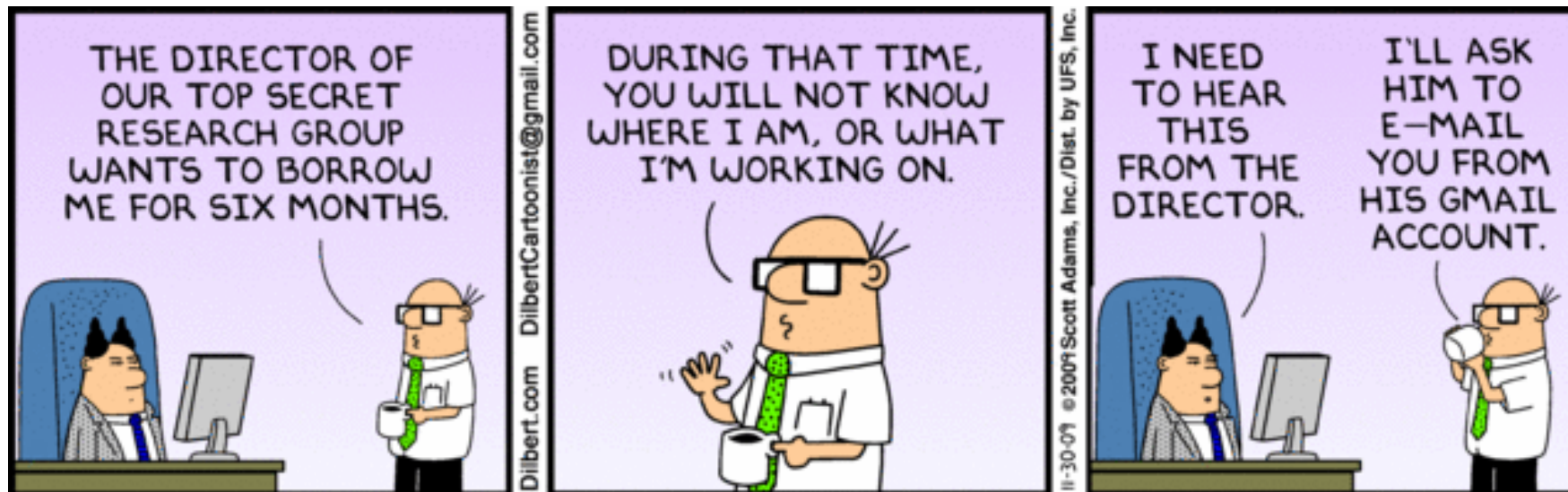# PERSUASION & NEGOTIATION

Multiple party negotiations

Pedro Neves

Introduction

Topics:

1. Dynamics of multiparty negotiations;

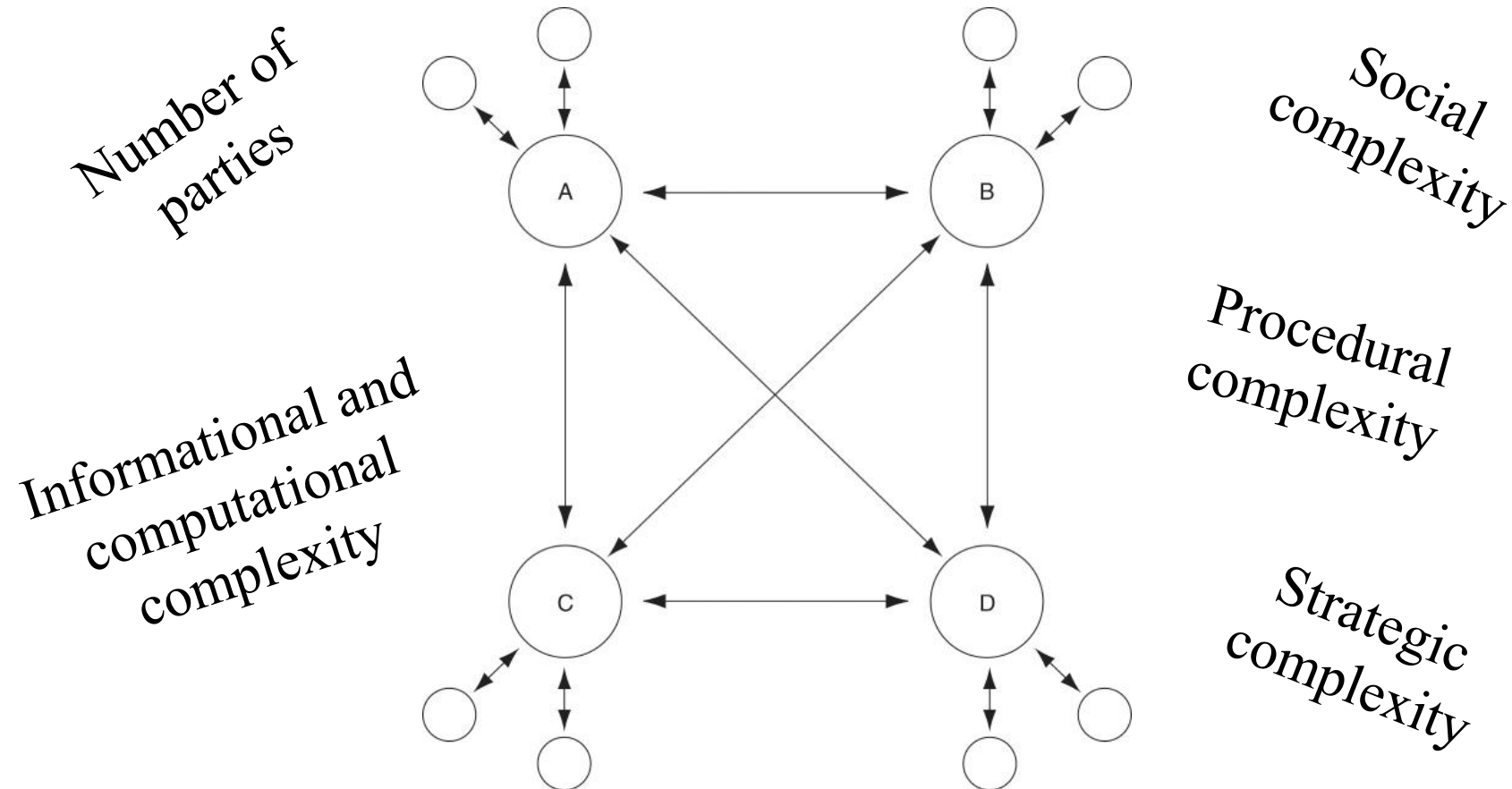2. Stages in multiparty negotiations;

3. Third party interventions.

Bacchus Winery

Dynamics of multiparty negotiations

Multiparty negotiations

What should effective groups do?

1. **Test assumptions** and inferences.

2. Share all relevant **information**.

3. Focus on **interests**, not positions.

4. Explain the **reasons** behind one's statements, questions, and answers.

5. Be **specific**—use examples.

6. Agree on what **important words** mean.

7. **Disagree** openly with any member of the group.

8. Make statements, then **invite questions** and comments.

Multiparty negotiations

What should effective groups do?

9.   Jointly design ways to **test disagreements** and solutions.

10. Discuss **undiscussable issues**.

11. Keep the discussion **focused**.

12. Do not take cheap shots or otherwise distract the group.

13. Expect to have all members participate in all phases of the process.

14. Exchange relevant information with nongroup members.

15. Make decisions by consensus.

16. Conduct a self-critique.

Managing multiparty negotiations

Three **key stages** that characterize multilateral negotiations.

- The **prenegotiation** stage
  - Characterized by many informal contacts among the parties

- The **formal negotiation** stage
  - Structures a group discussion to achieve an effective and endorsed result

- The **agreement** phase
 - Parties select among the alternatives on the table

Prenegotiation stage

- Establish **participants**

    - Who is to be included/excluded

    - Who is likely to help parties achieve/miss their goals

- Form **coalitions**

    Key aspects:

    - Identify the ***common objective***

    - Determine how much influence you will have within the coalit

    - Will you lead the charge or are others willing to trumpet the c
    cause?

    - Will you recognize if other participants have retreated behind

    - How will you control the communication of information?

