the other party interests, asking them questions like:

- What do you want to accomplish?
- What are your concerns and fears?
- Who else cares about the outcome of this deal and why?

Discussions should look forward the desired solution, rather than focus on past events. Parties should keep a clear focus on their interests, but remain open to different proposals and positions.



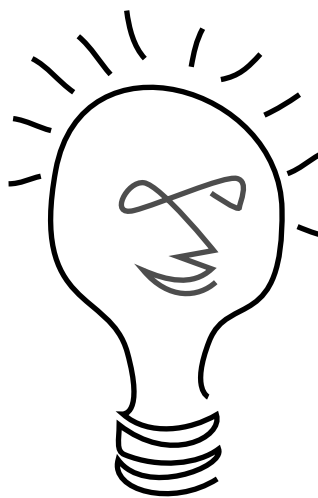
2. INVENT OPTIONS FOR MUTUAL GAIN

Fisher and Ury identify four obstacles in the process of generating creative options for solving conflicts and differences:

- a. Parties may decide prematurely on an option and so fails to consider alternatives;
- b. The parties may intent on narrowing their options to find a single answer;
- c. The parties may define the problem in a win-lose term, assuming that the only option is for one side to win and the other to lose;
- d. A party may decide that is up to the other side to come up with a solution to the problem.

The way to exploit opportunities for joint gain is to invent and discuss many options prior to deciding among them. Be sure to separate inventing from deciding.

Be creative - don't limit yourself! Invent the craziest options simply to set a wider range of possibilities. Often the most implausible ideas are the ones that stimulate more attractive and realistic options. Only after a variety of proposals have been made, you should turn to evaluate the ideas together with the other party. Is better to start evaluation with the most promising proposals.



When your interest differs from the other party, you should seek options in which those differences can be made compatible or even complementary. The key to reconciling different interests is to look for items that are low costs to you and high benefit to the other, and vice-versa. Threats are usually less effective at motivating agreement than are beneficial offers.

3. USE CRITERIA TO HELP EVALUATE OPTIONS

When interests are directly opposed, the parties should use objective criteria to resolve their differences. If you allow such differences to spark a battle of wills, your wills destroy the relationship with the other, and the agreement is not likely to be wise. Decision based on reasonable standards makes easier the agreement achievement and preserves good relationships.

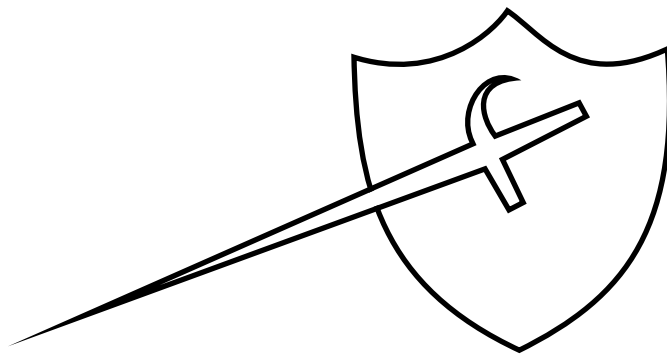
When we talk about using criteria, we mean several things:

- First, use external standards, as much as possible. By external standards we mean criteria that are independent of the subjective opinion of either party;
- Criteria should be legitimate and practical.

Possible source of criteria could be scientific findings, professional standards, market price, law and regulations, precedents, experts' opinion.

Explicitly discuss these standards in the negotiation process. Discussing standards tends to be a more efficient way for the two parties to make a joint decision, than if each party tries to impose on the other side through strength of will.

The parties must agree which criteria are best for their situation. You can use external standards both as a sword - to try to persuade the other side - and as a shield - to defend against arbitrary positions.



Rather than agreeing on substantive criteria, the parties may create a fair procedure for resolving their dispute and reach the agreement. For example, children may fairly divide a piece of cake by having one child cut it and the other chooses his piece.



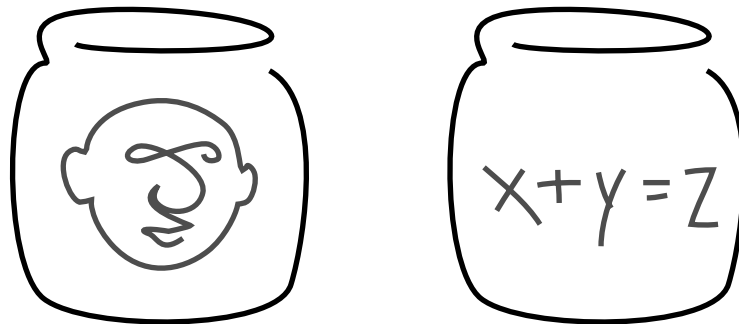
There are three points to keep in mind when using objective criteria:

- a. Each issue should be approached as a shared search for objective criteria. You should ask for the reasoning behind the other party' proposals and you should use this reasoning to support your own position.
- b. Be open to persuasion. You should be reasonable and willing to reconsider your position when there is a reason to. And people do respond to your behavior: if you are open to persuasion, they are more likely to be. No guarantees, but it is more likely.
- c. Avoid giving in to pressure, threats or bribes. When the other party stubbornly refuses to be reasonable, you may shift the discussion from a search from substantive criteria to a search for procedural criteria.

