

# Provost's Leadership Academy

## Negotiation Techniques

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- Dr. Lisa Barron is a former faculty member of Organization and Management at the Merage School of Business, University of California, Irvine
- She has taught negotiation and leadership techniques to members of large and small organizations including Microsoft, Medtronic, Ingram Micro, State Street, MicroSemi, and Boeing and to executives, career counselors, undergraduate and graduate students, academic staff and faculty. Her current coaching work focuses on helping executives and doctors become more effective leaders, communicators and problem-solvers.
- Lisa's research has been published in scholarly journals recognized in *The Boston Globe*, *The Washington Post*, *The New York Times*, *Glamour*, *The Huffington Post*, and the *Orange County Register*. In addition, she has appeared on radio programs for WBUR, KNX, CBS and NPR.

# **USING NEGOTIATION TECHNIQUES TO SOLVE PROBLEMS**

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# Today's Objectives

- Discuss what makes conflict difficult
- Learn negotiation techniques to resolve problems
  - Positions and Interests
- How to
- Practice situations

# Exercise #1 - What Makes Conflict Difficult? 10 min

1. At your table, discuss the following questions
  1. What is difficult for you regarding conflict at UCI?
  2. What are some conflict situations you've been in or seen at UCI that are difficult for you?
2. Be prepared to share in the larger group

# Academic vs. Negotiation Approach

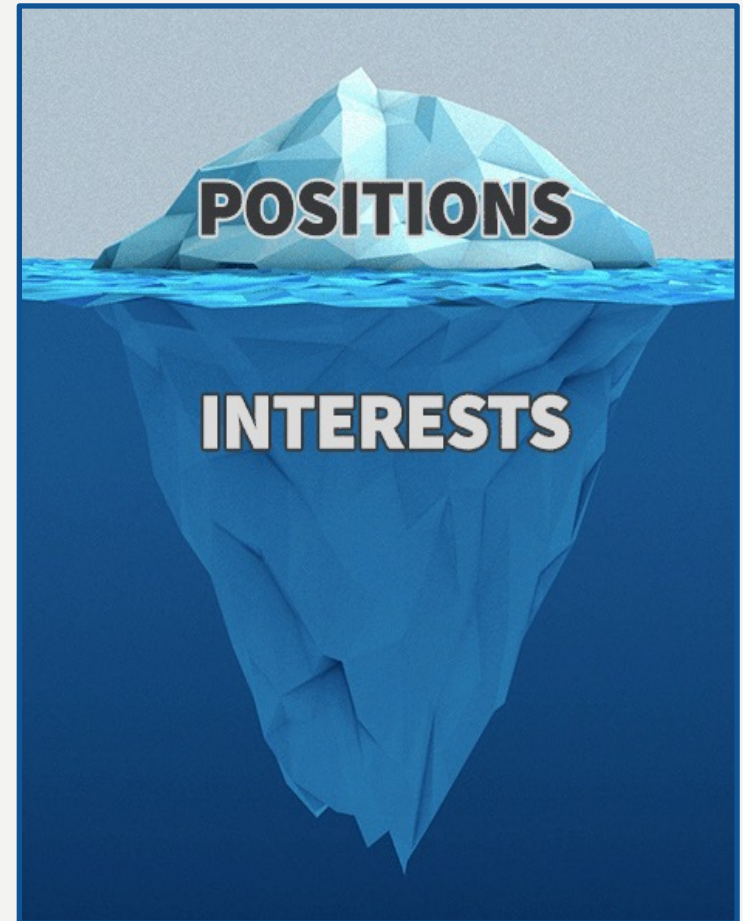


# When to Use Negotiation Techniques

- You are in a conflict or problem-solving situation
- You do not have the authority/power or control to direct behavior
- You need buy-in (not likely to come from issuing directives)
- You want to harness brain power of many
- Someone wants something from you (or vice versa)

# Positions and Interests

- Positions
  - Outcome you want
  - Represent your “solution”
  - Provide no alternatives
  - Tend to be black or white
- Interests
  - Underlie positions
  - Underlying needs, wants, concerns, fears, desires
  - Lead to many “solutions”





# Examples of Positions vs. Interests

- Vacationing in Maui, Hawaii vs. wanting to vacation at the beach.
- Eating at Pregos vs. wanting to eat at an Italian restaurant.
- Getting a course release vs. spending more time working at home

