

Skills and Strategies for Challenging Negotiations

ASCM Massachusetts Chapter
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Professional Development Meeting

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Challenging Scenario

You just got an email from the star researcher at your company, cc'd to the SVP of Research, saying:

- We need you to negotiate a contract with Widgetco by Friday to secure eight of their Gizmolators for our laboratory.
- I've attached the proposal from Widgetco along with the contract they sent us. Their price of \$14,500 per Gizmolator seems reasonable to me.
- By the way, we've designed our product around their Gizmolator and no one else has a compatible or similar device. Theirs is the only one on the market.
- Thanks for getting this done for us in a timely manner.

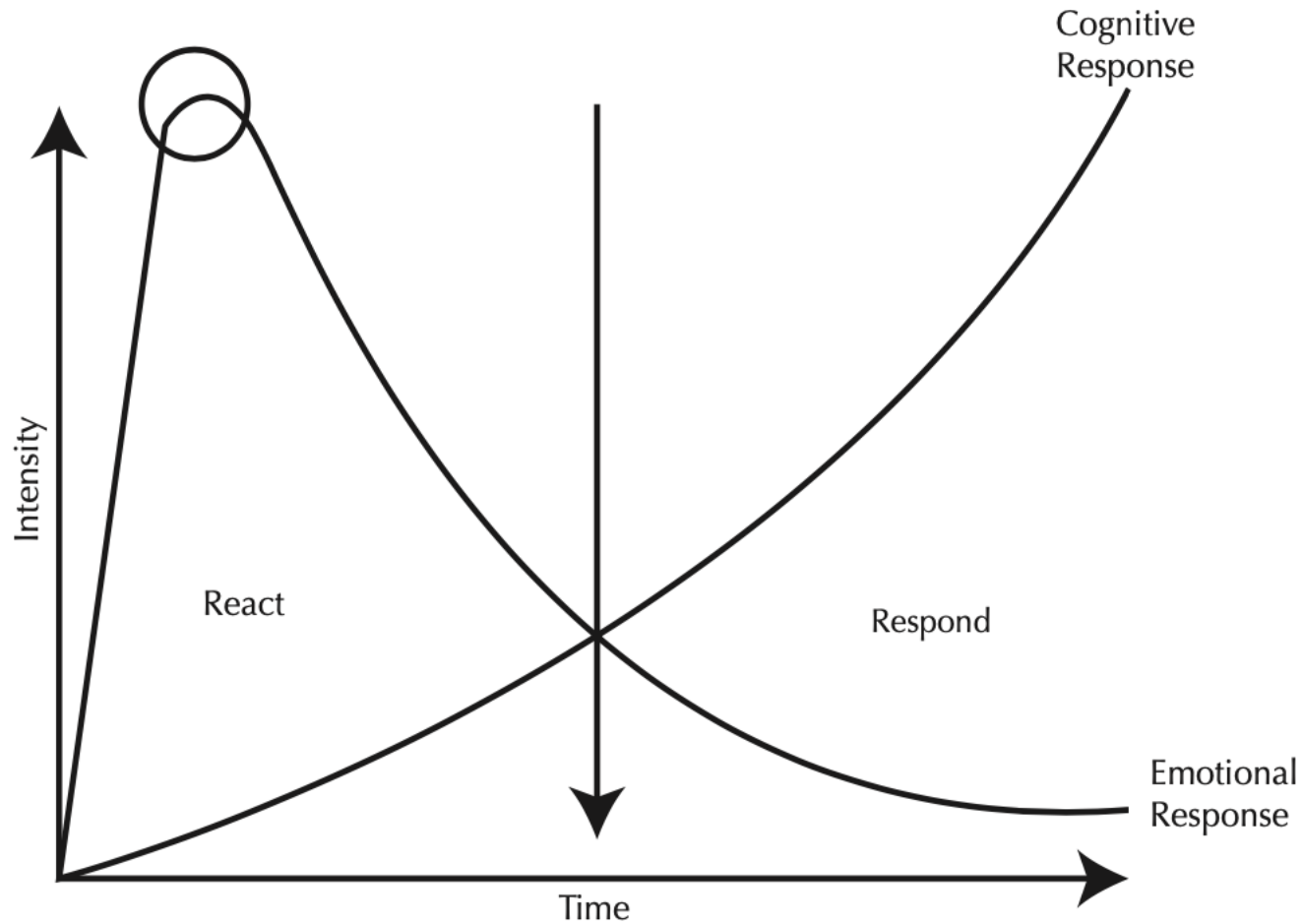
The researcher then called you, reiterating the importance and urgency of this purchase to the lab. When you tried to ask questions, the scientist raised his voice and exclaimed "just get this done, okay!"