    - Appreciate the coalition as a fragile and imperfect design
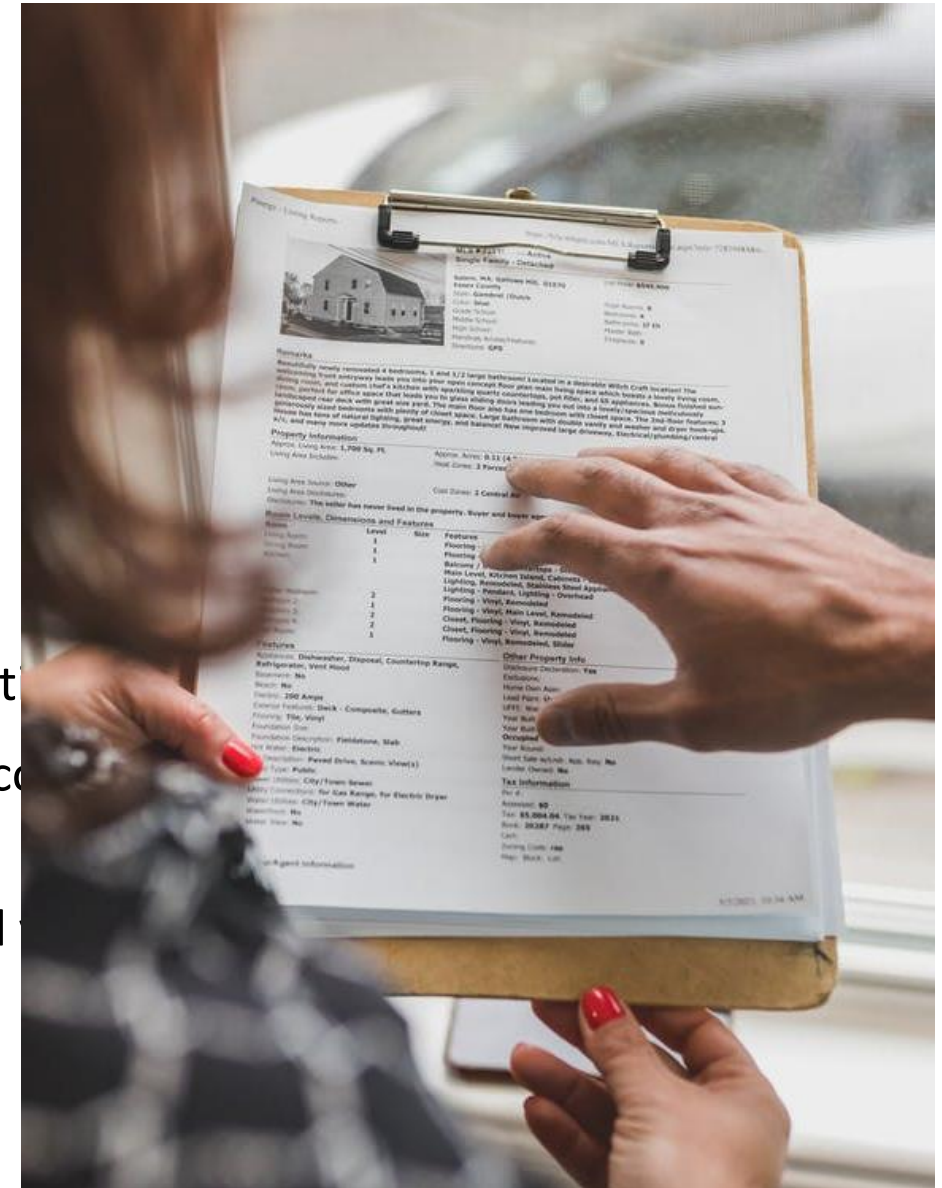
Prenegotiation stage

