
Negotiation Pitfalls, Challenges, Strategies, and Skills

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Challenging Scenario

You just got an email from a senior scientist at your company, cc'd to the VP of R&D, saying:

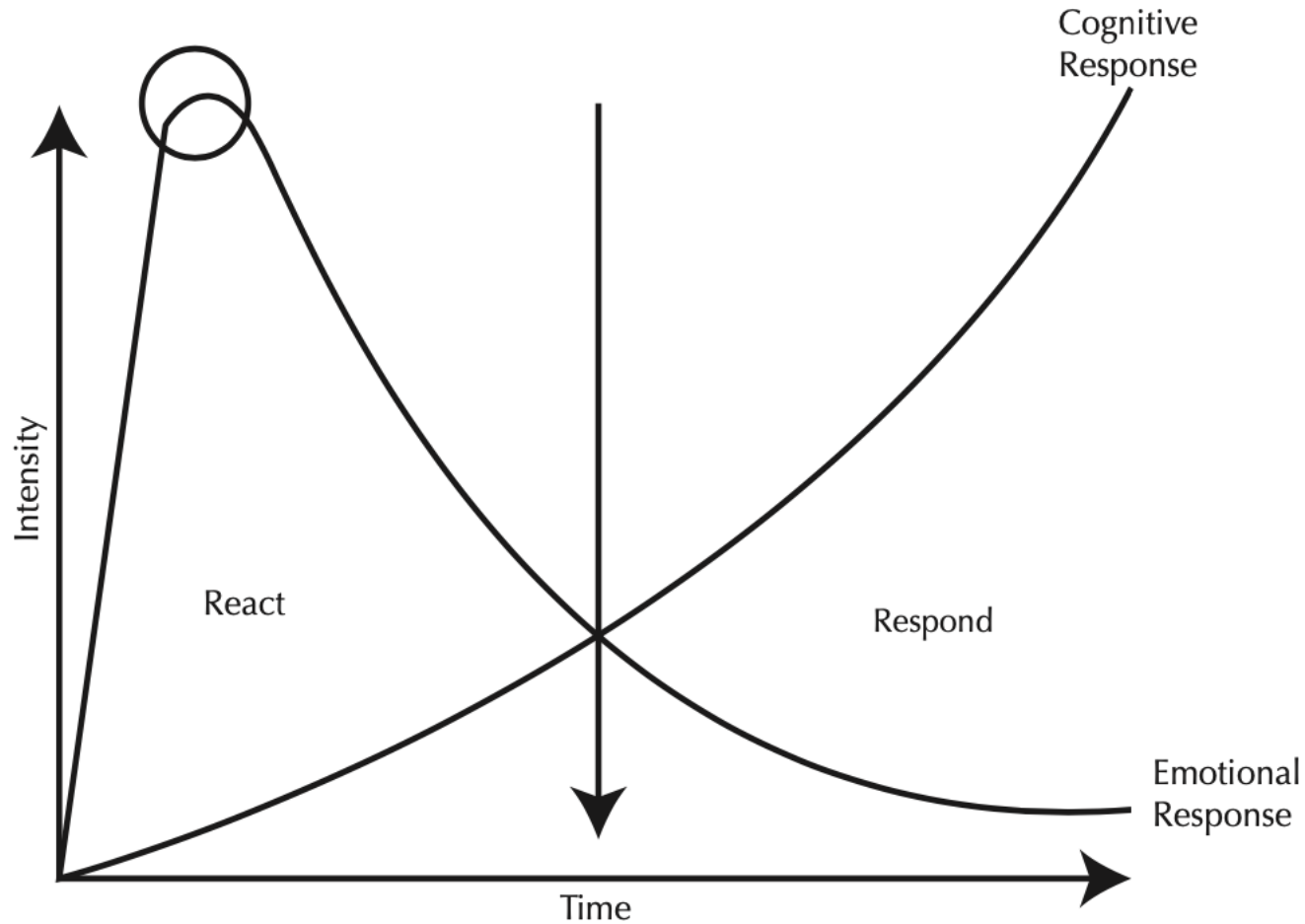
- We need you to negotiate a contract with Widgetco by Friday to secure eight of their Gizmolators for our laboratory.
- I've attached the proposal from Widgetco along with the contract they sent us. Their price of \$14,500 per Gizmolator seems reasonable to me.
- By the way, we've designed our product 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 your assistant, reiterating the importance and urgency of this purchase to the company. When your assistant 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.



