



#PINP18

COMMUNICATE COMMIT DELIVER

2018





NEGOTIATING CONFLICT

Labor and Management Collaboration

MAXIM CONSULTING GROUP

Management Consulting

- Strategic Planning
- Operational Excellence
- Technology Integration
- Training & Development

Lean Transformations

- Supply Chain Management
- Design Standards
- Enterprise Scheduling
- Process Standardization

Peer Groups

- Electrical
- Mechanical
- Fire Protection
- General Contractor
- Heavy Civil
- Utility

Corporate Finance Advisory

- Mergers & Acquisitions Advisory
- Equity & Debt Financing
- Ownership Transition
- Management Succession
- Captive Insurance

AGENDA

- Evaluate the emotional challenges that prevent successful negotiations
- Discuss the steps necessary to achieve collaborative outcomes in negotiations
- Define the communication skills necessary to de-escalate conflict
- Show the difference between compromise and collaboration

COMMUNICATION GONE WRONG





CHALLENGES IN NEGOTIATIONS

Identifying the Roadblocks to Success

WHY ARE NEGOTIATIONS SO DIFFICULT?



WHY NEGOTIATIONS FAIL

- Lack of Adequate Preparation
- Lack of Trust - Did Not Build Rapport
- Motivation of the Other Party was Misread or Lacking
- Emotional Involvement or Conflicting Personalities
- Fear of Leaving Something on the Table
- Lack of Leverage to Move the Transaction Along

WHY NEGOTIATIONS FAIL

- Real Issues Were Not Communicated or Understood
- Decision Makers Not at the Table
- Wrong Approach or Tactics were Transparent
- Deal is No Longer a “Good” Deal
- Lack of Ground Rules
- Lack of Documented Confirmation

BARRIERS TO PROBLEM SOLVING

- Failure to **recognize the problem** – not sure what **the problem** is
- Conceiving **the problem too narrowly**, not sure what is happening
- Making a **hasty choice**, not sure what you want
- Failure to **consider the feasibility of the** solution
- Failure to **consider all the consequences**, not enough resources
- Failure to know how to **communicate what is possible**
- Failure to **define what YOU did that was responsible** for your success
- Attitudes **like complacency, ridiculing others ideas, lack of accountability, dysfunctions, fear of change, lack of trust and doubts**

EMOTIONAL INVOLVEMENT

- Ego
- Loyalty
- Status
- Greed

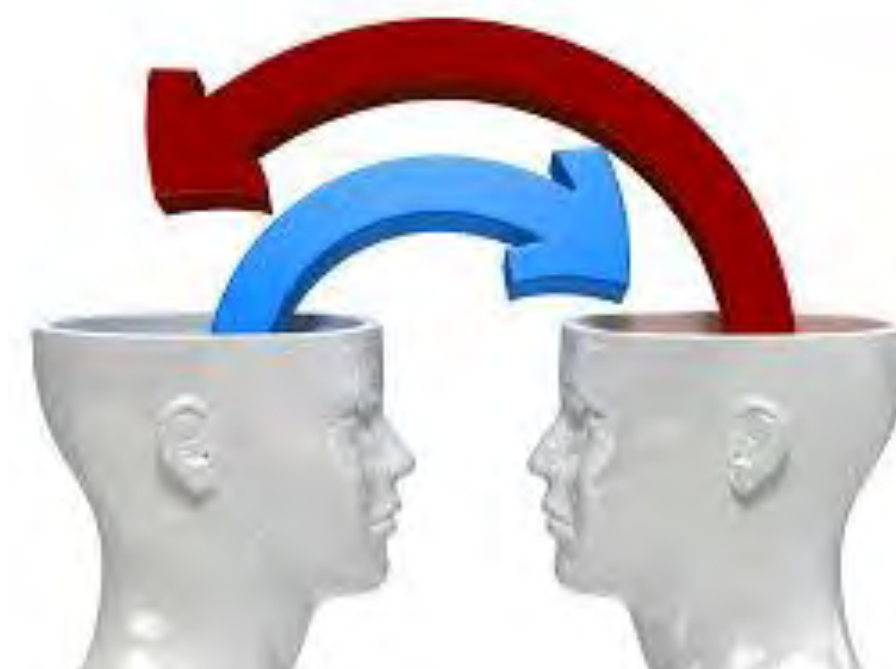


SUCCESSFUL NEGOTIATIONS

The Four Keys

NEGOTIATIONS 101

- “Back and forth communication to reach agreement when some interests are shared and some interests are opposed.”
- Roger Fisher & William Ury, Getting to Yes
- Negotiation is HUMAN INTERACTION



