

Development Suggestions for Influencing/Negotiating

Suggested Readings

Title	Author/Publisher	Learning Mode
Getting to Yes: Negotiating Agreement Without Giving In.	Fisher, Roger and William Ury/ 1991/ Penguin/	Book
Crucial Conversations: Tools for Talking When Stakes Are High	Patterson, Kerry and Joseph Genny, Ron McMillan, Al Switzler, and Stephen Covey/ 2002/ McGraw-Hill	Book

Activities

1. Use a systematic process for working through differences. Consider using the two-step process described below.

- a. **Step 1: Uncover each person's interests.**

First, explain what is important to you and why. For example, you might say, "What's important to me is ... because" Second, get the other person's perspective on what is important to him or her and why. For example, you might say, "Tell me what you care about. Why?" Use active listening skills such as paraphrasing, reflecting feelings, and asking facilitative questions.

- b. **Step 2: Explore alternative solutions that satisfy interests.**

Give your ideas and get reactions from the other person. For example, you might say, "How about if we ...? What do you think of that idea?" Next, get the other person's ideas and react to them. For example, you might say, "What do you think we might do?" Ask "what if" questions to lift constraints.

2. Listen carefully for the two kinds of interests: professional and personal.
 - a. Professional interests are typically easier to talk about and recognize. They include responsibilities at work, the well-being of the organization, and the interests of clients or customers.
 - b. Personal interests are more difficult to uncover. They include one's ego, pride, image, competition, and control. To uncover personal interests, you may need to rely on a person's nonverbal cues and body language. Effective ways to probe for personal interests is to make assumptions and then check to see if you're right. For example, you might say, "What I'm picking up from you is your concern for Am I on the right track?"

Development Suggestions for Influencing/Negotiating, continued

Tips

1. Demonstrate a keen level of interest and concern regarding the position of the other party.
2. Prepare yourself mentally prior to a negotiation session. Get in a positive frame of mind and try to stay with it.
3. Always strive for “win-win” solutions to a problem. Seek an outcome that includes some of the items each side desired, allowing both parties to gain.
4. Get complete information on the motives, knowledge, understanding, and attitudes of those with whom you are trying to increase your influence.
5. When negotiating, do not ever place the other party in a position from which they cannot move without losing face. Offer choices between alternatives (sometimes done by following mild demands with stronger ones, and presenting a cooperative attitude).
6. Take time to observe negotiation processes at work or in community organizations and to analyze the factors that account for resolution.
7. After another person in the organization has just completed a complex negotiation, go back and analyze the factors contributing to its success.
8. Before presenting an option or a solution, canvass opinions and share information in advance so that those who need to buy in to the issue are not surprised.
9. Seek a credible champion of the issue you are aiming to change – someone who will support your position and rally others around it.
10. Ask your peers and subordinates for feedback on how you use power, authority, and influence. (Do you back down too quickly? Do you avoid conflict? Do you come across too strongly?)
11. Do not back down quickly when challenged. Instead, restate your position clearly to ensure that others understand your perspective.