Emotional Self-Management



Challenging Negotiations

- **Fears**
 - **Tangible hurt**
 - **Relationship damage**
 - **Emotional pain**
- **Stress Factors**
 - **Conflict**
 - **Uncertainty**
 - **Power perception**



Negotiation Narratives

Our experience is determined by the stories we tell ourselves. What are you saying to yourself about:

1. Yourself in regards to the negotiation?

- “I hate conflict and confrontation”

2. The other party?

- “They are more experienced than we are”

3. The situation or context of the negotiation

- “It’s a seller’s market and I have no power”



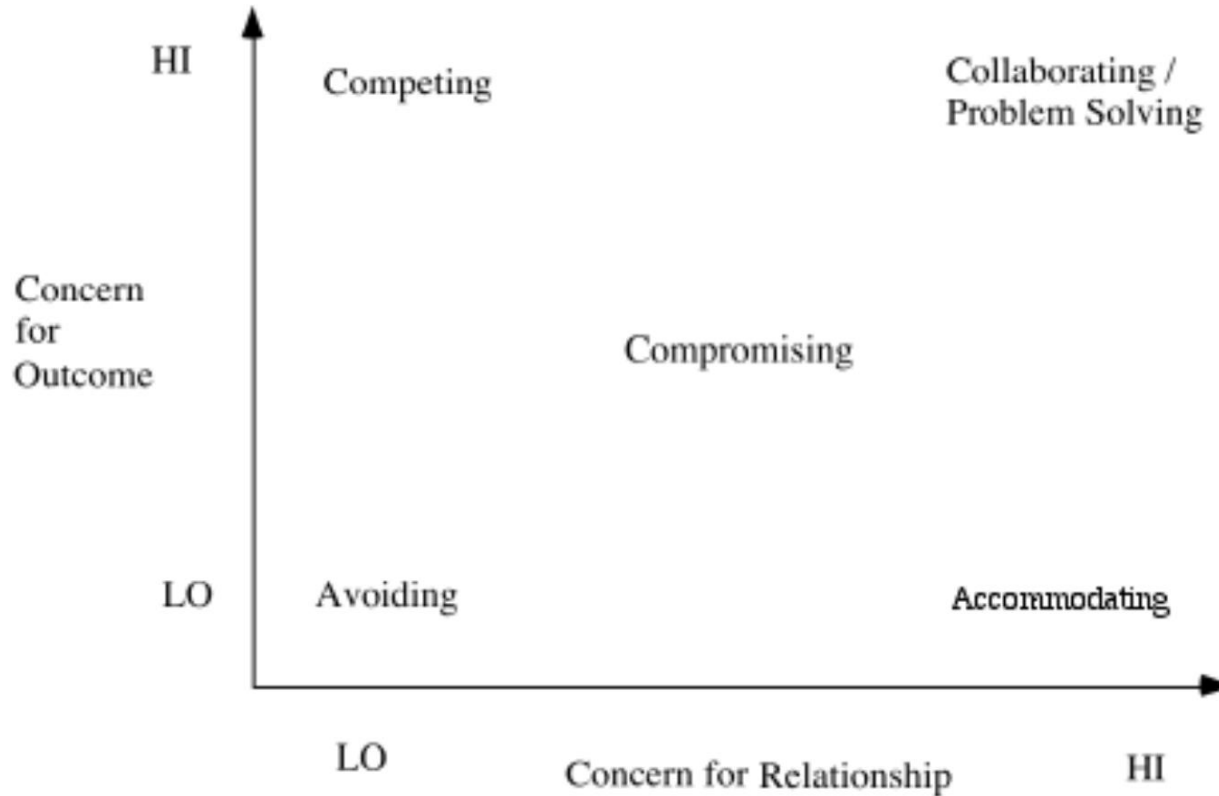
Managing Narratives

Whether you're trying to manage your own narratives or trying to help someone else manage theirs, take the following four steps:

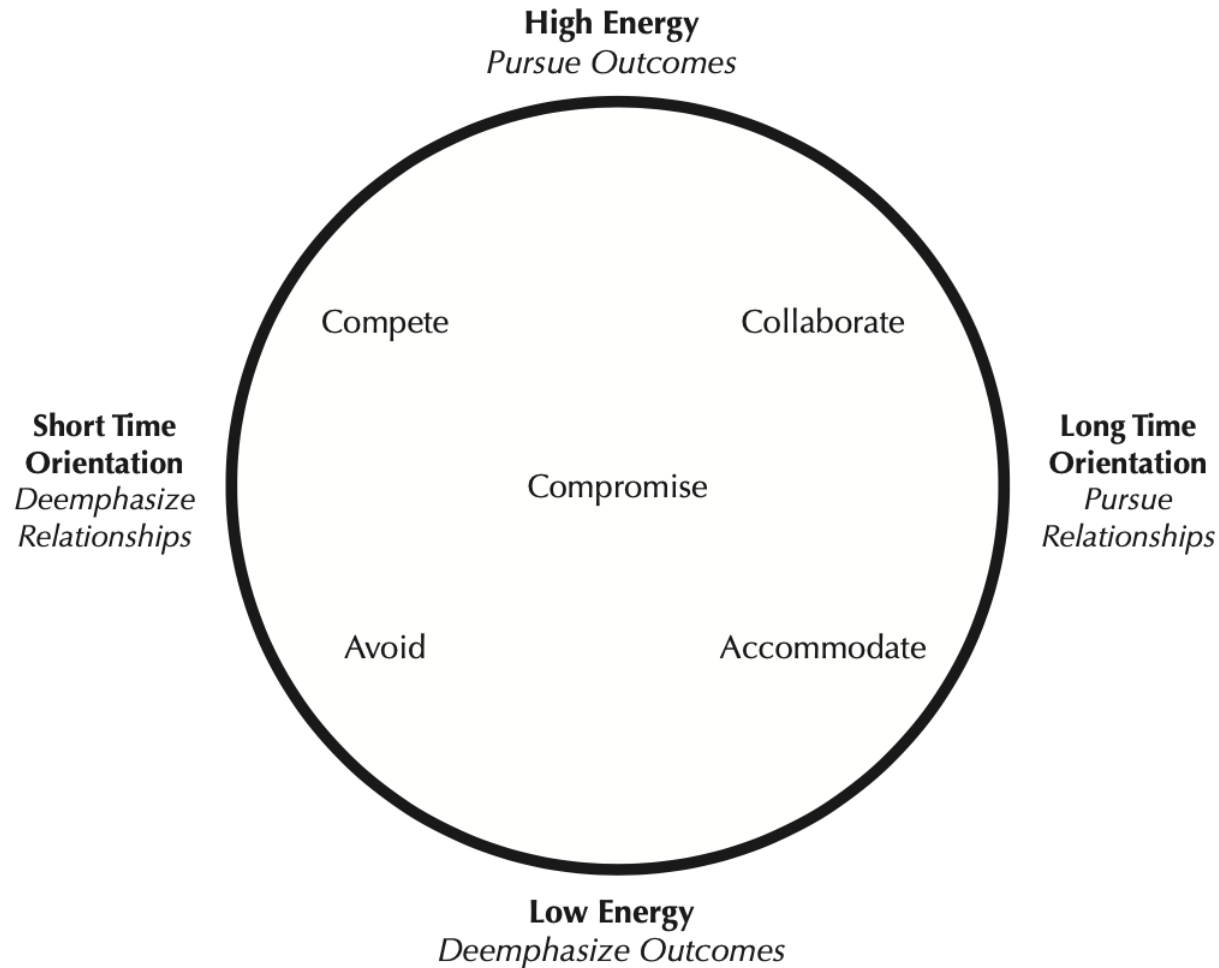
1. Identify your narratives
2. Check their validity against the data
3. Assess their impact on you
4. Rewrite them to create the impact you want



Negotiating Styles



Negotiating Style Drivers



Competitive Negotiations - ZOPA

The ZOPA – Zone Of Possible Agreement, is the range of possible agreements between the parties.