- Define group **member roles**

  - Task/relationship/self-oriented

- Understand the **costs** and **consequences** of no agreement

  - Knowing your BATNA, perceptions and biases

- Learn the issues and construct an **agenda**
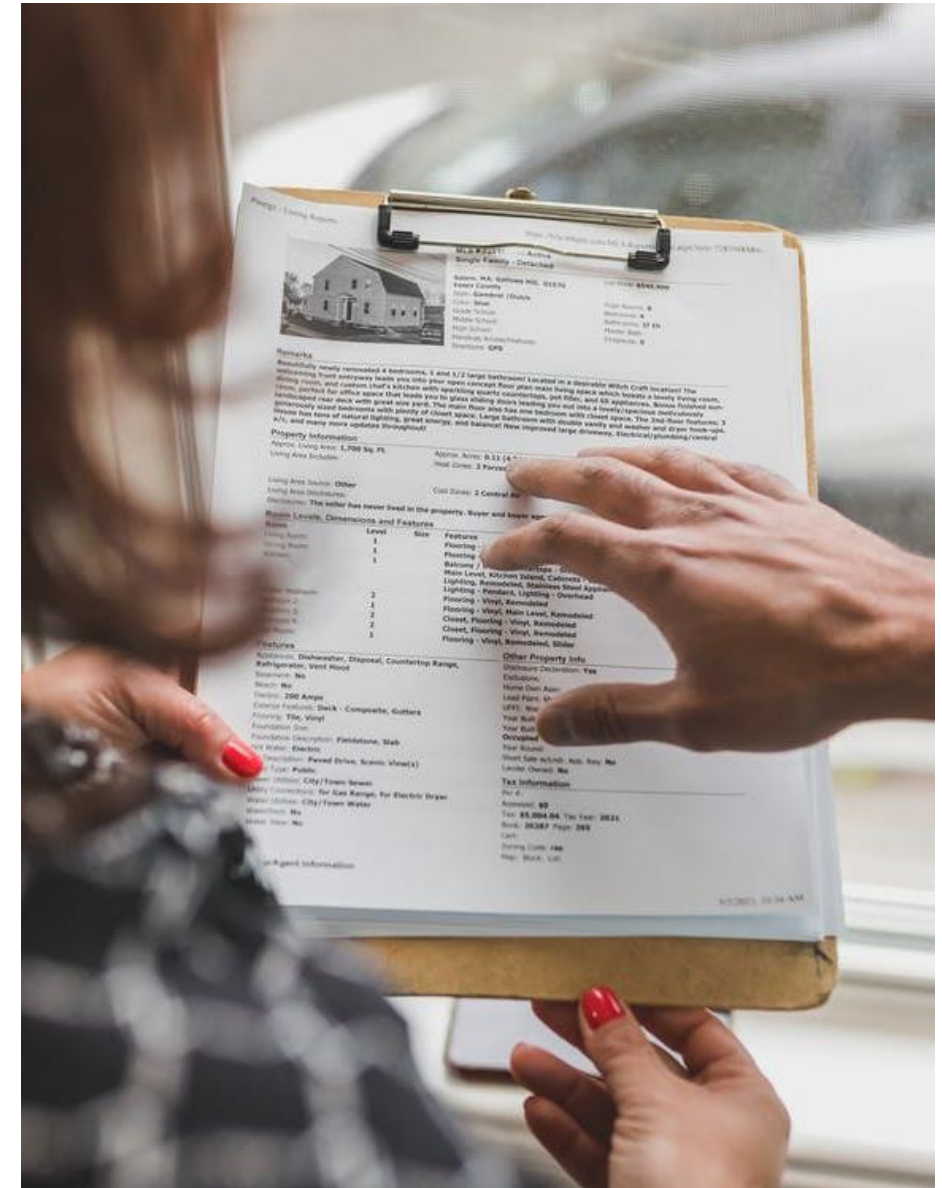
Formal negotiation stage

- Appoint an appropriate **chair/facilitator**

  - Neutral and objective

- Use and restructure the **agenda**

- Ensure **diversity** of information and perspectives

  Key process steps:

  - Collect thoughts and composure before speaking

  - Understand the other person's position

  - Think of ways both parties can win

  - Consider the importance of the issue

  - Remember parties will likely work together in the future

Formal negotiation stage

- Ensure consideration of all **available information**

    - **The Delphi technique**
    An initial questionnaire, sent to all parties, asking for input

    - **Brainstorming**
    Define a problem and generate as many solutions as possible without criticizing any of them