FOUR STEPS FOR SUCCESSFUL NEGOTIATIONS

1. Preparation
2. Information Exchange
3. Proposing & Concessions
4. Commitment

KNOW YOUR AUDIENCE

How do we treat people with a:

- High D (dominance)
- High I (influence)
- High S (steadiness)
- High C (conscientiousness)

PREPARATION

- Know your BATNA
 - Best Alternative To a Negotiated Agreement
- Frame the first 3 minutes of the conversation
 - Prepare for it before the call/meeting and use the time to de-escalate the issue

INFORMATION EXCHANGE

Most people do not listen with the intent to understand.

They listen with the intent to reply.

PROPOSING AND CONCESSIONS

- Define your minimum requirements
- Listen
- Keep track of the issues requiring discussion
- Assert your needs constructively
- Commit to a solution that works for both parties
- Save the hardest issues for last
- Start reasonably and concede slowly
- Don't be trapped by emotions

EMOTIONS HAPPEN

- Don't try to stop them
- Don't try to control them
- Dealing directly with emotions is too hard

The KEY:



Breathe

COMMITMENT

- Concentrate on what you are agreeing to.
- Is there flexibility should demand or market changes occur?
- Are you confident they will keep their word?
- Are they confident that you will keep yours?

TRUST = SUCCESS



DE-ESCALATING CONFLICT

Creating a Constructive Environment

CONFLICT IS:

- Unavoidable
- Disruptive and destructive
- Necessary to work through in order to complete the negotiation process
- Able to affect outcomes
- Leadership
- Climate
- Policies

CONFLICT IS:

- A gap between expectations and reality



TURNING CONFLICT INTO SUCCESS

Be prepared to answer:

- Who?
- What?
- How?

Be informed and understand the reasoning

- Why or why not?

Be positive about the desired outcome

- If you don't believe in it, why would anyone else?

DE-ESCALATING ANGER

Seven Steps To Success:

1. Listen
2. Offer
3. Wait
4. Look
5. Incline/Nod
6. Express
7. Solve

LISTENING

- We cannot promote a positive resolution until the person FEELS that they have been listened to.
- Listen thoroughly and effectively until you understand the problem from THEIR point of view. ONLY then do you have the information you need to respond.

Listening
=
Learning

OFFER

- Offer reflective comments such as, “I can see that you are angry (or frustrated),” which displays that you are not only listening to their words, but their level of urgency.
- Allow them to blow off steam. This will reduce the anger that they are feeling and projecting toward you afterwards.



WAIT

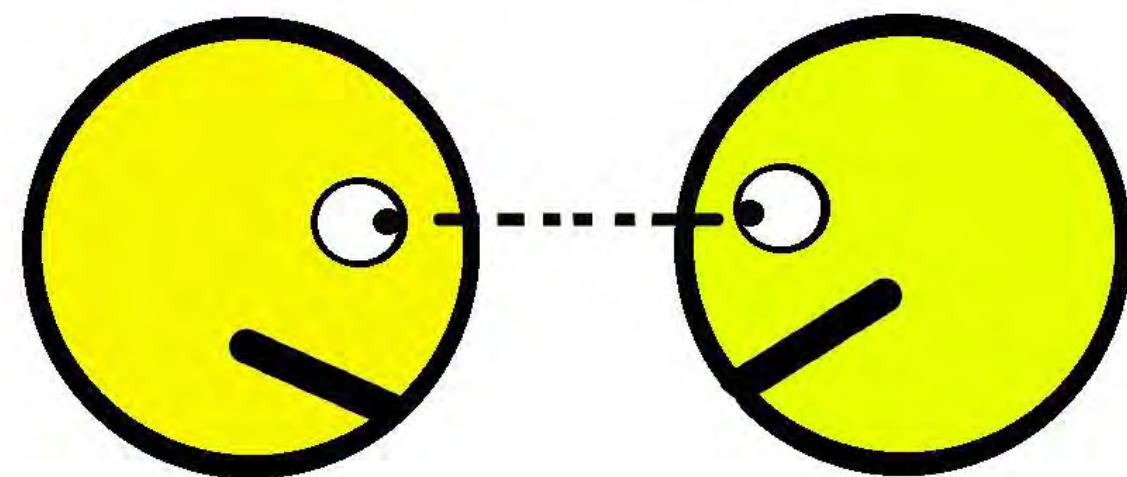
- DO NOT fill voids with words. Allow them time to reset and continue their thoughts without your interruption or input.
- Count down from 10 before you speak to ensure they are ready to listen.



