

NEGOTIATION SKILLS

Strategies in Resolving Issues in
Collective Bargaining

Regional Management Services Inc.



OVERVIEW

- Conflict Resolution
- Breaking Deadlocks
- Influence and Persuasion
- The technique of Time
- Making Proposals



NEGOTIATIONS

- A negotiation is conducted between two or more parties (bilateral – multilateral)
- It is a process of communication
- It is a process for resolving disputes / issues
- It is about exploring and reaching an agreement accepted to the parties



DEFINITION OF NEGOTIATION

It is a process involving dealings among persons, which are intended to result in an agreement, and commitment to a course of action.



DEADLOCKED NEGOTIATIONS

- This occurs when there is a 'breakdown' or 'stand still' in a negotiation.



CAUSES OF DEADLOCK

- Pushing your hot button

Strategy: Maintain focus on achieving your goal



CAUSES OF DEADLOCK

- Lack of Benefit Understanding

Arousing emotions by words / actions
(Fear – suspicion –hostility)

Strategy: No arguing
Be an active listener



CAUSES OF DEADLOCK

- Resistant to ideas

Strategy: Show the benefits to be had from agreement

- Lack of Consequence Understanding

Strategy: Educate the party



PRE CONDITIONS FOR PREVENTING DEALOCKS

- *Good Communications*

- ❖ Regular meetings
- ❖ Open communications
- ❖ Collective goal setting



PRE CONDITIONS FOR PREVENTING DEALOCKS

- Urgency of each party to achieve a result
- Willingness of parties to grant concessions
- Willingness to communicate and share information
- Having options
- Recognition and mutual respect of parties
- Confidence/ credibility/ comfort/ persistence
- Persuasive ability
- Authority of parties to commit on behalf of their principals
- Commitment to deliver on agreement



PREVENTING DEALOCKS BY ELIMINATING CONFLICT

- Avoid reactions
- Avoid inflammatory statements
- Don't take comments /intervention personally
- State acceptance of position with which you agree
- Seek clarification on positions you don't accept.



PASSIVE APPROACHES TO BREAKING DEADLOCKS

- Find agreement in principle –no pressure
- Caucus
- Adjourn but not ending the negotiation session
- Modify position
- Find points of common interest
- Building of confidence between parties involved in the negotiation exercise
- Avoid deadlines, lessening the chance for needless concessions
- Avoid ultimatums and other forms of non-negotiable demands.
- Avoid presenting too many issues, highlight the strongest ones.



AGGRESSIVE APPROACHES TO BREAKING DEADLOCKS

- Find Best Alternative to a Negotiation Agreement (BATNA)
 - Orchestrated walk out
 - Threats:
 - industrial action – media coverage -
litigation
 - Ultimatum



MEDIATION

- A trusted and impartial third party establishes lines of communication between parties towards reaching an agreement.



ARBITRATION

- Determination is binding on both parties



MANAGING TIME

- **TIMING:**

Set a deadline date for completion of negotiations

- **PATIENCE**

Allows for gathering of information



PERSUASION PRIMARY INFLUENCE TACTICS

- ✓ Rational persuasion – logical argument / factual evidence
- ✓ Inspirational appeals – request or proposal that generate interest
- ✓ Consultation



PERSUASION SECONDARY INFLUENCE TACTICS

- ✓ Ingratiation: praise, flattery
- ✓ Personal appeals: loyalty and friendship
- ✓ Exchange: favours, sharing, benefits
- ✓ Pressure: demanding, threatening, persistence



INFLUENCE SKILLS IN NEGOTIATIONS

- Choose the right opening moves
- Develop negotiation strategy options
- Plan effective counter attacks



MANAGING CONFLICT

- Collaboration
- Avoidance
- Accommodation – giving up more than necessary
- Compromise



KEY SKILLS TO OBSERVE

- Good communication skills
- Be able to read body language of other party
- Avoid becoming emotional and personal
- Be able to cope with conflict
- Be patient, flexible and show resilience when under pressure
- Have the ability to quickly assess changes to a proposal
- Maintain your credibility
- Avoid making unilateral concessions



STEPS IN NEGOTIATING

- Preparing –set objectives
- Discussion – listening
- Signaling – initial response /tone
- Proposing – itemizing proposal
- Offer
- Bargaining – conditional / concessions/
closing agreement



PREPARING AND PRESENTING A PROPOSAL

- Do Research
- Don't negotiate initial offer
- Negotiate your strength
- Always negotiate for above what you want
- Prioritize what you want to achieve
- Have a counter proposal
- Don't make concessions too early
- Sell your self- press for what you need
- Don't make demands
- Commit final offer / agreement in writing



GROUP EXERCISE



Scenario:

After a gruelling number of job interviews with a prospective employer who is hiring someone for the job of your dreams, you're again meeting with the hiring manager when she turns to face you and gives you the job offer, but at a salary below what you had expected. You are still excited, elated actually, but what you do next could have consequences for years to come.

