



Don't Leave It on the Table

Kimi Hirotsu Ziemski, Founder and CEO
KSP Partnership, LLC
www.KSPPartnership.com
Phone: 630/465-0136
KZiemski@KSPPartnership.com

Don't Leave It On the Table

Don't Leave It On the Table

Better negotiations through better planning

What we'll be discussing

- Clarify the elements and definition of a negotiation in a more broadly virtual environment
- Develop a partnership/interest based analysis
- Identify your personal negotiation preference order
- Practice
- Bad faith negotiation partners

P1 & P2

What exactly is a negotiation?

- Between two or more parties
- There is something at stake – sometimes with vastly different interpretations of value

What exactly is a negotiation?

- Between two or more parties
- There is something at stake – sometimes with vastly different interpretations of value
- Influences or changes actions or behavior
- Objective: reach a mutually agreeable outcome
- An every day occurrence involving listening, empathy, information, and influencing skills

What is at stake?

- In your breakout room:
 - Create a list of what has been at stake in your negotiations within the past week.
 - Have a spokesperson
 - Make sure you copied your answers so that you can do the readout if you're called on!

President Kennedy on Negotiation



“Let us never negotiate out of fear, but let us never fear to negotiate.”

—President John F. Kennedy

Term	Definition
Negotiation	Communication intended to change the actions or behavior of others
Leverage	Perceived advantage that can be used to influence outcomes or to achieve a desired result
Strategy	An overall plan to reach recognized objectives
Tactic	A specific maneuver or technique incorporated into a strategy
Opening position	The first offer
Fall-back position	A secondary offer
Nonverbal communication (or paralanguage)	Unspoken communication, such as gestures and body language
Conflict	Normal differences of opinion and attitude between parties
Needs	Requirements for creating a feeling of satisfaction
Open-ended questions	Questions that cannot be answered with simple yes or no responses
Aspiration level	How well you expect to do in the negotiations
Countermeasures	Steps taken to counter another party's tactics
Haggle zone	The area where minor points are negotiated

P3

Your Negotiations Partner

1. You will have downloaded a worksheet. Under 'Negotiations Partner' list what you know about the person you will be negotiating with next. If there are multiple people use multiple sheets.

Your Negotiations Partner

1. You will have downloaded a worksheet. Under 'Negotiations Partner' list what you know about the person you will be negotiating with next. If there are multiple people use multiple sheets.
2. For each fact you have listed, put a probable or possible impact of that fact on your planned negotiation in the 'Impact' column.

Your Negotiations Partner

1. You will have downloaded a worksheet. Under 'Negotiations Partner' list what you know about the person you will be negotiating with next. If there are multiple people use multiple sheets.
2. For each fact you have listed, put a probable or possible impact of that fact on your planned negotiation in the 'Impact' column.
3. Under 'Need to find out' list what you would like to know about your negotiation partner.

Your Negotiations Partner

1. You will have downloaded a worksheet. Under 'Negotiations Partner' list what you know about the person you will be negotiating with next. If there are multiple people use multiple sheets.
2. For each fact you have listed, put a probable or possible impact of that fact on your planned negotiation in the 'Impact' column.
3. Under 'Need to find out' list what you would like to know about your negotiation partner.
4. Now – in your teams: Ask for at least one volunteer whose list will be reviewed (PS: You don't have to use real names 😊)

Position-based negotiation (PBN)

- Opposing parties tend to view each other as adversaries
- Compete to prevail over each other to get what they want
- Risks harm to the long-term relationship between the parties

Interest-based negotiation (IBN)

- Parties collaborate to develop a mutually beneficial solution
- Issues are still important
- Respects the relationship between the parties

Position-based negotiation (PBN)

- Opposing parties tend to view each other as adversaries
- Compete to prevail over each other to get what they want
- Risks harm to the long-term relationship between the parties

Interest-based negotiation (IBN)

- Parties collaborate to develop a mutually beneficial solution
- Issues are still important
- Respects the relationship between the parties



What does a successful negotiation require?

