

# Negotiating and Influencing Skills

choosing change 



# Course

- **Principles** behind effective negotiation
- Key **communication skills**
- Tools of **persuasion**
- **Win/Win** approach
- Preparing and conducting negotiation **meetings**



# Possible issues for negotiation & influence

- The role of tenants in influencing services
- The role and status of (a) tenant panel(s)
- Selection of services for scrutiny review
- Scope of reviews
- Access to information about services
- Adoption of scrutiny recommendations
- Implementation of action plans

# Definitions

- **'Negotiation'** is the process by which 2 or more parties, with differing needs and interests, attempt to accommodate one another
- **'Influence'**, on the other hand, involves encouraging others to adapt so as to meet our own needs and interests

# Examples

Please think of **one example** of a negotiation you have taken part in (as an involved tenant, in your family, with a friend, in the community, at work...)

- What did **you** want?
- What did **they** want?
- What **happened**?
- What was the **outcome**?

# Building rapport

- Establishing a 'personal' contact
- Creating a relaxed, friendly atmosphere
- Finding something in common
- Being aware of, and matching, others' body language



Builds trust and makes influence possible



# Listening and reflecting back

- Aim first to understand – and interpret later
- Repeating back, in your own words, the essence of what the other person has said
- “So what you’re saying is...”
- Shows them they’ve been heard
- Checks you’ve understood
- Helps you put yourself in their shoes

# Exercise

1. Find a topic that you disagree about
2. Choose who will be (A) and (B)
3. (A) speaks first, giving their own views on the subject. (B) can only listen and reflect back.
4. When (A) has finished, (B) must summarise (A)'s views. Check (A) is happy with the summary, then...
5. (B) gives their own views on the subject. (A) listens and reflects + summarises at end.
6. Continue in turn...



# Pacing and Leading

- The key to effective influencing
- First build rapport (pacing)
- Then take them with you (leading)

*Moaning → Solutions*

*High emotion → Calm*

*Resistance → Engagement*

*Opposition → Co-operation*



# The psychology of persuasion

- Reciprocity ➤ *Always return a favour*
- Consistency ➤ *You must be consistent*
- Social proof ➤ *The majority is right*
- Liking ➤ *We like people like us*
- Authority ➤ *Do as you're told!*
- Scarcity ➤ *Less is more*

# Influencing: Making your case in a meeting or presentation

- Give an **overview** of your case – simply & clearly
- Give **evidence** to back up your case
- Sell the **benefits** of your proposal
- Show you **understand objections**
- End with another **summary** and a **call to action**
- Ask for **others' views**

# Models of negotiation



# Key differences

## Win - Lose

- Goal is victory
- Adversaries
- Focus on positions
- Take one issue at a time
- Offer & seek concessions
- Personalise issues & seek out weaknesses
- Apply & yield to pressure
- Aggressive behaviour

## Win - Win

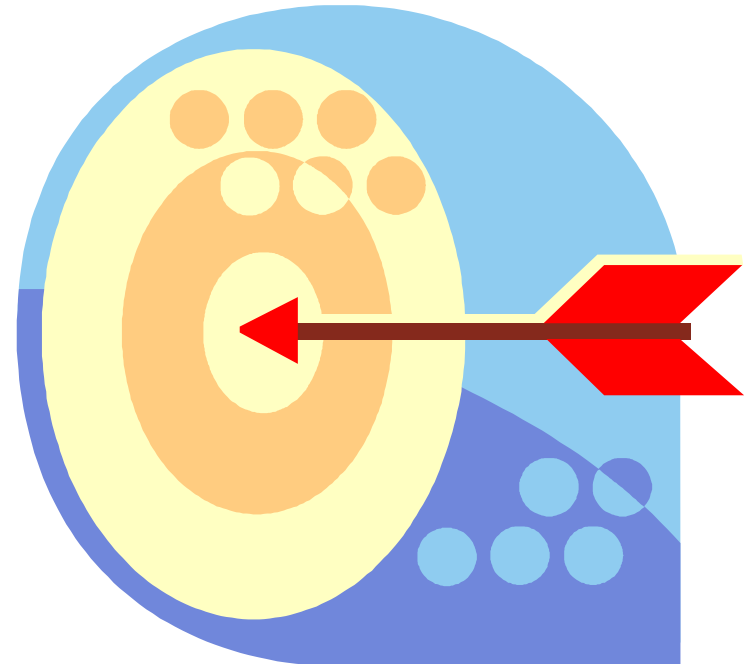
- Goal is wise outcome
- Problem-solvers
- Focus on interests
- Explore issues widely
- Seek mutual gain
- Separate people from problems
- Use principle & evidence
- Assertive behaviour

