



Persuasion Without Power

Negotiation Skills for Project Managers



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President, Spark The Discussion



Moz' Knowz Negotiation



- Never Over Until...
- Most Important Resource Is...
- Standards of Fairness
- Rules of the “Game”
- Learn About Your Audiences



Overview



- Self-Assessment
- Aspects of Negotiation
- Principled Negotiation Strategies
- Tips and Tricks



How are these related to negotiation?

```
...USBHubPort: Error 0xe00002ed: set feature (resetting port)
...adding service present
...ing present
...h: "/pci/@d/pci-ata@1/ata-4@0/@0:10,\mach_kernel", waiting on (d)
...IOPATHMatch</key><string ID="1">IIODeviceTree:/pci/@d/pci-ata@1/ata-4@0/@0:10,\mach_kernel</string></dict>
...Wire GUID = 0x50e4ff:0
...sent:0
...t device = IOService:/GossamerPE/pci@00000000/AppleGrackletPCI/pci@00000000/pci-ata@1/CMD646Root/ata-4@0/CMD646ATA/ATAIODeviceTree:/pci/@d/pci-ata@1/ata-4@0/@0:10,\mach_kernel
...geDriver/IOATABlockStorageDevice/IOBlockStorageDriver/ST3400140
...titions
...HFS Untitled_3010
...er 14, minor 9
...started with uid=0 audit-uid=1
```



Negotiation Self-Assessment



You could be a more confident negotiator.

Strongly Agree *Agree* *Unsure* *Disagree* *Strongly Disagree*

The idea of negotiating makes you nervous.

Strongly Agree *Agree* *Unsure* *Disagree* *Strongly Disagree*

You usually get what you want during negotiations.

Strongly Agree *Agree* *Unsure* *Disagree* *Strongly Disagree*

Negotiation Self-Assessment



You use specific strategies during negotiations.

Strongly Agree Agree Unsure Disagree Strongly Disagree

Rate your current negotiation skills from 1 to 5.

1 = Need Major Improvement

3 = Succeed Sometimes

5 = Negotiation Master

Negotiation Self-Assessment



- What negotiation strategies do you use?
- What professional opportunities do you have for negotiation?
- What makes you most anxious about the negotiation process?

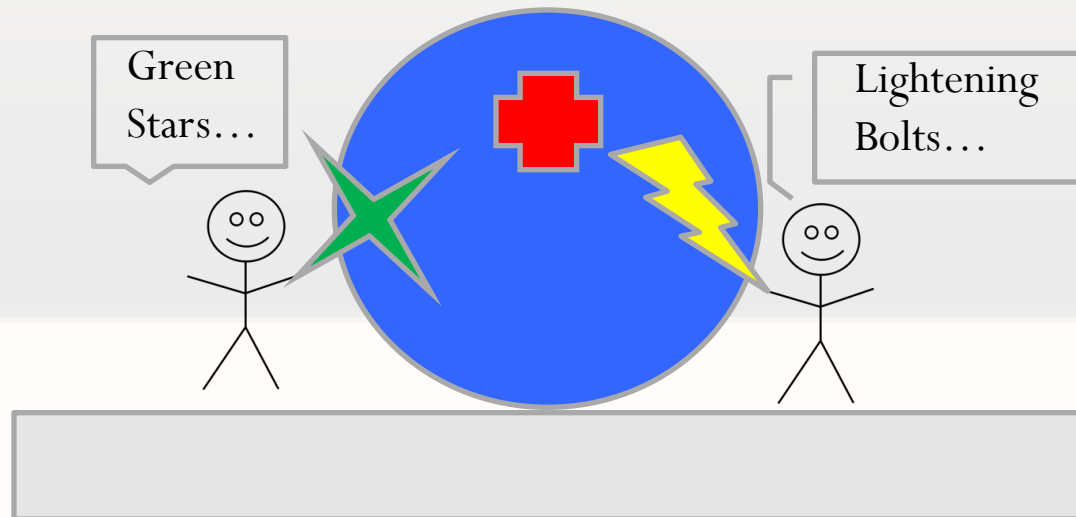
Negotiation Skills



Project Management Negotiation Skills?