- A consistent approach
- Practice
- In each breakout room, generate a list with a minimum of elements required for a successful negotiation.
- Assign a spokesperson

A consistent approach

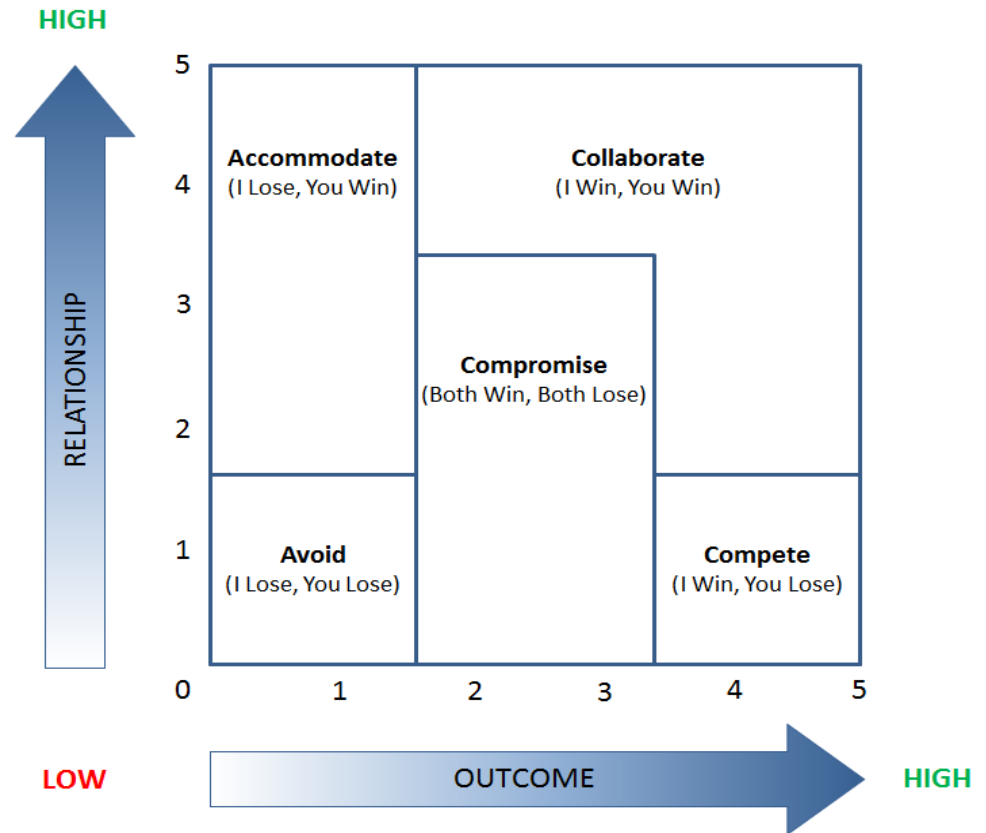
- Thorough planning takes time
- If there is not enough time for planning, don't negotiate
- Setting objectives is complicated
- Using a systematic approach helps to assure that no significant factors are overlooked or neglected

Five basic patterns of behavior:

- Avoiding
- Accommodating
- Competing
- Compromising
- Collaborating

No one style fits all situations

Important to recognize the situation and to be flexible



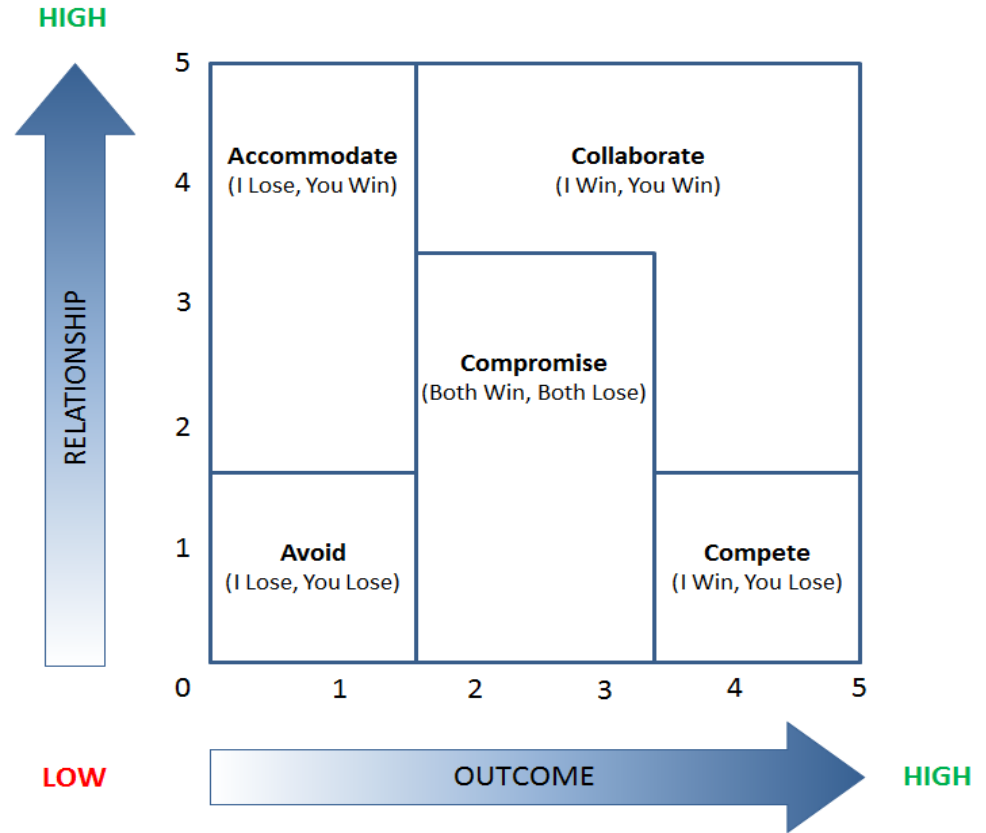
Five basic patterns of behavior:

- Avoiding
- Accommodating
- Competing
- Compromising
- Collaborating

No one style fits all situations

Under the correct circumstances each style works – and sometimes in sequence.

Important to recognize the situation and to be flexible



Revisit

1. Go back to your negotiations partner analysis
2. Fill out the column for your own facts.
3. Add information for their potential interests and then one for your interests in 'Their Interests' and 'My Interests'
4. Which ones intersect?
5. Which ones conflict?

In each breakout room

- Have two volunteers who will use their negotiations partner analysis as case studies.
- As a team:
 - Generate ideas to deal with those interests that conflict
 - Generate ideas to gain missing information

That negotiator

Please put your answers in the chat –

What kind of behaviors have you experienced with bad-faith negotiators?



Successful Negotiation means remembering

- Conflicts are defined as a difference in perspective, opinion, or experience – and does *not* have to be combat!

Successful Negotiation means remembering

- Conflicts are defined as a difference in perspective, opinion, or experience – and does *not* have to be combat!
- Negotiate interests not positions and don't take it – or make it - personal

Successful Negotiation means remembering

- Conflicts are defined as a difference in perspective, opinion, or experience – and does *not* have to be combat!
- Negotiate interests not positions and don't take it – or make it - personal
- You'll find the settlement point discovered when each party discovers or decides
 - It is unwise to push any further
 - Satisfaction has been achieved

Successful Negotiation means remembering

- Conflicts are defined as a difference in perspective, opinion, or experience – and does *not* have to be combat!
- Negotiate interests not positions and don't take it – or make it - personal
- You'll find the settlement point discovered when each party discovers or decides
 - It is unwise to push any further
 - Satisfaction has been achieved
- A successful negotiator takes advantage of different talents and multiple techniques



Leadership Driven Project Management

Culture by Choice Productivity by Design



Can you tell how they tell the truth?

- What is their truth-telling baseline?
- Human nature rules will always apply to humans
- Empathy – you can describe and demonstrating understanding of how someone else is feeling without having to agree with it – how can you deploy tactical empathy?

One by one

- What is their truth-telling baseline?



Image by pixabay.com/users/peter67-281284

One by one

- What is their truth-telling baseline?
 - At your table develop 3 ways that you could find, test, and confirm someone else's truth-telling baseline – what do they do, how do they hold themselves, how do they speech?

One by one

- What is their truth-telling baseline?
 - At your table develop 3 ways that you could find, test, and confirm someone else's truth-telling baseline – what do they do, how do they hold themselves, how do they speech?
- Human nature rules

One by one

- What is their truth-telling baseline?
 - At your table develop 3 ways that you could find, test, and confirm someone else's truth-telling baseline – what do they do, how do they hold themselves, how do they speech?
- Human nature rules
 - At each table create a list of 4 human rules that you have not seen violated by a human – not *ever*.