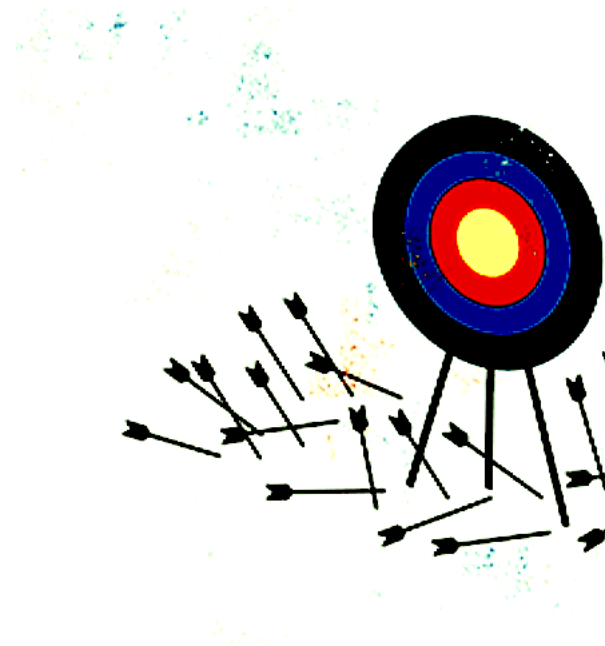
Don't Self-Limit

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**



Nos Exercise

- Starting immediately after this session and over the next 3 weeks, ask people for stuff, with the goal of getting 10 people to say “no”
 - Ask people with the ability and authority to say yes
 - Only one “no” from each person
 - Ask for 10 different things
 - If say yes, you have to accept what you asked for
 - You can’t tell them it’s an exercise - ever
- Keep track of who you asked, what you asked, how you asked, and how they responded



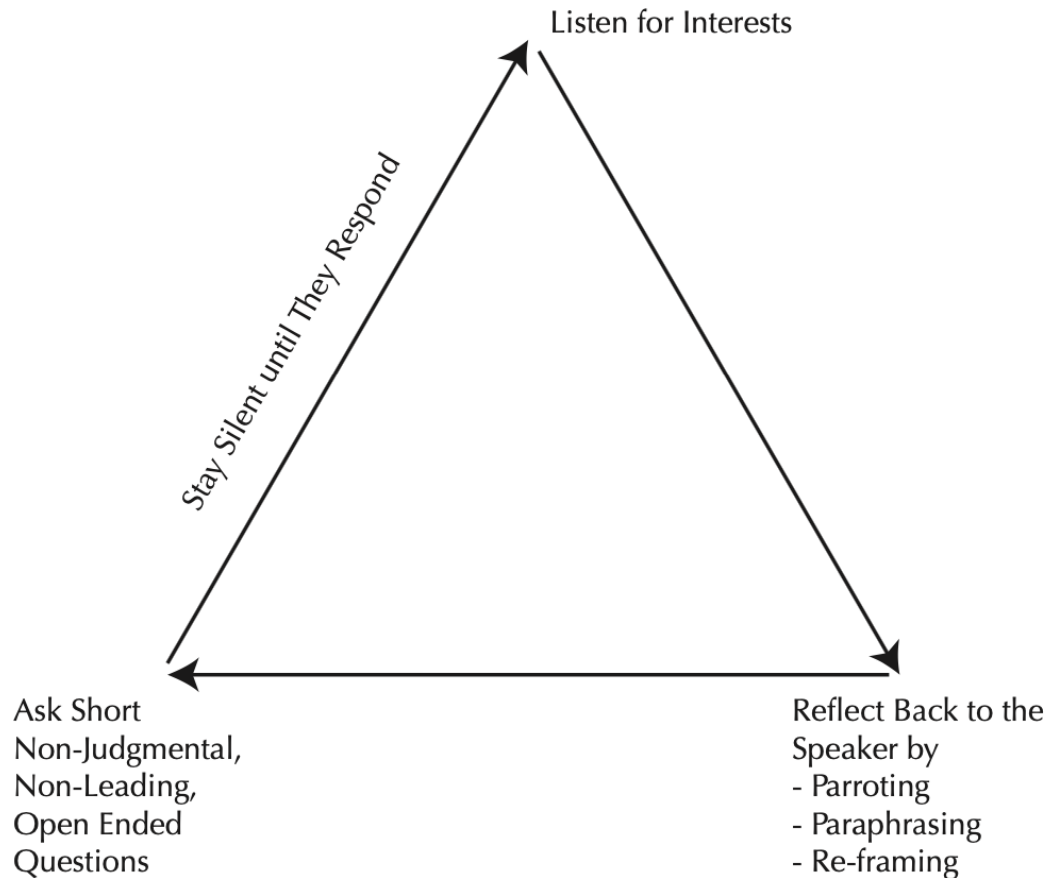
Positions and Interests

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.

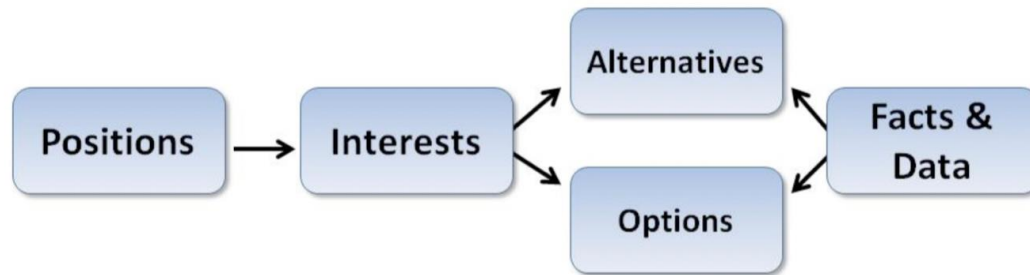
- Be aware of your own interests going into a negotiation.
- Your job in a negotiation is to seek to understand and satisfy the other person's interests.



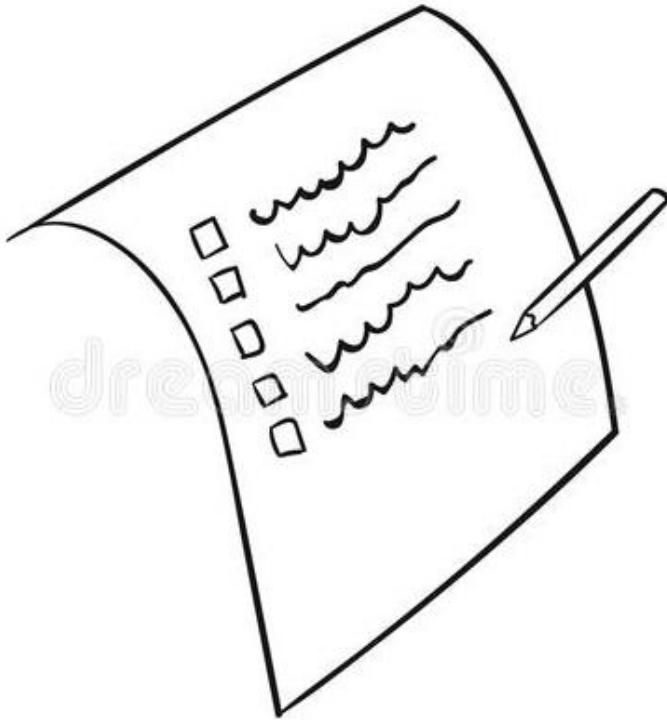
The Listening Triangle



Collaborative Negotiations



Preparation



- **Know yourself**
- **Your interests**
- **Stakeholders**
- **Their interests**
- **Facts and data**
- **Interests**
- **Alternatives**

--- **Build a Checklist** ---



Negotiation Tips

- **Prepare before you negotiate**
- **Engage the other party**
- **Listen more than you talk**
- **Tell a story**
- **Ask for what you need**
- **Slow down**
- **Walk away if you must**

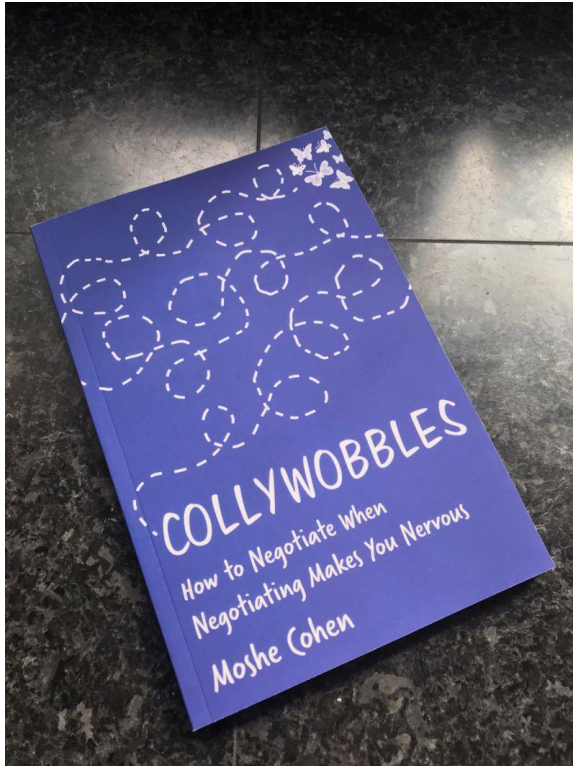


Next Steps / Suggested Reading

- *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)
- *Influence: The Psychology of Persuasion*, Robert B. Cialdini, Ph.D., (Quill, NY, 1984, revised 1993)



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