LOOK

- Eye contact is important, but context is key. NO blank stares, NO piercing glares. NO rolling eyes
- Keep expression neutral, smile only if appropriate.
- Facial expressions are key

Eye-Contact



INCLINE OR NOD

- Inclining the head presents a non threatening posture.
- Nodding displays interest in what they are saying

EXPRESS

- Express a desire to understand and be empathetic
- “I can appreciate why you felt that way.”

Empathy Quotes

Empathy is seeing with the eyes of another, listening with the ears of another, and feeling with the heart of another

Alfred Adler



SOLVE

- Only after the de-escalation techniques have been completed can you begin the solution building process.

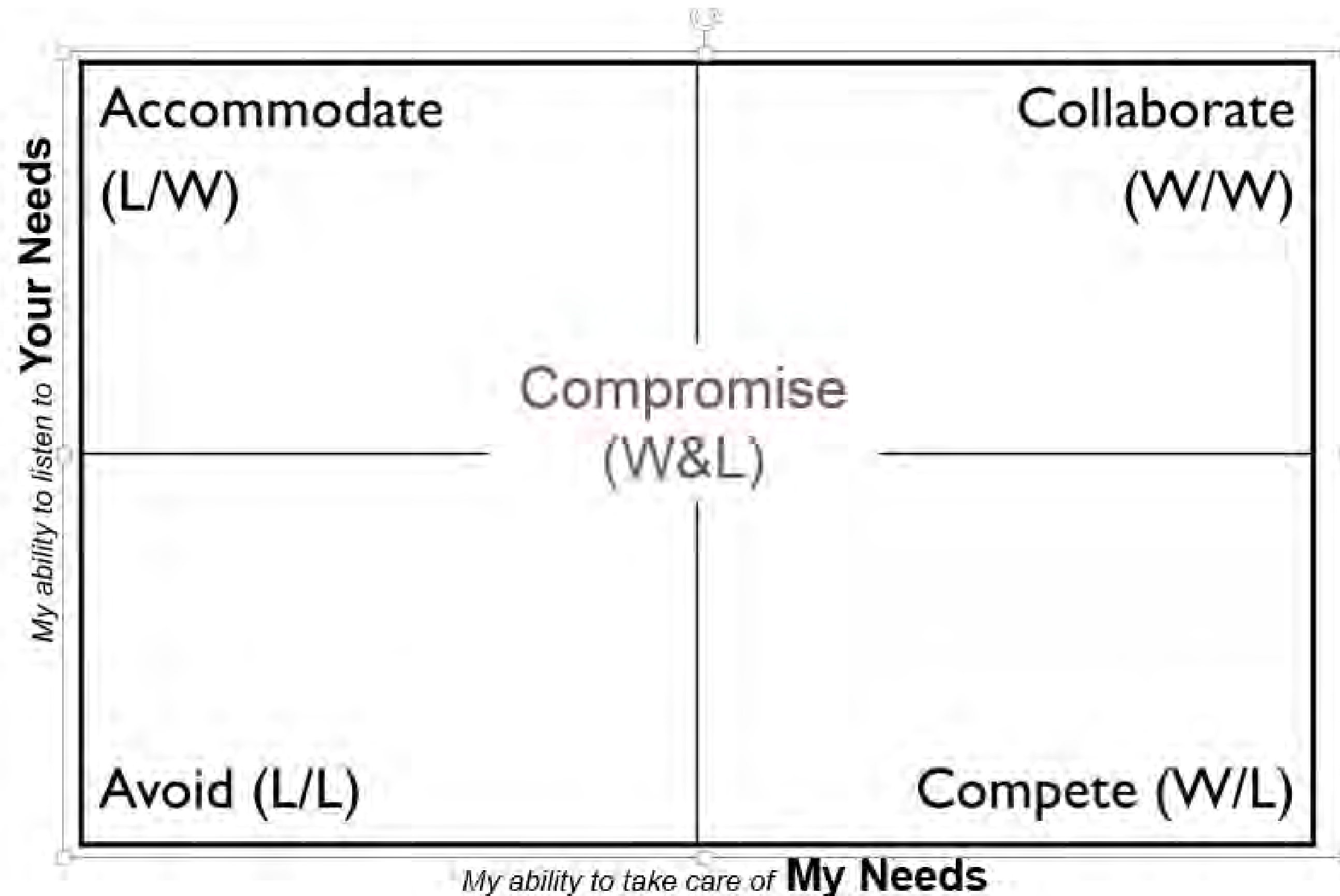




CONFLICT IN NEGOTIATIONS

Summary

COMPROMISE VERSUS COLLABORATION



CONCLUSIONS

- We cannot be successful without each other
- Successful conflict resolution leads to a climate where resolution and collaboration can occur
- Negotiations is human interaction and being prepared is the key to success
- Decision making must be in alignment with core values, with consequences objectively evaluated

QUESTIONS?