One by one

- What is their truth-telling baseline?
 - At your table develop 3 ways that you could find, test, and confirm someone else's truth-telling baseline – what do they do, how do they hold themselves, how do they speech?
- Human nature rules
 - At each table create a list of 4 human rules that you have not seen violated by a human – not *ever*.
- Empathy

One by one

- What is their truth-telling baseline?
 - At your table develop 3 ways that you could find, test, and confirm someone else's truth-telling baseline – what do they do, how do they hold themselves, how do they speech?
- Human nature rules
 - At each table create a list of 4 human rules that you have not seen violated by a human – not *ever*.
- Empathy
 - At each table make a list of 5 ways that you can demonstrate empathy – include the things *not* to do!

4 Key Tips – thank you Chris Voss!

- Be nice to people who could hurt you by doing *nothing*
- Understand when, where and whom – because the most dangerous negotiation is the one you don't realize you're in
- You're 6X more likely to make a deal with people you like – what does that say about the people your negotiations partner likes?
- We hear a lot about first impressions – just know that the last impression is the lasting impression!

Putting it in to action – understanding the why

- 4 ways to identify who your stakeholder is that can hurt you by doing nothing.

Putting it in to action – understanding the why

- 4 ways to identify who your stakeholder is that can hurt you by doing nothing.
4 reasons why it matters

Putting it in to action – understanding the why

- 4 ways to identify who your stakeholder is that can hurt you by doing nothing. 4 reasons why it matters
- 5 examples of negotiation situations you didn't recognize as a negotiation situation until it was too late. 3 ways you can see it sooner

Putting it in to action – understanding the why

- 4 ways to identify who your stakeholder is that can hurt you by doing nothing. 4 reasons why it matters
- 5 examples of negotiation situations you didn't recognize as a negotiation situation until it was too late. 3 ways you can see it sooner
- 4 ways to build rapport – create likability that is honest and ethical

Putting it in to action – understanding the why

- 4 ways to identify who your stakeholder is that can hurt you by doing nothing. 4 reasons why it matters
- 5 examples of negotiation situations you didn't recognize as a negotiation situation until it was too late. 3 ways you can see it sooner
- 4 ways to build rapport – create likability that is honest and ethical
- 5 ways that people have left a great last impression on you.

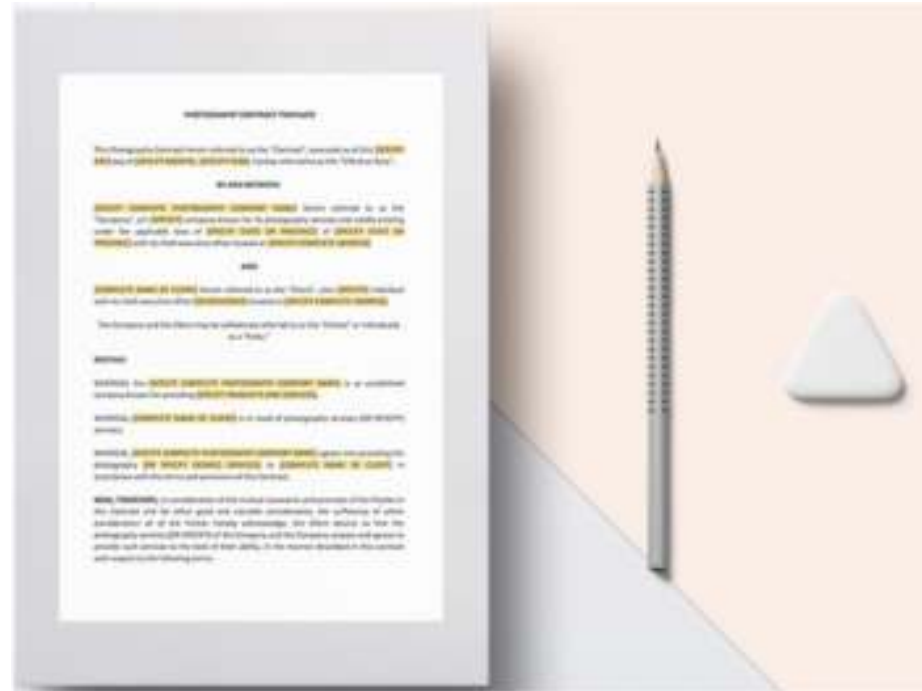
Bad faith negotiation partners

- Get to the heart of it – why do you think they are negotiating in bad faith?



