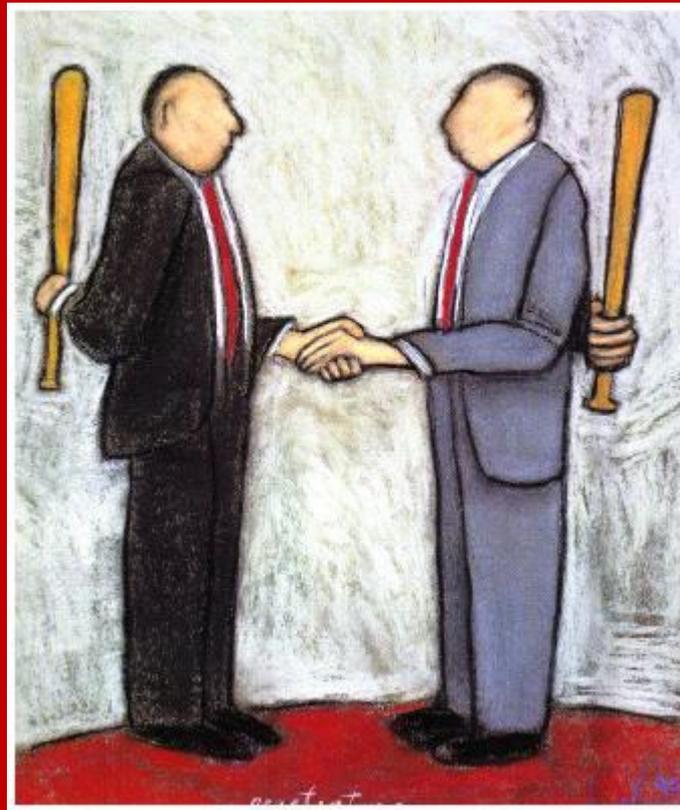


Effective Negotiation





“Everyone is a negotiator. It is an everyday occurrence. Life is an endless series of interactions that require negotiation. You are confronted daily with countless situations in which you are called upon to negotiate, to reach an agreement, or to resolve a conflict or difference of opinion. The issue is not whether you negotiate, but rather how effective you are. Negotiation is a skill that can be improved with practice.”

What negotiations have you been involved in recently?

- Negotiation is a fundamental element of all multi-stakeholder processes.
- But -it is often considered as an adversarial process.
- A ‘win-win’ approach:
 - Focuses on the interests and objectives that the negotiating parties have in common;
 - Seeks creative/innovative solutions and decisions that will satisfy both/all parties.

Are YOU an effective negotiator?



What are your strengths and limitations?

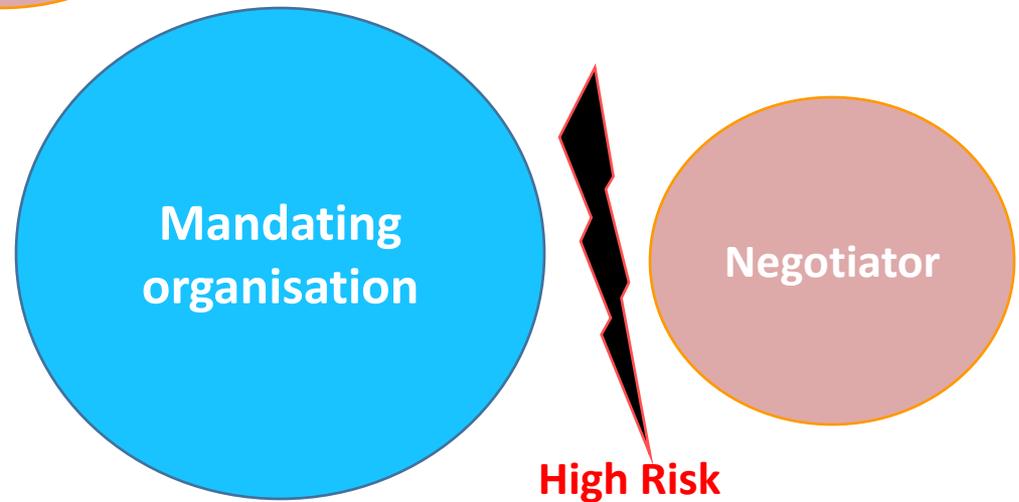
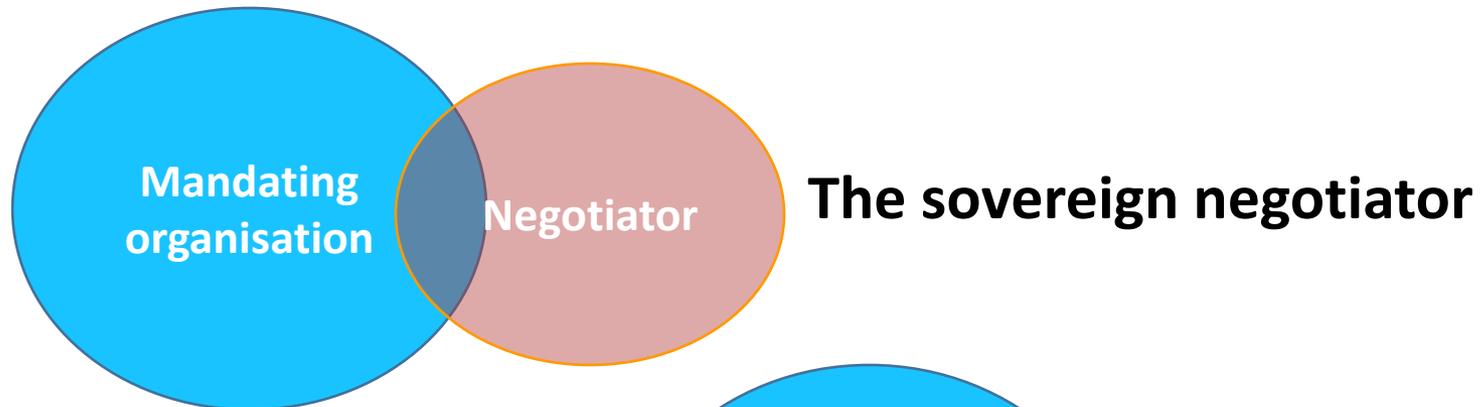
The 3 identities of the negotiator

- **Personal identity** : the person in all their uniqueness, with all their traits (e.g. physical appearance, spriritual and moral values, intellectual capacity, personal history, personality type, self-esteem, their experience and the impact of previous negotiations on them...);
- **Cultural identity** : the influence of the networks and groups to which they belong, their own culture (beliefs, customs, their perception of what constitutes a good/ successful negotiation)
- **Institutional identity** : status, rank, function, job title, and through this, the right they have to negotiate on behalf of someone else.

'Sovereignty' in negotiations

- The identity of the negotiator raises the question of the 'sovereignty' of the negotiator = the scope they have to take binding decisions without referring back to the organisation/constituency they represent in the negotiation.
- A good negotiator will have a clear mandate and well-defined power/room for manoeuvre which they are obliged to respect.

3 Models of Sovereignty



Negotiation Role Play



You are going to prepare for, then participate in a role play of a negotiation between 2 parties.

1. Form a group with all the participants who are playing the same role as you.
2. Read through your role card and check that everyone in the group understands it.
3. In your group discuss and agree how you will go about the negotiation.
4. Get into a pair with someone from the other group and begin the negotiation.
5. Return to the large group and share your reflections about how the negotiation went, whether you followed your plan, what worked, and what didn't.

Defining Outcomes



Think about your **'best/ ideal outcome'** and also your **'least acceptable outcome'**. If possible, also speculate on what you think the other party's best and least acceptable outcomes are/ might be.

My Best Outcome	My Least Acceptable Outcome
Other Party's Best Outcome	Other Party's Least Acceptable Outcome

Understanding and Defining Positions



An important factor in effective negotiation is an understanding of the difference between *positions* and *interests* i.e. going beyond positions to an appreciation of the interests underlying that position.

- A **position** is an option that one party is committed to as a solution to the conflict/negotiation process.
- An **interest** relates to the concerns, needs and/or desires underlying the position i.e. why the conflict has come about.

Would an appreciation of *interests* as opposed to *positions* have helped the negotiation process in the role play you have just done?

What about in previous negotiations you have been involved in?