THANK YOU

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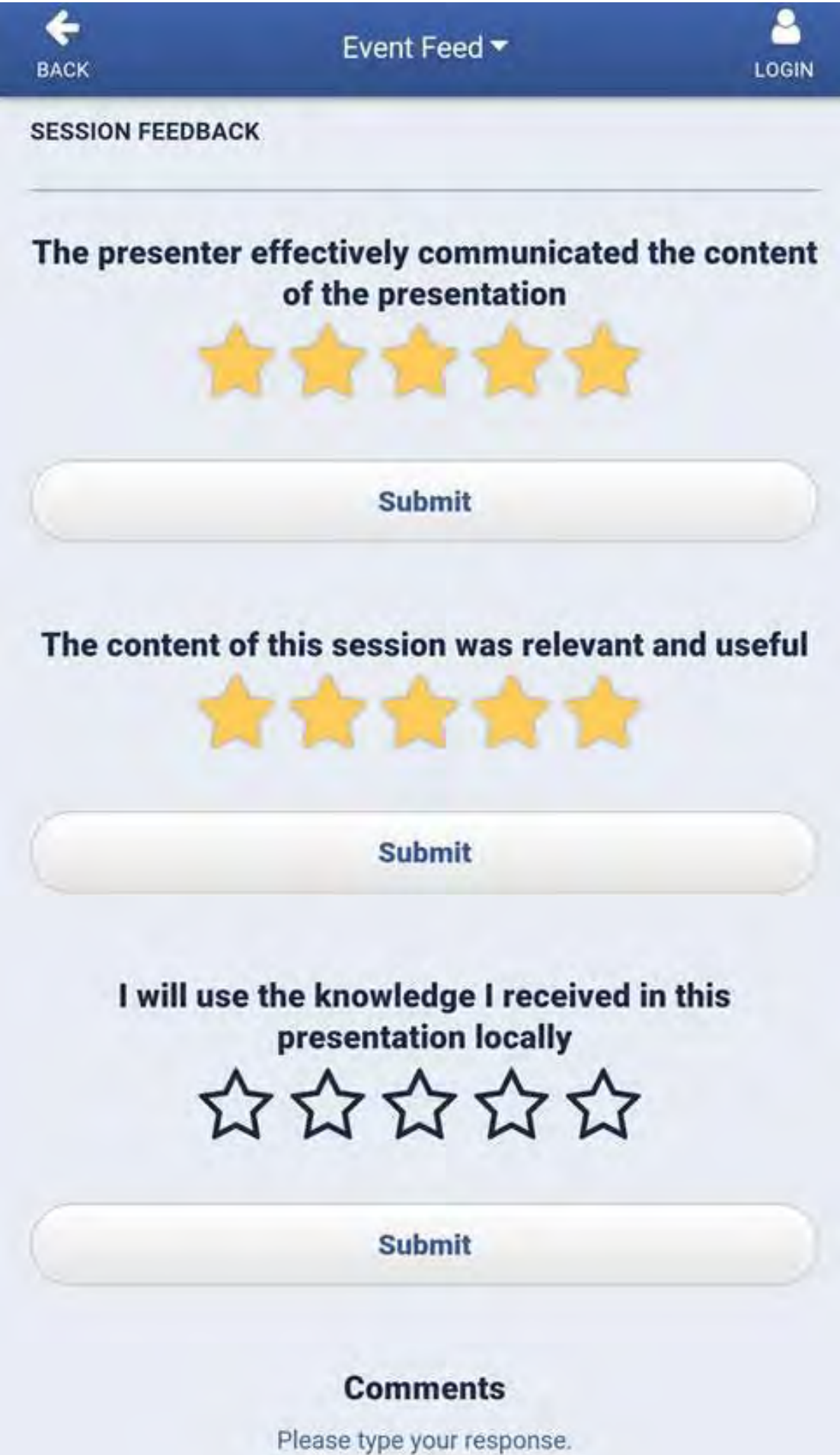
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CONFERENCE EVALUATION

- Please complete this Breakout Session Evaluation available on the PINP Conference App
- Scroll to the bottom of each session in the Conference App to access the evaluation



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