Bad faith negotiation partners

- Get to the heart of it – why do you think they are negotiating in bad faith?
- Be specific



Bad faith negotiation partners

- Get to the heart of it – why do you think they are negotiating in bad faith?
- Be specific
- Be careful and be protective – being nice does not mean giving away your interests or positions

Bad faith negotiation partners

- Get to the heart of it – why do you think they are negotiating in bad faith?
- Be specific
- Be careful and be protective – being nice does not mean giving away your interests or positions
- Stay rationale – breath, pause – assess how each bit of new information tallies against what you thought you knew, what you now know and what the probable impact is

Bad faith negotiation partners

- Get to the heart of it – why do you think they are negotiating in bad faith?
- Be specific
- Be careful and be protective – being nice does not mean giving away your interests or positions
- Stay rationale – breath, pause – assess how each bit of new information tallies against what you thought you knew, what you now know and what the probable impact is
- Be prepared –

Bad faith negotiation partners

- Get to the heart of it – why do you think they are negotiating in bad faith?
- Be specific
- Be careful and be protective – being nice does not mean giving away your interests or positions
- Stay rationale – breath, pause – assess how each bit of new information tallies against what you thought you knew, what you now know and what the probable impact is
- Be prepared –
TO WALK AWAY

Before we go

- Find an accountability partner from another team – set a coffee or virtual coffee date for 5 days from today.
- The questions you want to be able to answer are:
 - What did you do differently as a result of the workshop we attended?
 - How did it go?
 - What – if anything - would you change about how you did it?

FOR PMI NJ Member – a special offer

Special pricing just for my fellow PMI NJ members –

Click on the link in the chat and see the great, time-management sensitive videos you can use to advance your professional journey!

KSP Partnership Presenter



Kimi Hirotsu Ziemski
Founder & CEO

kziemski@ksppartnership.com

630-465-0136



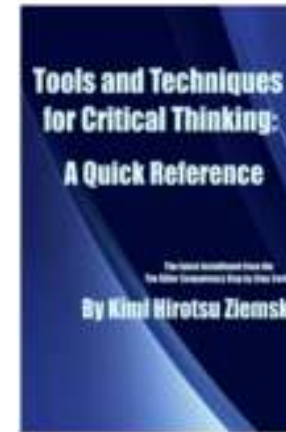
Women in Technology – Are We
Going Two Steps Forward and
One Step Back?

<https://tinyurl.com/yd2jujzb>



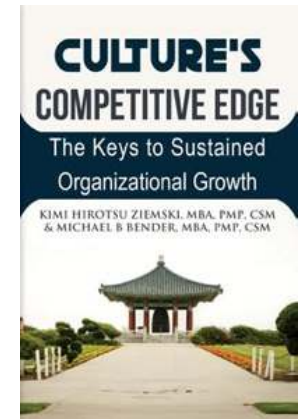
When Opposites Collide
– Leadership Beyond
Gender

<https://tinyurl.com/y2mc5e6j>



Tools and Techniques
for Critical Thinking – A
Quick Reference

<https://tinyurl.com/y797fxnj>



Culture's Competitive Edge
The Keys to Sustained
Organizational Growth

<https://tinyurl.com/y3dz2tvq>

Leadership Driven Project Management

Culture by Choice Productivity by Design



It has been my great pleasure to be on this journey with you
– please continue to be kind, be smart, and

www.KSPPartnership.com

Phone: 630/465-0136

Contact Us Today

See how we can help you
power project performance

Kimi Hirotsu Ziemski, Founder and CEO

(925) 639-4564 (Direct)

KZiemski@KSPPartnership.com

Skype: [kimi.hirotsu.ziemski](https://www.skype.com/people/kimi.hirotsu.ziemski)

It has been my great pleasure to be on this journey with you
– please continue to be kind, be smart, and
DON'T leave it on the table!

www.KSPPartnership.com

Phone: 630/465-0136

Contact Us Today

See how we can help you
power project performance

Kimi Hirotsu Ziemski, Founder and CEO

(925) 639-4564 (Direct)

KZiemski@KSPPartnership.com

Skype: [kimi.hirotsu.ziemski](https://www.skype.com/people/kimi.hirotsu.ziemski)