4. SEPARATE PEOPLE FROM THE PROBLEM

Usually people tend to become personally involved with the issues and with their side's position. They will tend to take personal responses to those issues and positions. Separating people from the issue allows the parties to address the issue, without damaging their relationship. It also helps them to get a clear view of the substantive problem.

Most people assume you have to make a choice between the relationship and the substance. But if you don't, as we hope we convinced you till now, you could have a different approach: on the one hand you could ask yourself what are all the things you can do to build the relationship and to be gentle with people (mutual understanding, good communication, respect, acceptance to the other's right to be different) and on the other hand, what are all the things you could do to achieve your goals on the substance (to be firm on the terms and conditions related to the substantive problem).



Here are a few suggestions on being gentle:

- Speak about yourself and talk about what you are feeling and doing rather than what you assume your opponents are feeling and doing.
- Consult your opponent before deciding. People don't like to be push to make decisions, even good ones. People like to be consulted about decisions that will affect them.

5. KNOW YOUR BATNA

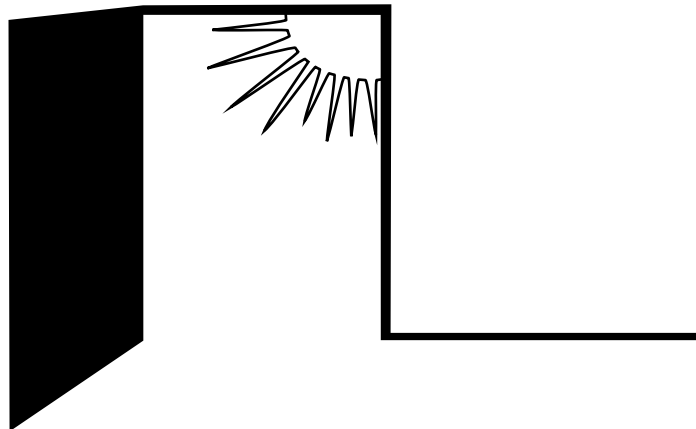
You could think of going to your BATNA - Best Alternative To a Negotiated Agreement, as going through a door. If on the other side of the door it is cloudy, rainy and cold, you are very unlikely to through it. If, by contrary, outside the door is nice weather and sunny, you are likely to go through it.

It is the same with your BATNA. If it is not good, if it's not bright and sunny, you are never going to be willing to go to it. You will be psychologically weaker, and less able to resist any pressure from the other side. This makes the other side much more powerful. If your BATNA is good, then you can resist any pressure.

So, developing your BATNA before the negotiation process, makes you much more confident and powerful at the negotiation table.

We suggest you to evaluate your opponent's BATNA. Some people find it very easy to threaten you with their BATNA: "If you don't give in, I'll live the negotiation". But actually they will do what is the best, in function of how well the alternatives meet their interests.

Do not let people just threaten you with their BATNA. So you may wish to reality test whether they really want to do it or if it is just a bluff. Ask them why going to their BATNA seems so attractive, or in what way doing so seems better than your option.



6. MAKE COMMITMENT AT THE END OF THE PROCESS

Your decision to commit to any agreement ought to be based on how well your interests are met by all possible deal, as compared against your BATNA. So, you ought to try not to commit too early, and you ought to make sure that you know very clearly both what is in and what is not in the deal.



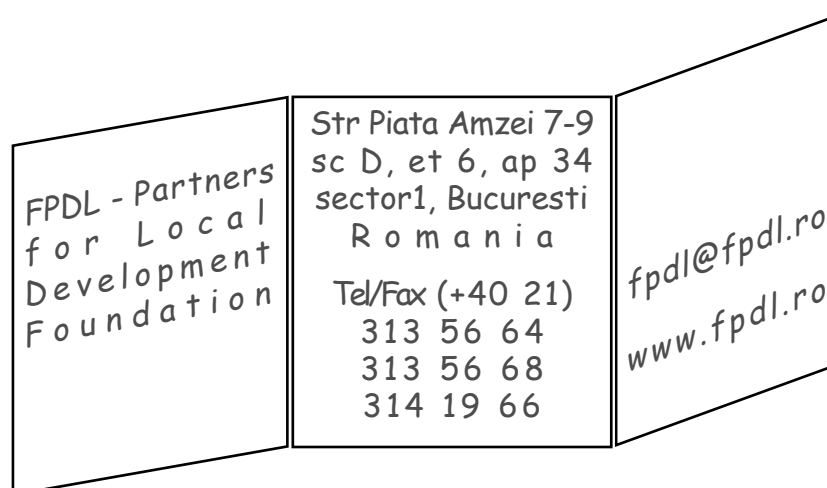
SKILL BUILDING TRAINING

Skill building training can improve your negotiation abilities. Reading this handbook may improve your understanding and knowledge of the main concepts. But only reading will not improve your negotiation skills.

You have to **"learn by doing"** through a skill building Training Program.

It is our experience that a high level of negotiation effectiveness can be reached only through intensive and well-designed training programs. We encourage you to be critical when selecting the negotiation training you want to attend. The training program should really address your needs through a demand driven and client-centered design and delivery.

If you want to know more about our Training Programs that are designed to improve your negotiation skills described in this handbook, please feel free to contact us at:



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