Meet Bob and Tom

Reality Tunnels

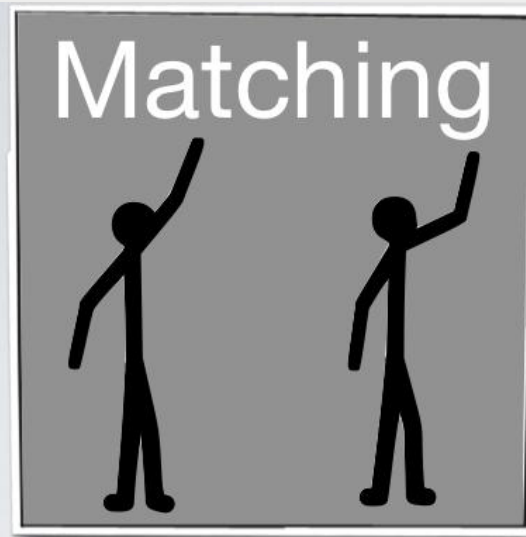


Body Language



Mirroring

- Nonverbals
- Tone
- Style
- Pace



Listening

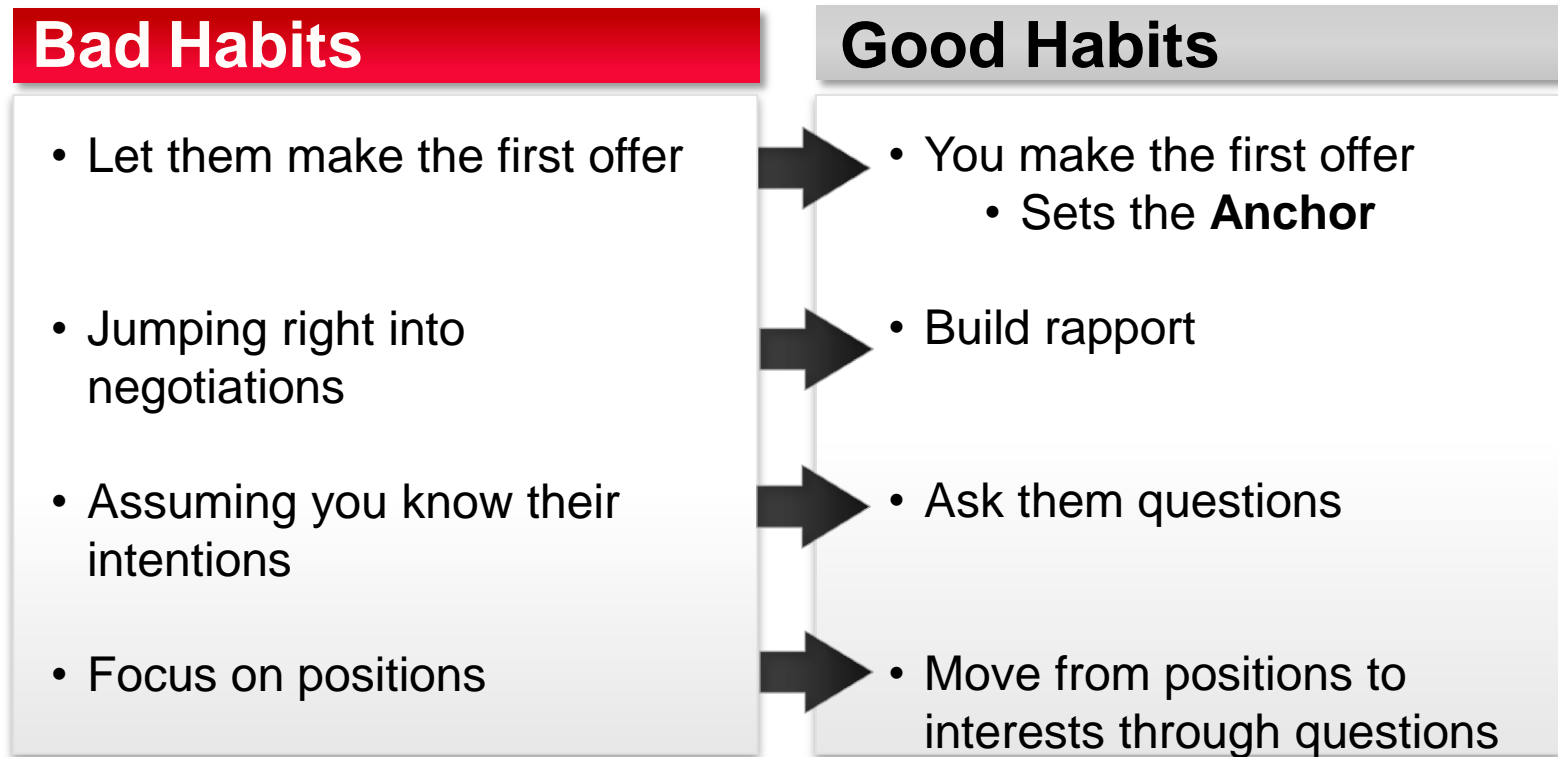


- Preoccupied
- Message Overload
- Distractions
- Assumptions
- Environment
- Timing