You contacted Widgetco, only to find out that they would consider this a rush order, and that the price would now be \$18,500 per Gizmolator.

- **What makes this situation challenging for you?**



Emotional Response Curve

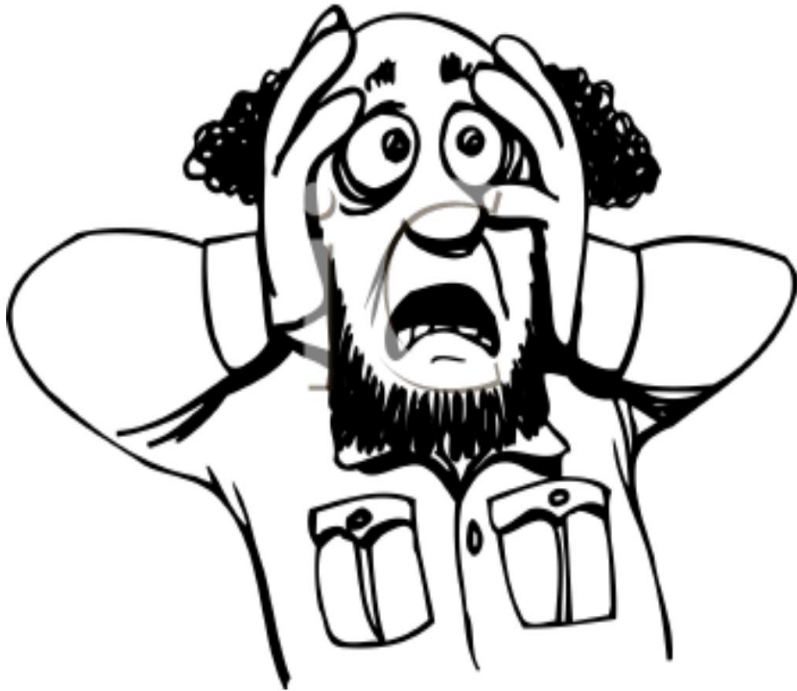


Negotiation Fears

- **Tangible hurt**
- **Relationship damage**
- **Emotional pain**



Negotiation Stress Factors



- **Conflict**
- **Uncertainty**
- **Power perception**



Negotiation Narratives

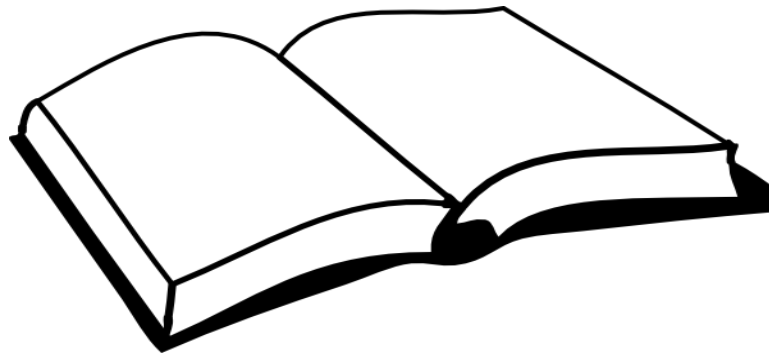
What are you telling yourself about:

- Yourself, in regards to the negotiation?
 - “I can’t afford to lose this vendor”
- The other party?
 - “The researcher will be offended if I push back”
- The situation or context of the negotiation?
 - “The market is not in our favor”



Managing Narratives

1. Identify your narratives
2. Assess their impact
3. Check their validity against the data
4. Rewrite them to create possibilities



Be the author, not the victim of your narrative!!!



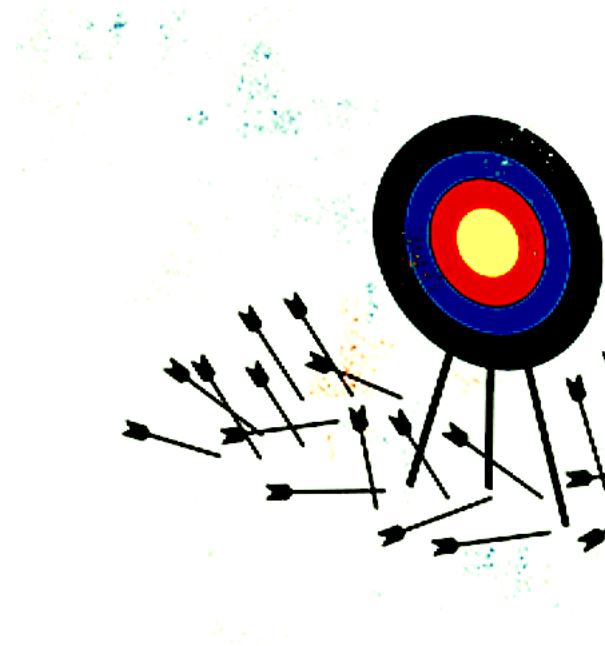
Don't Self-Limit

Don't:

- **Make assumptions about what is or isn't possible**
- **Negotiate with yourself before engaging the other party**
- **Aim too low**

Do:

- **Practice asking for more**



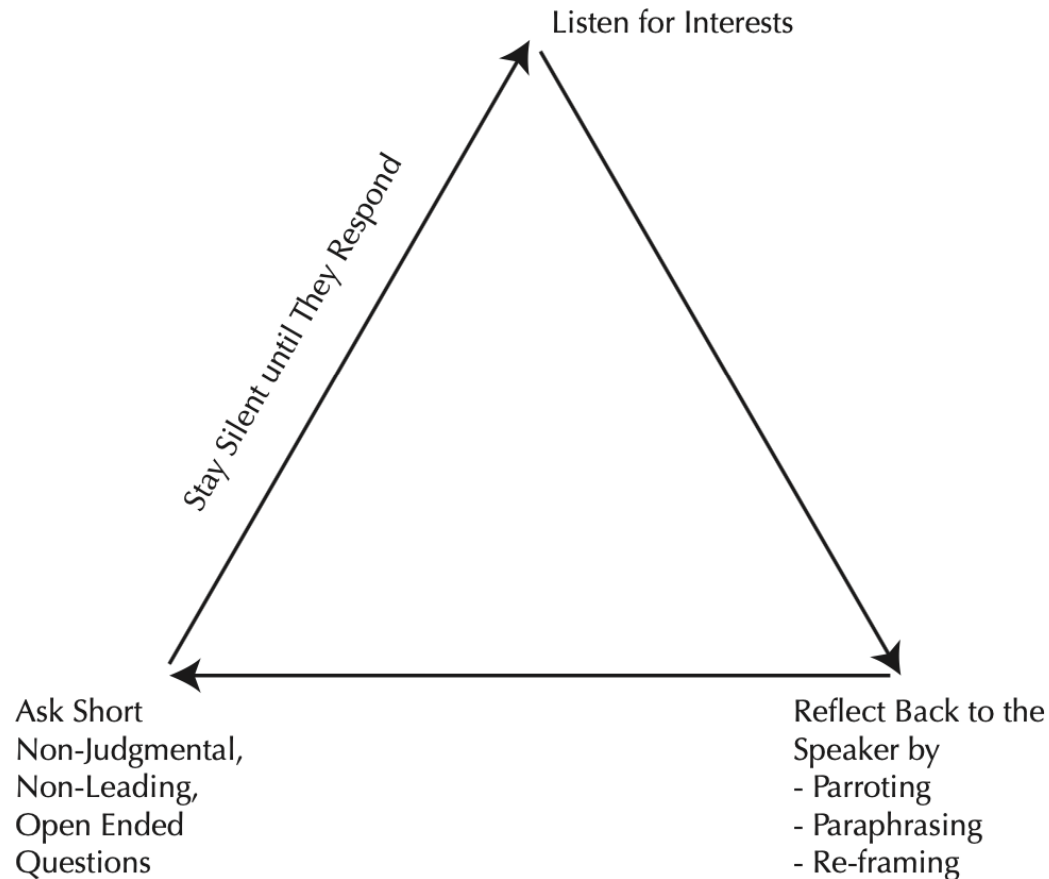
Positions and Interests

Positions are the demands, offers, and other statements negotiators make to each other. *Interests* represent the underlying needs, objectives, fears, and ambitions that motivate negotiators.

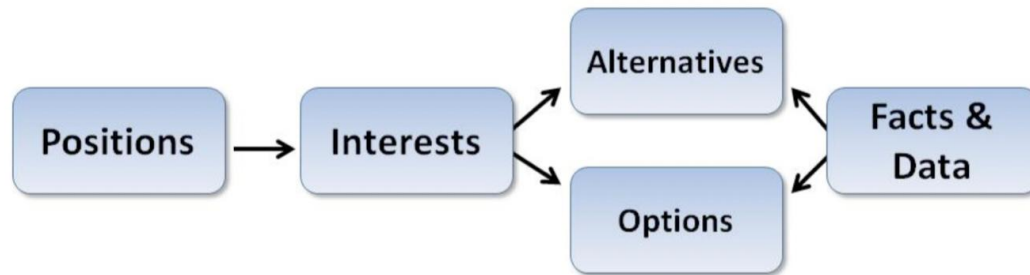
- Be aware of your own interests going into a negotiation.
- Your job in a negotiation is to seek to understand and satisfy the other person's interests.