# Preparing to negotiate

- *Do we understand the issues properly?*
- *Is this negotiable?*
- *Is this our responsibility?*
- *Is it worth it?*
- *Is this the best time?*

# Agree your objectives

- The ideal outcome
- The realistic outcome
- The fallback position



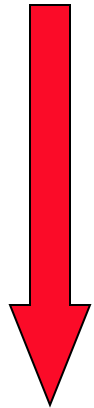
# Negotiation: practicalities

- A small negotiating team
- Hold a pre-meeting: agree objectives, arguments, approach
- Agree some issues in advance with other party
- Make sure there will be a trustworthy, written record
- Check their authority to take decisions





# Stages of negotiation meeting



Ice-breaking

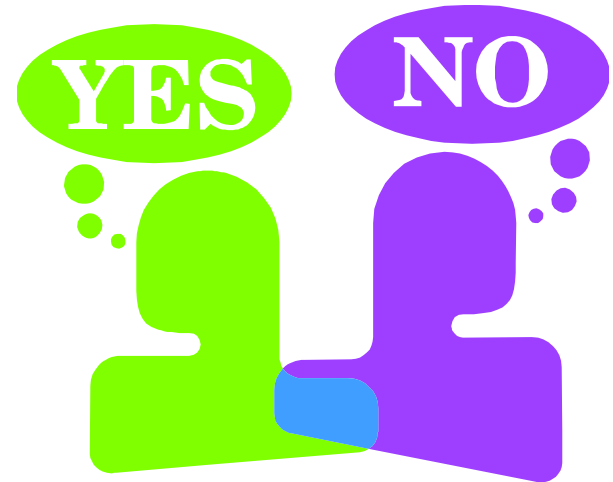
Opening

Exploration

Bargaining

Reaching agreement

Following up



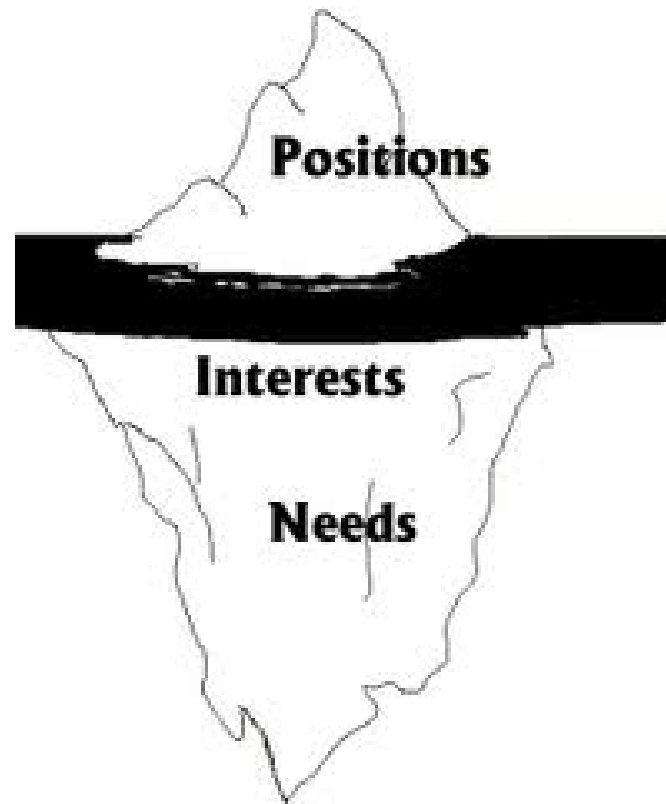
# Successful negotiators...

- Seek information more
- Check their understanding and summarise
- Explain reasons for disagreeing *before* stating disagreement
- Avoid ‘defend and attack’ spirals
- Use *fewer* arguments to support their case
- *Build* on proposals rather than countering

# During negotiations..

- Look for common ground
- Focus on interests, not positions
- Don't disagree within your own team
- Adjourn if necessary
- Make own case using evidence and benefits
- Look for trade-offs
- Remain constructive

# Focus on interests and needs



# Dealing with win-lose negotiators

- Keep looking at issues holistically
- Stay calm and super-polite
- Rebuff any attempt to personalise issues
- If forced to bid, bid high and concede little
- Keep focused on what's important to you
- Keep independent record
- Check agreements are definite