Bad Habits of Good Negotiators

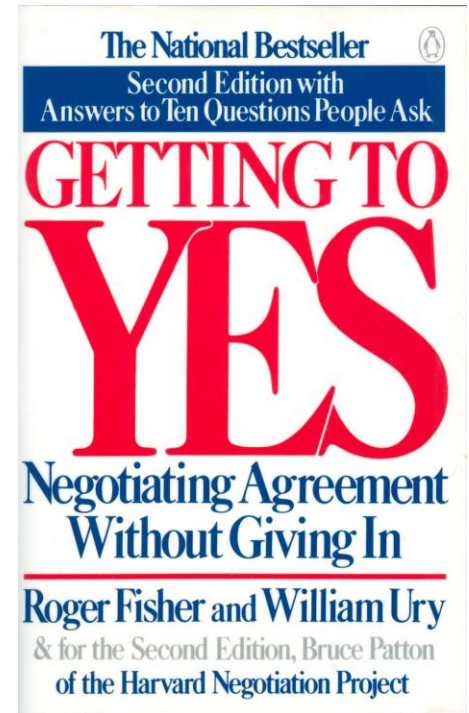
Avoid These Common Pitfalls...



Principled Negotiation



1. Separate People from Problems
2. Interests, Not Positions
3. Generate Variety of Options
4. Fair Standard for Evaluation



Behaviors and Changes



- Attack problems, Not people
- Get them on board with you
 - Use language strategically
 - Rhetorical questions
- Perceptions, Emotions, Communication
- Useful Questions → Learning

Moving From Positions to Interests

Tangible
What We See

Position(s)

Issues

Level of Knowledge

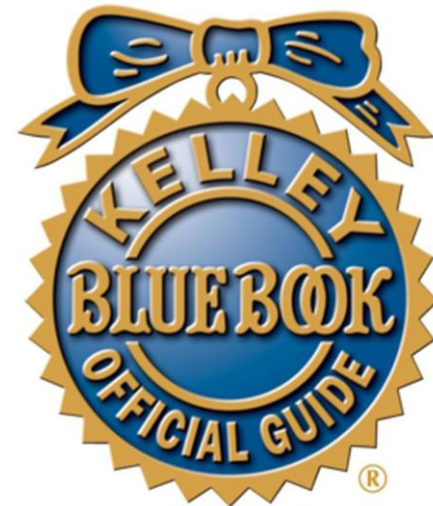
Intangible
Usually Hidden

Underlying Interests

Fair Standards



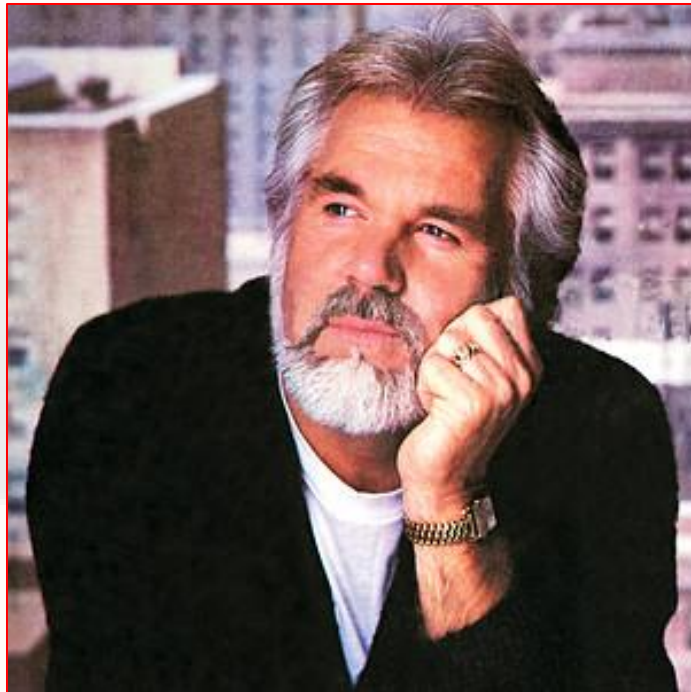
- Tied to the industry...
 - Market value or Costs
 - Precedent (Courts)
 - Science
 - Professional standards
 - Reciprocity or Traditions



Know Your *BATNA*



- BEST
- ALTERNATIVE
- TO A
- NEGOTIATED
- AGREEMENT



Negotiation Tips and Tricks

Timing and Environment

- **When** you negotiate
- **Where** you negotiate



Explaining Yourself

- 2 supporting points
- Target vs. Anchor



It's Jazz

- Improvisation
- Creativity & Constraints...



In Summary



- Competence → Confidence
- Research, Information, Organization
- Know your Audience and Options
- Principled Negotiation Strategies
- BATNA, Target, Anchor
- What's the only way to improve?

Negotiation is a Skill

Develop It!



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