The Listening Triangle



Collaborative Negotiations



Team Negotiations

- **Identify roles**
 - **Negotiator - Communication**
 - **Advisor - Strategy**
 - **Recorder – Information**
- **Plan a communication strategy**
- **Determine a decision-making strategy**
- **Identify team tactics you might deploy**



Multi-Party Negotiations

- Make sure all the right parties are at the table
- The negotiation will likely take longer than a two-party negotiation
- Watch out of alliances and coalitions
 - Sometimes a small coalition of two parties might be enough to block the implementation of an agreement.
- In addition to pursuing your interests as a party, you might also have to play a facilitative role to promote the negotiation process



Negotiation Tips

- **Prepare**
 - **Know yourself**
 - **Study the other party**
 - **Learn the organization**
 - **Research the market**
 - **Determine your alternatives**
- **Collaborate**
 - **Focus on interests**
 - **Generate options for resolution**
 - **Use facts and data**



Negotiation Tips (2)

- **Engage**
 - **Build the relationship**
 - **Respect but as an equal**
 - **Connect with allies**
- **Ask, even if it's scary!**
 - **Take risks**
 - **Experiment with rejection**
 - **Be optimistic**

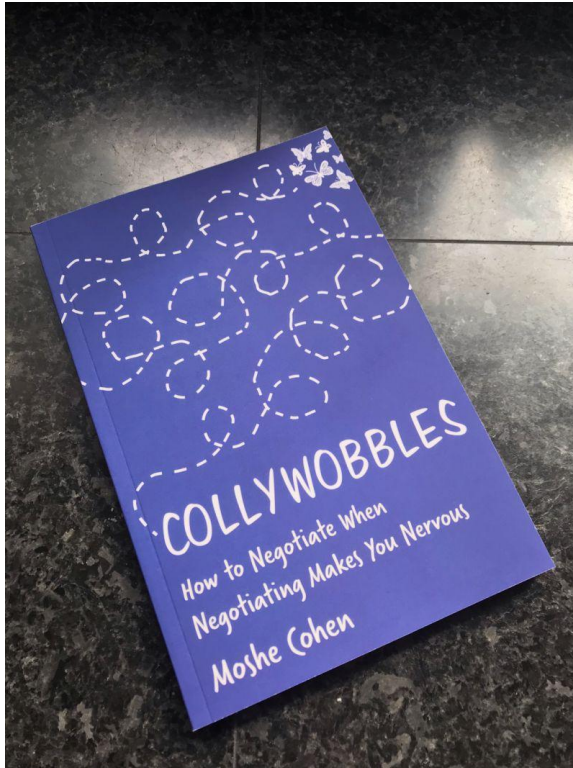


Next Steps / Suggested Reading

- *Collywobbles: How to Negotiate When Negotiating Makes You Nervous*, Moshe Cohen, (The Negotiating Table, Boston, 2020)
- *Getting to Yes, Negotiating Agreement Without Giving In*, Roger Fisher, William Ury and Bruce Patton, (Penguin Books, NY, 1981 and 1991)
- *Difficult Conversations*, Douglas Stone, Bruce Patton and Sheila Heen, (Viking, NY, 1999)
- *Crucial Conversations*, Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, (McGraw Hill, NY, 2002)
- *Influence: The Psychology of Persuasion*, Robert B. Cialdini, Ph.D. (Quill, NY, 1984, revised 1993)
- *Secrets of Power Negotiating*, Roger Dawson, (Career Press, NJ, 2001)
- *Getting Past No, Negotiating Your Way from Confrontation to Cooperation*, William Ury (Bantam Books, NY, 1991 and 1993)
- *Emotional Intelligence*, Daniel Goleman, (Bantam Books, NY, 1995)
- *Beyond Reason*, Roger Fisher, Daniel Shapiro, (Penguin Books, NY, 2006)



Collywobbles



Many ideas in this presentation are from the book *Collywobbles: How to Negotiate When Negotiating Makes You Nervous*.

If you are looking for additional information regarding the topics covered, please see the following sections of the book:

- Emotional Response Curve – Chapter 2
- Negotiating Styles – Chapter 3
- The Three Fears – Chapter 4
- Stress Factors – Chapter 5
- Narratives – Chapter 6
- Listening Triangle – Chapter 9
- Communicating Your Ideas – Chapter 10
- Surviving the Grind – Chapter 11



Moshe's books:

