

AudioGO

A close-up photograph of two hands shaking in a firm grip, symbolizing agreement or partnership. The hands are positioned centrally, with the fingers interlaced. The background is a solid blue color.

THE NEGOTIATOR IN YOU

AT HOME

Tips to Help You Get the Most Out of Every Interaction
From the Co-Founder of the Global Negotiation Initiative at Harvard University

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NEGOTIATION WORKBOOK

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OVERVIEW

The Negotiator in You is a broad introductory course designed to help everyone discover the negotiator that lies within each of us. This workbook is broken into three modules—at work, at home, and in life—and serves as an accompaniment to the original audio series. The workbooks will help remind you of key points from each section and important questions to ask yourself as you prepare for your negotiations.

There are some important skills that are useful to note, which cut across each module and apply to virtually all negotiations. These include:

1. The importance, and challenge, of listening effectively;
2. The ability to ask questions that gather information in a non- confrontational manner;
3. The competency to empathize with the other so you can be persuasive to them and speak to their interests;
4. The skill and ability to assert your interest so you don't give away what is most important to you.

With these factors always in mind, let's find the **Negotiator in You**.

INTRODUCTION

This document is intended to serve as an accompaniment to the audio series the Negotiator in You at Home. Before discussing the specific issues related to negotiating at home, it is important to understand how the context is different from other realms. When we negotiate at home we have to deal with some of the following challenges:

- We often take for granted those closest to us, which means our immediate families and other relatives. While we love our families very much we can sometimes treat them worse than we would strangers. We don't do this on purpose, we just think that family will always be there for us no matter what we say or do.
- Negotiations at home and work are very different, but many of us transfer approaches between the two spheres. The dynamics are usually quite different so we really need to use diverse approaches and styles that suit the specific situation.
- Personality issues and close quarters at home can make negotiations quite challenging. We might choose to avoid a colleague at work that we have a personality issue with, but it is very hard to do that at home. If you try to avoid an issue it will likely only lead to dysfunctional relationships and more problems.

There are many other challenges when negotiating at home, but not all can be addressed in this worksheet. However, the issues below examine a number of critical negotiations at home and provide questions and templates to help you prepare for these kinds of negotiations.

ISSUE 1

HEY TAKE IT EASY BUDDY: EMOTIONS IN NEGOTIATIONS

Some of the early advice in negotiation was to keep emotions out of the process. But as we all have figured out by now, that advice is simply not possible to follow. Emotions are as much a part of the negotiation process as logic is...and one would never think to leave logic out! The question then is how do you manage emotions in negotiations so you harness their power, yet not let them control you.

Start with this tip: Emotions are an indication of the importance of an issue in negotiation. When we experience emotions we need to recognize that the issue in question matters significantly to us. If we begin from this perspective, emotions are to be welcomed and will actually help us to find our way in a negotiation.

When it comes to emotions in negotiations, remember these key points:

- ❑ Have your emotions under control otherwise they will have you. To do this you need to recognize when your emotions are heightened, take a step back from the situation to gain perspective and to listen to your emotions, and then engage the other negotiator when you are feeling more capable of having a challenging conversation.
- ❑ You do want to temporarily put some distance between yourself and your emotions in order to understand them and best manage them. This requires naming your emotions and examining how you are feeling and why you are feeling that way.
- ❑ When your emotions come to the forefront, have a technique to remind yourself why this is happening in order to deal with those emotions effectively.
- ❑ When emotions are heightened, take a break or be silent, best of all, don't make any concessions because you will likely regret them later.

Questions to ask yourself:

- ❑ Why do I think my emotions are heightened? What exactly is pushing these to the forefront?
- ❑ What emotions am I experiencing and why? Is it something the other negotiator is doing, am I just in a bad mood, or is this due to transference (i.e. is this a similar situation I previously experienced that did not turn out well)?
- ❑ As I go into this negotiation, what things are likely to make me emotional? How can I prepare to handle those?
- ❑ What technique will I use to make certain my emotions do not get the best of me?

PREPARATION NOTES:

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ISSUE 2

WHAT'S THAT SONNY? GENERATIONAL NEGOTIATIONS

Generations come and go...generations overlap with gaps in understanding. When this happens negotiation is necessary, but not always easy. What one generation values is different from another. Even how people in one generation act or see the world can differ from other generations. These are the challenges found in generational negotiations.

