Agenda

- Basic Skills
- Understanding the negotiating environment
  - Structuring your approach depending on the environment
- Understanding tactics
- Discuss your experience

Some Initial Considerations

- These skills apply to all types of negotiations
- All negotiations are about a trade
- The goal of all negotiations is to agree
  - Even if the agreement is to do nothing
- Win – Win vs. Win – When
- Aggression is not always necessary
  - But it is sometimes useful
## Basic Skills
- Communication
- Emotions
- Preparation
- The Discussion Plan
- Timing

## Basic Skills - Communication
- Active listening techniques
- Resist thinking about the next thing
- Observe body language
- Tone of voice
- Make eye contact
- Reduce emotions
- Three roles - Spokesperson/Listener/Enforcer
### Basic Skills - Emotions
- Know your own
  - Be aware of your internal state of being
  - Observe your body language
  - Look for physical clues
- Learn to identify the emotions of others
  - Body language
  - Ask
- Use emotions tactically

### Basic Skills - Preparation
- Who are you dealing with?
- What do they want?
- How can you give it?
- What do you want?
- What are you willing to give for it?
- What happens if negotiations fail?
- Who are your competitors and what are their options?
### Basic Skills – The Discussion Plan

1. Identify your central message  
2. Outline how you intend to make your point  
3. Put the discussion points in the best order  
4. Anticipate responses  
5. Set the agenda  
6. Ensure everyone knows the plan

### Basic Skills - Timing

- Deadlines work against one party and for the other  
- Structure deadlines so they work in your favor  
- Delay or stalling is another use of timing  
- Ask for specific dates for next steps  
- Give yourself time to reply
Environment Types

- **Example:** Employee schedule change
- **Approach:** If no harm then say “Yes”
- Use a process of elimination to arrive at a decision –
  - **Win-Win** is possible
  - Look for an overt trade
  - Remember the impact of failure is low so standing firm has little consequence

Nobody Cares
**Mutual Destruction**

- **Example:** Hospital relations
- **Approach:** Get all the issues on the table and try to move toward a trade
- The consequences of failing to agree are damaging for both parties
- Fear is the central issue and can lead to unpredictable responses
  - Reduce emotion
- Know your limits

**Power Play**

- **Example:** Sales situation
- **Approach:** State your position early
- Pad your offer and offer first
- Make the other party justify anything short of your offer
Jungle Ethics

- Example: Payer Negotiations
- **Approach:** Demonstrate the value of your offer and amplify the impact of walking away
- The burden is on you to demonstrate the necessity of agreement
- Preparation is the key
- Be prepared to resist “Take it or Leave it” offers

Understanding Tactics

- Tactics are not a substitute for good preparation or an indefensible position
- Use tactics as tools or “Games”
- Know how to recognize and defend against them
- Recognizing a tactic usually comes from observing your emotional response
Some Popular Tactics

Discussion

- Are there any problems you’ve had?
- What tactics would you like to discuss?
For More Information

- Get the resource package
  www.svmic.com/webdata/mps/NegotiatingSkills.zip

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