

NEGOTIATING



Courtesy of Army JROTC

U2C4L3

Negotiating

Key Words:

Negotiation

Principled Negotiation

What You Will Learn to Do

Negotiate a win/win solution for a given situation

Linked Core Abilities

- Communicate using verbal, non-verbal, visual and written techniques
- Treat self and others with respect
- Apply critical thinking techniques

Skills and Knowledge You Will Gain Along the Way

- Explain how trust and betrayal affects relationships
- Discuss the effects of competition and collaboration in relationships
- Explore the effects of win-lose, win-win, and lose-lose strategies in negotiations

Introduction

Negotiation is a way of life! Whether you realize it or not, you negotiate every day. Think about how you may have negotiated with your parents on how late you can stay out; with your teachers to be granted a make up test; with your boss for a raise; or with your friends when deciding on which movie to go to. Earlier in your JROTC classes, communication and working out conflict were discussed. Both are important elements of the negotiation process. In this lesson, you'll discover effective ways of negotiating win/win solutions!



Using Winning Colors®

You've been introduced to the Winning Colors® assessment tool. As you learned, Winning Colors® can be an invaluable asset to:

- Improve understanding of how to cooperate and communicate with others
- Provide clues to motivation
- Clarify learning styles
- Offer insight to conflict resolution style
- Uncover essential aspects of communication

Refer back to those lessons to see how Winning Colors® can help you in your negotiation skills. You can use each of the four behaviors to achieve a win-win for all parties involved in negotiations.

Fair Negotiations

When two people begin to discuss their differences, they most often start with their positions – what it is they believe in, and what it is they want from the discussion. Next after each person has determined their position, they often start arguing for it, or demanding it! At this point, both people may begin to compromise or barter in support of their point of view. In the end, one or both of the individuals walk away unsatisfied, angry, and feeling like a loser. Sometimes, if you yelled loud and long enough and were able to beat down your opponent, you may walk away with all your demands and feel successful in the process. However, you notice your relationship with this person has degenerated and you feel sad about having lost a friend or classmate.

When you negotiate, you want to be fair. The criteria for fair negotiations include producing a wise agreement, being efficient, and improving or not damaging the relationship.

If you argue over positions you have not taken the time to explore other alternatives for, the decision you come up with may not be the best available solution. When you argue over positions, you are not being efficient because you are not listening to each other, and most likely, repeating your position over and over. In this case, you are not moving forward to solutions. When you argue over positions, the relationship can be damaged. Anger sets in and words are said and often not forgotten. You might win this battle, but you also might lose the war.

Principled Negotiation

However, when **principled negotiation** is used, both parties can win! Principled negotiation is neither soft (giving in) nor hard (controlling). It is based on the criteria for fair negotiations and focused on a win/win for all parties. If a win/win is not possible at the time of negotiations, you can agree to have a win/win or no deal. Simply set aside the negotiations, and return at another time when all parties can search for the third alternative.



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The Difference Between Hard and Soft Negotiation

Unlike principled negotiations, soft negotiations are used most often when participants are friends, seeking agreement. Soft negotiations involve making concessions, trusting others, changing positions easily, giving things up to reach an agreement, and yielding to pressure. Conversely, hard negotiations usually involve participants who are adversaries, maintain the goal of victory, demand concessions from others, distrust others, try to win a contest of will, and apply pressure.

Key Points for Principled-centered Negotiations

Principled-centered negotiations are not soft or hard. They are the third alternative to negotiations, and are focused on win/win situations. Principled-centered negotiations have four basic points:

- People: separate the people from the problem
- Interests: focus on interests, not positions
- Options: generate as many as you can
- Criteria: results are based on an agreed upon set of objectives or standards

Some ways to keep focused on principled-center negotiations (win/win) are:

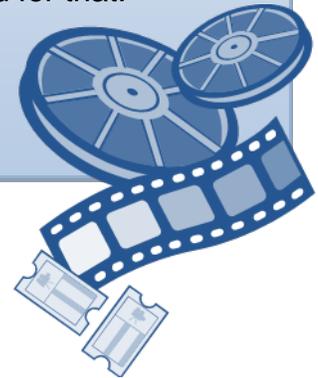
- Establish clear goals, which are understood and agreed upon by participants. Use the goals to test whether issues are relevant or not.
- Be on the lookout for win/lose. It can develop subtly. If you feel under attack, or feel yourself lining up support, you are likely in a win/lose contest.
- Listen empathetically to others. Stop yourself from working on counter arguments while another person is speaking. Take the risk of being persuaded. Try the other person's reasoning on for size.
- Avoid absolute statements that leave no room for modification. "I think this is the way . . ." is better than "This is THE ONLY way . . ."
- If you are planning for others, provide some means for their involvement. The doers should feel that they can have influence on decisions that affect them.
- Try to make decisions by consensus rather than by victory of the majority.
- Test to see that trade-offs and compromises are truly accepted by all.
- Draw a continuum line and have members place themselves on it regarding the issue. It often occurs that the different "sides" are not far apart.
- Be alert to selling or winning strategies in others and avoid using them yourself.
- "Any intelligent person can see the advantages . . ." would be a danger signal.

When the parties involved in the negotiation first identify the outcome, discuss interests, begin to generate possibilities to reach the outcome, and ensure the interests of each party are met, then the relationships will either be maintained or enhanced. In the end, the parties will have used their time efficiently and come to a wise agreement.

What would you do?

You and your friends are planning for the weekend. There has been discussion about going to the movies, renting a movie and watching it at someone's home with popcorn and soda, going ice-skating, or attending the football team's practice game. You and your friends have been discussing these options all week. It is now Friday and time to decide what you will do. You really want to go to the practice game because your younger brother is on the team and you want to support him. Your best friend wants to watch a movie at someone's home because he does not have enough money to go out to a movie or ice skate. There is a long awaited movie at the theater that your other friend has been waiting to see. Although everyone likes to ice skate, none of your friends are pushing hard for that.

How would you negotiate a win/win situation with your friends?



Conclusion

This lesson showed that negotiation is a way of life. You are involved in it every day. As discussed in previous JROTC classes, communication and working out conflict are important elements to the negotiating process. The key concepts to put into practice from this lesson are the effective ways to negotiate a win/win solution.



Lesson Check-up

1. What are the four basic points for principled-centered negotiations?
2. What are the criteria for fair negotiations?
3. Discuss how you have participated in a negotiation with family or friends. What was the outcome?
4. What are the differences between hard and soft negotiations?