Start with this tip: Generational negotiations are most often about differing values that are usually viewed as conflicting or contradictory. That may or may not be the case. Most importantly, there is likely to be an aspect of respect in most generational negotiations. Try to look for respect and see how it manifests itself and impacts the situation.

When it comes to the generational negotiations, remember these key points:

- ❑ Look to the issue of respect as a central place where values differ from generation to generation.
- ❑ Think about intangible issues first in a generational negotiation. While it may be that the negotiation is over the use of a car, it is likely there is something going on beneath the surface.
- ❑ Try to put yourself in the shoes of the person from the other generation to understand the world in which they once lived or currently live. Search your memory and experiences for clues as to how they see the world and everyone's role in it. For example, your grandparents grew up in a world that did not have computers for much of their life. That is hard to fathom for today's young people, but was a stark reality for those previous generations.
- ❑ Remind yourself of some current and past realities. Consider that your parents or grandparents probably spent much of their lives working for the same organization. This is a foreign concept for many younger people.

Questions to ask yourself:

- ❑ Since I am part of a given generation, I am making some assumptions about this negotiation. What are they?
- ❑ How do I see important value related concepts, such as respect, and how does the other person see that idea? Are our perspectives necessarily incompatible? Is there some part of what they believe that resonates with me?
- ❑ What was the world like that they lived in, and how is that vantage point influencing the negotiation?
- ❑ Is the main issue in our negotiation a tangible one or is it really about an intangible issue, such as dignity or respect?

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ISSUE 3

MARS AND VENUS AT THE TABLE: GENDER AND NEGOTIATION

Gender and negotiation. There is little question that men and women negotiate differently. The real questions are how are men and women different negotiators due to gender, and in what situations does gender impact a negotiation? George Santayana may have said it best, "When men and women agree, it is only in their conclusions; their reasons are always different."

Start with this tip: Generally speaking, women tend to view negotiation in a much more relational manner, while men are more prone toward a transactional approach. This helps to explain why women hesitate to ask for more in a salary negotiation, while men don't seem to hold back from such requests.

When it comes to gender and negotiations, remember these key points:

- ❑ Gender impacts many negotiations in subtle ways. The context will be the determining factor as to how and in what ways.
- ❑ The perceptions and stereotypes that men and women bring to the negotiating table are as important as any other differences.
- ❑ Women tend to have lower expectations when going into a negotiation and therefore they are much more modest in their requests and approach. The reasons for this are numerous, but include negative stereotypes of women in power.

Questions to ask yourself:

- ❑ Is gender an issue in this negotiation and how do I know that?
- ❑ What actual impact is gender having in this negotiation? Is it influencing the way I view and think about a problem?
- ❑ Do I negotiate differently with members of the opposite sex? And if so, do I negotiate that way all the time or can I identify certain contexts where my behavior changes?
- ❑ How have I seen gender influencing negotiations and what can I do to prepare for these types of negotiations?
- ❑ How does your approach change if you are a woman negotiating with another woman vs. negotiating with a man? And vice versa?
- ❑ Are you aware of the stereotypes about your gender when it comes to negotiation? How does that awareness impact your approach, if at all?

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ISSUE 4

IT'S WHAT YOU CAN'T SEE THAT CAN HURT YOU: NEGOTIATING INTANGIBLES

Often people think that life is about the tangible things you can touch, such as money. But the things in life that are most important are usually intangible concepts such as respect or dignity. These intangibles often matter much more in the long term than some tangible thing you might want to have here and now. Why should negotiation be any different?

Start with this tip: If you are stuck in a negotiation, don't immediately think about the tangible issues that might be involved. Focus your energy on trying to get to the intangible or psychological issues as those are very likely what is causing the problem. Intangible issues are invisible walls you walk into, over and over again, until you decipher what is really happening for the other party.