# Exercise 2 – Interests & Positions

## Breakout Dyads – 10 min

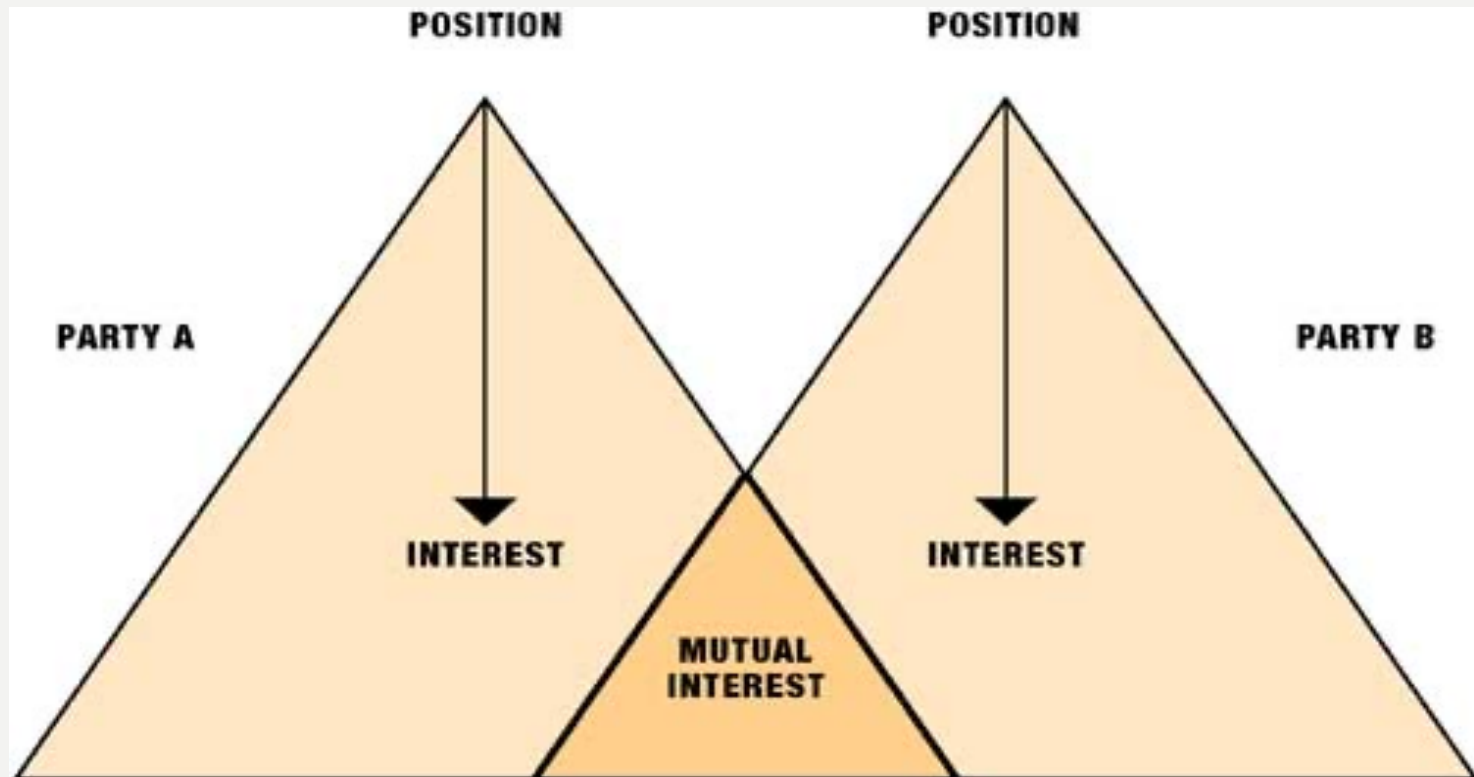
Frank and Sonia are planning an evening out. Frank wants to go to La Scampi, an Italian restaurant specializing in seafood. Frank has chosen La Scampi, which is on the expensive side, because it serves excellent food and is close to the theater. Sonia is on a budget and wants to go to El Pollo Loco which is inexpensive and quick.

- a. What is the issue being discussed?
- b. What are Frank and Sonia's respective positions?
- c. What are Frank and Sonia's respective interests?
- d. What might be one possible solution for the couple?

# Exercise #2: Group Discussion

- a. What is the issue being discussed?
- b. What are Frank and Sonia's respective positions?
- c. What are Frank and Sonia's respective interests?
- d. What might be one possible solution for the couple?

# Identifying Mutual Interests



# Layered Interests

- Want to vacation in Maui, Hawaii
  - Want to vacation at the beach
    - Want to go on vacation
      - Want to relax, spend more time with partner, take a break from work
        - Want to reduce stress

# How to Get to Interests (Yours and Theirs)

- Ask questions
- Listen
- Put yourself in their shoes
- Think creatively
- Control your ego/emotions

# How to Uncover Interests

- “Whatever specific solution we create, it needs to be one that...”
- “What is it about the solution that I am suggesting that doesn’t meet your needs?”

# Questions to Uncover Interests

- Can you tell me what problem you are trying to solve?
- What about that is important to you?
- How will that help you?
- What problems will be solved if we do that?
- What is it you want to achieve?
- What is it you need?
- What will happen if we don't do it the way you suggest?
- What goal are you trying to achieve?
- Tell me what makes you want to do it that way
- Help me understand...



# Exercise #2 The Case of the Smalls

- Read the situation
- Identify
  - Positions
    - Management's position
    - The Botswanan workers' position
  - Interests
    - Management's interests
    - The Botswanan workers' interests
  - Possible solutions that meet all interests

# Exercise #3: Course Release (EX 1 on handout)

- Read your role in the situation (either Faculty Member or Chair)
- Role play with the other person (who will play the role opposite you)
- Using what you've learned try
  - to understand the other party's interests
  - to reach an agreement

# Exercise #3: Group Discussion

- What are each party's interests?
- What were some techniques you used?
- What were some agreements you came up with?

# Conflict & Negotiation Techniques

- Understanding the situation from multiple viewpoints
- Look for mutual interests
- Surface disagreements – How do you see it differently?
- Craft multiple alternatives

# STEPS to Deal with “No”

- Consider your/their alternatives BEFORE negotiating
- Separate the person from the issue/problem  
(e.g. don't take it personally)
- Formulate arguments to persuade the other party – what matters to them?
- Consider organizational politics and potential gains vs. losses
- Be willing to let go of your position and stick with your interests
- Be creative about solutions that meet your/their interests
- Don't view “No” as the end (if you have less power)

# Evaluating Your Deal

- BATNA – best alternative to a negotiated outcome  
What are all the possible alternatives to reaching an agreement with other party?

Which alternative is the best for you?

How does your BATNA compare to what the other party is offering?

# What have you learned today?

# Creating Effective Arguments

- What does the other party care about?
- How will your proposal benefit the other party?
- What concerns does the other party have regarding your request?
- How can you mitigate the other party's concerns/difficulties?



# Techniques for Generating Agreements (for after class reading!)

- Expanding the pie
- Unbundling issues
- Logrolling
- Cost Cutting
- Bridging
- Contingent contract

# Expanding the Pie

- Adding resources or issues to meet positions OR interests of both parties
  - Need additional resources or issues
  - Might need to know interests
- Questions to consider
  - Is there a resource shortage?
  - How can both parties get what they want?

# Unbundling Issues

- Take one issue and break it into two or more issues
  - Need to be able to see multiple issues
  - Often achieved through understanding interests
- Questions to consider
  - Can this issue be divided?
  - What are the parties' primary interests

# Logrolling

- Trading one issue that is unimportant or less important to you and important to them, for an issue that is important to you and unimportant or less important to them
  - Need more than one issue
  - Need to know importance of issues
  - Do not necessarily need to know interests
- Questions to consider
  - What issues are of highest or lowest priority to me?  
To the other party?
  - What is inexpensive for me to give and valuable to the other party (or vice versa)?

# Cost Cutting

- Reducing the costs of one party so that they can give you what you want
  - Need to know the other party's costs
  - May help to know interests of other party
- Questions to consider
  - What risks or problems does my proposal create for the other?
  - What is of value to the party whose costs are being cut?

# Bridging

- Creating a new solution that addresses underlying interests of both parties
  - Helpful to know underlying interests
  - Need to be creative
  - Might need additional resources
- Questions to consider
  - What are the underlying interests and needs of both parties?
  - Can we invent a new solution that addresses these needs and interests?

# Contingent Contract

- Making the payment or amount of payment contingent upon some specified outcome
  - Need to have different expectations of future
  - Do not need to know interests of other party
- Questions to consider
  - Do we have a difference of opinion about risks? Revenue generation? Success?
  - Can we “bet” on that difference of opinion in a way that can be monitored?

March 8

Inclusive Leadership and Successful  
Change

with

Professor Gerardo Okhuysen