Moving from positions to interests

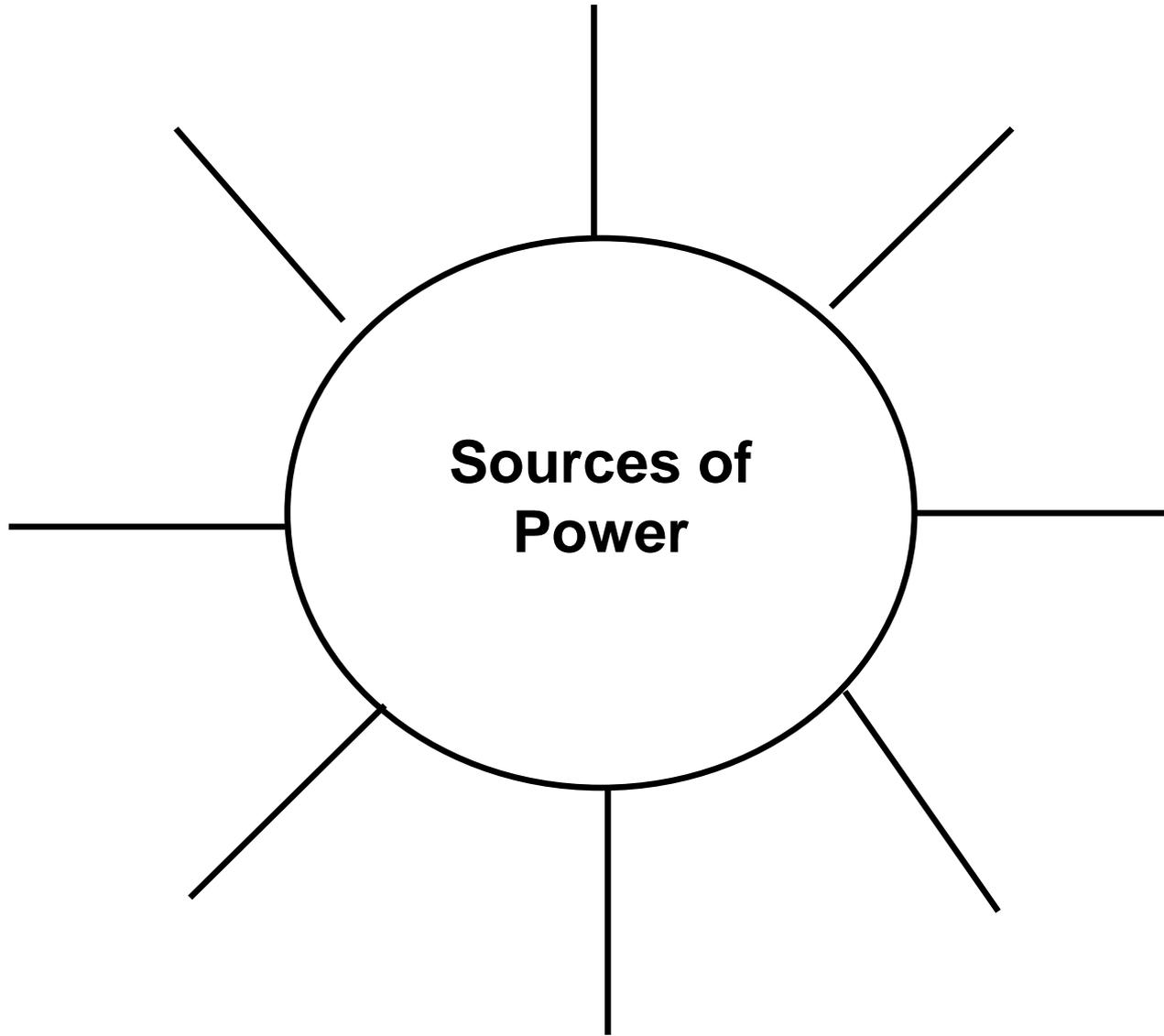


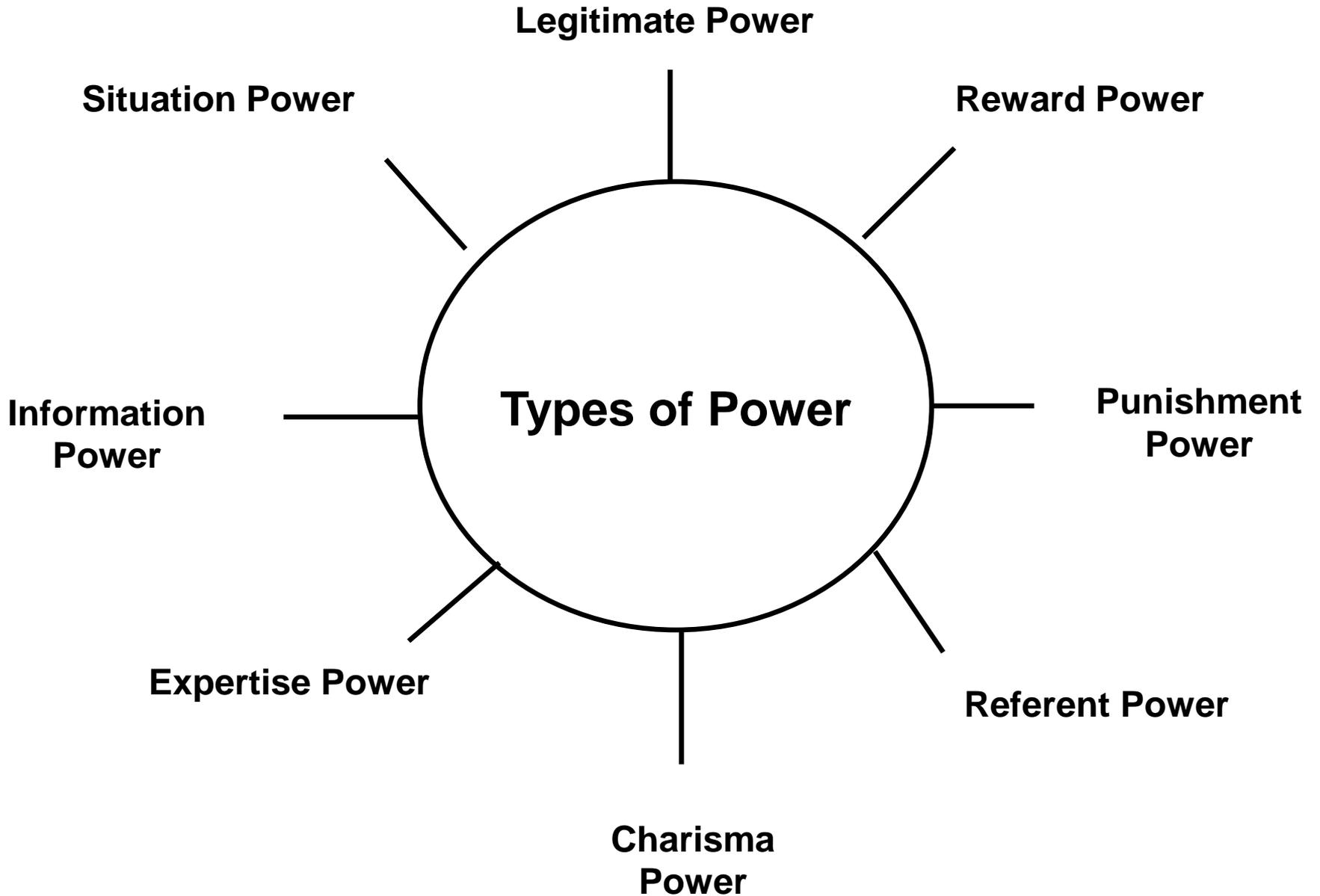
- Be vocal about your desire to find a solution that benefits all parties.
- Be clear about your own needs and interests, rather than your position.
- Discuss how important the solution is to both parties. Use this discussion to identify problems and interests hidden behind stated positions.
- Do not answer stated positions by giving your own position. This will often result in two intractable positions that cannot be discussed.

Moving from positions to interests



- Reframe the problem so as to emphasise compatibility of interests.
- Offer several different positions to consider that may respond to the interests of all parties.
- Emphasise that all options deserve further examination in order to see how they satisfy the interests of all parties.





Results

&

Relationship