    - **Nominal group technique**
   Brainstormed list of solutions ranked, rated, or evaluated
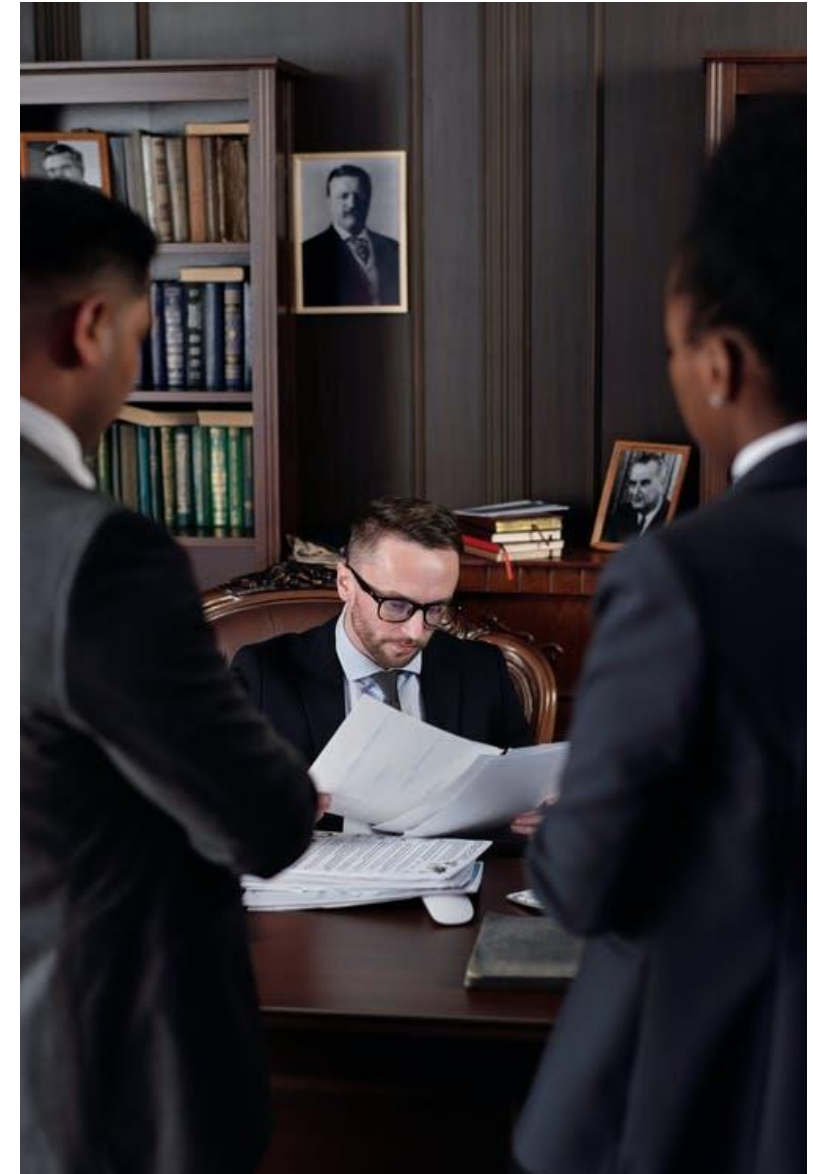
Formal negotiation stage

- Manage **conflict** effectively

- Review and manage the decision **rules**

- Strive for a **first agreement**

  - It is difficult to achieve it all at once

- Manage **problem** team **members**

  - Be specific about problem behaviors

  - Describe problem as team problem (use "we" versus "you")

  - Focus on behaviors the other can control

  - Wait to give constructive criticism

  - Keep feedback professional

 - Verify that the other has heard and understood

Agreement stage

- **Select** the best solution
  - Single alternative or combined alternatives into a package

- **Develop** an action plan
  - Including steps, objectives, timelines, resources, responsibilities