When it comes to intangibles in negotiation, remember these key points:

- ❑ When you prepare for a negotiation you need to focus as much of your attention on the intangible issues as you do on the tangible. Examples of intangible issues, also known as psychological needs, include: respect, dignity, identity, control over one's decisions and fate, and a feeling of belonging.
- ❑ It does not take much to trigger an intangible issue in a negotiation. Once these intangibles are involved, and have to be negotiated, they can be very difficult to deal with effectively. This is primarily the case because they usually become personal and sensitive to handle.
- ❑ Notice non-verbal clues and word choice. If these non-verbal clues do not match their words, then it is likely an intangible issue is the underlying problem.
- ❑ Watch the intent and impact problem carefully, as many intangible issues can emerge as a result of this challenge.
- ❑ The good news about intangible problems is that the solution lies in the very same intangible realm. For example, if the other negotiator feels disrespected by your behavior and you want to solve the problem, you need to offer an apology and show them respect. While these are not psychologically easy to do, they do not cost you in the traditional sense of the word, and therefore are always within your ability to convey.

Questions to ask yourself:

- ❑ Do I think there might be an intangible or psychological interest at the heart of the problem? If so, why?
- ❑ What clues has the other given that intangible issues may well be the real problem?
- ❑ Has the negotiation escalated quickly or become personal? If so, can I identify the intangible issues that might be the problem?
- ❑ What did the other party say or do in this negotiation and what impact did it have on me? Was the impact on me negative and one that touched an intangible challenge in me?

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ISSUE 5

JINGLE BELLS, TURKEY LEGS, AND FAMILY: NEGOTIATING THROUGH THE HOLIDAYS

Holidays bring many memories that stay with us for a lifetime. As kids we watch and listen to our parents prepare for, and manage their way through, the holidays. And it seems that every year, without fail, an issue comes up that requires negotiation: “Will we go to your family’s house or mine this year?” “Who has to sit next to crazy Aunt Judy this year?” You get the idea!

Start with this tip: Don’t lose sight of the fact that these are the holidays and whatever negotiations happen should not spoil the occasion for everyone.

When it comes holiday negotiations, remember these key points:

- ❑ Try doing the opposite of what your difficult guest might anticipate. This will really confuse them and they won’t know how to respond.
- ❑ Many people who feel the need to assert too strongly for their interests often do so because people rarely listen to them. Think about just listening and hearing all they have to say without responding.
- ❑ Move yourself from a debating to a dialogue mode in which you try to learn from your guests instead of looking for the holes in their arguments. When in dialogue mode, you can learn something and also look carefully for places of agreement and disagreement.

Questions to ask yourself:

- ❑ Why do I find this person so difficult to deal with? Is it just their personality or is it the context as well?
- ❑ Every year Uncle Charlie, Aunt Karen, or Cousin Dan says something offensive that pushes my buttons. How can I prepare myself to handle that constructively so I let them know what they are saying is unacceptable but does not ruin the holiday for me and everyone else?
- ❑ What negotiations are worth engaging in and why during this holiday? And which might I let go for a different time?
- ❑ How will you make the other feel valued and heard, while also disagreeing respectfully?

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ISSUE 6

NEGOTIATING WITH YOUR KIDS

My four-and-a-half-year-old put on her shoes by herself one day. I noticed the left shoe was on the right foot and said, “Honey, your shoes are on the wrong feet.” My daughter looked down, then up at me and said, “Very funny dad. I know these are my feet.” Kids say the darndest things, particularly when you are negotiating with them.

Start with this tip: Kids want to be listened to just like adults—maybe even more so. Even though you might feel like you know the answer to a certain question, listen to your child so they feel heard. That is what a lot of your negotiations are about with your children.

When it comes to negotiating with your kids, remember these key points:

- ❑ Kids are being introduced to negotiation earlier these days—give them credit and help them develop their skills.
- ❑ Kids mimic and model the behavior they witness. You can teach them to be effective negotiators simply through how you negotiate with them.
- ❑ Know the stage of development of your child and adjust your expectations to what is possible from them at that age.

Questions to ask yourself:

- ❑ What are the non-negotiables that you have with your children and why? Be prepared to draw this line clearly and explain why these are non-negotiables.
- ❑ With a child’s/teenager’s desire to do more and make their own decisions there must also be responsibility. How will you make sure that there is a strong element of responsibility and accountability in your negotiations with your kids/teens?
- ❑ How will you create clarity in your agreements so there is no doubt about the consequences of not fulfilling their part of the agreement?
- ❑ How will you manage your hot buttons and not let them get the better of you?

PREPARATION NOTES:

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