- **Implement** the action plan

  - Important: it needs to follow the established guidelines

- **Evaluate** outcomes and the process
  - Critical to examine effectiveness
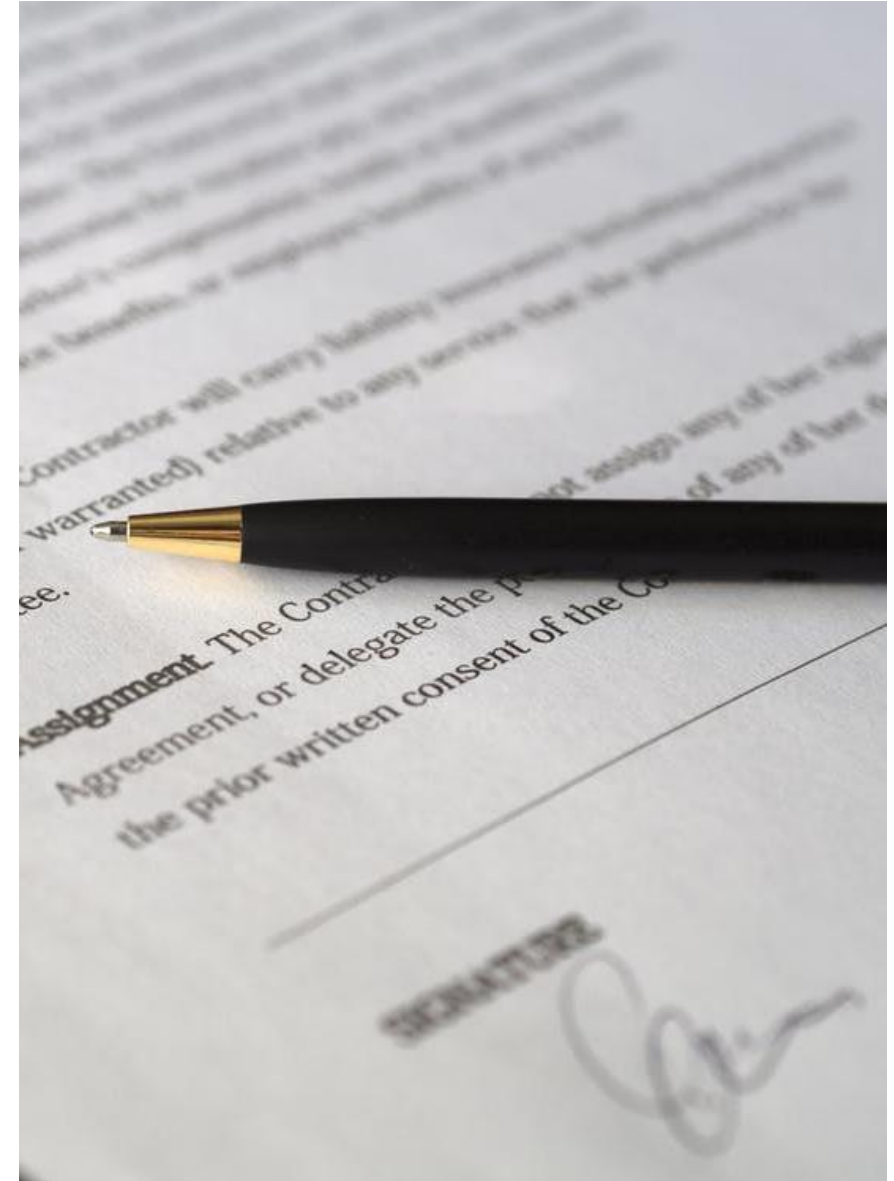
Agreement stage

- Group chair or **facilitator** steps in moving toward a successful completion:

  - Move the group toward selecting one or more of the options

  - Shape and draft the tentative agreement

  - Discuss whatever implementation and follow-up needs to occur

  - Thank the group for their participation, hard work and efforts

  - Organize and facilitate the postmortem
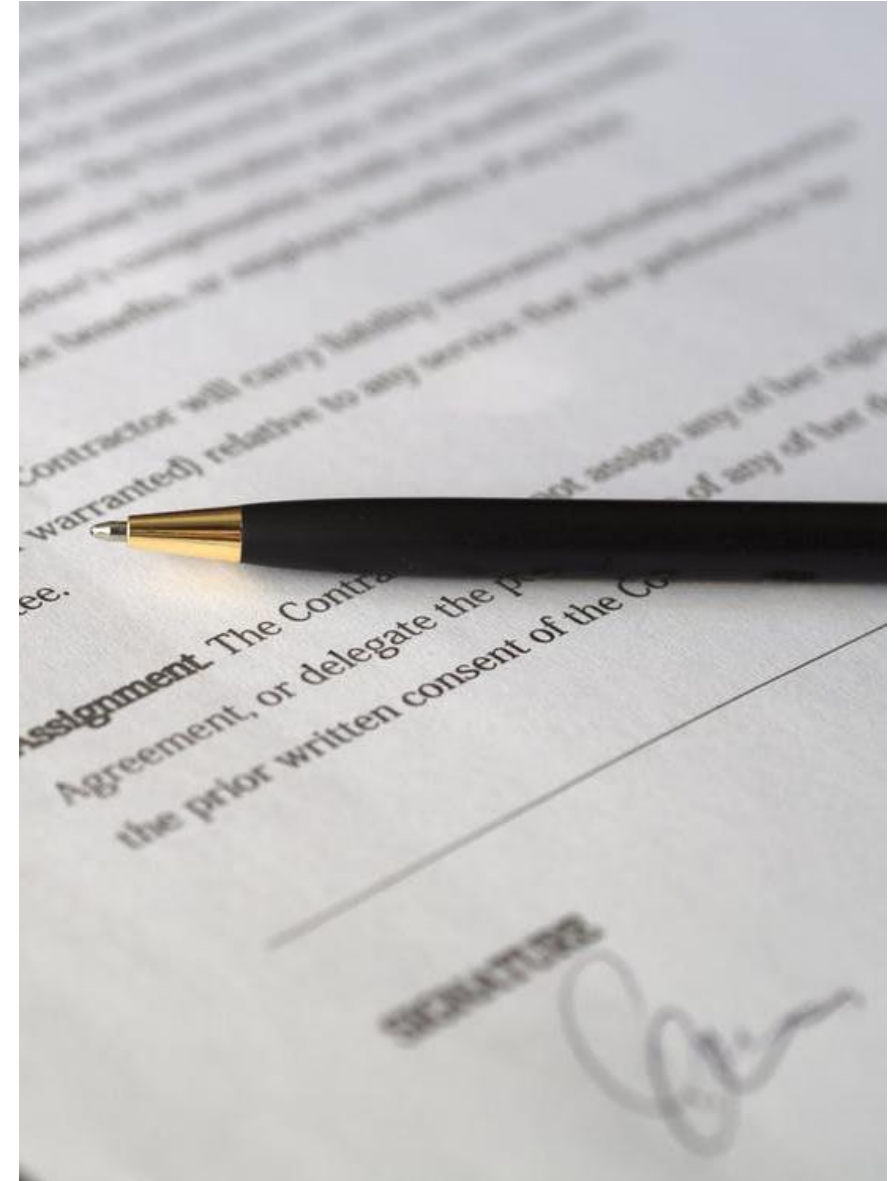
Third parties

- Reasons to use a third party:

    - The emotional level between parties is high (anger and frustration)

    - Communication between the parties is poor or has broken down

    - Stereotypic views of each other's position and motives

    - Behavior is negative

    - The parties have serious disagreements about what information is necessary, available or required

    - The parties disagree on the number, order, or combination of issues

    - Differences in interests appear to be irreconcilable

    - Values differ greatly and there is disagreement about what is 'right'

    - There are no established procedures or have not been followed

    - There is an impasse

Third parties

- **Includes**:

  - **Arbitration**

    - Arbitrator takes control of shaping and determining the outcome

    - Often used in business conflicts (labor relations, contracts)

  - **Mediation**

    - Mediator does not solve the problem or impose a solution; just helps the parties to negotiate more effectively

    - Provides a procedure and rules of conduct

  - **Process consultation**

    - Counselors helps parties improve communication, reduce emotionality and increase negotiation skills

- **Advantages**:

  - Parties gain time to cool off

  - Communication can be improved

  - Asks parties o prioritize issues

  - Emotional climate can be improved

  - The time frame can be (re)established

  - The escalating costs can be controlled

  - Parties may learn from the third party's actions and use them in future

  - May actually lead to resolution and closure

- **Disadvantages**:

  - Parties may lose face (incompetence or incapable) if someone is called in

  - Loss of control of the process, outcome, or both

THANK YOU FOR YOUR ATTENTION!