



NOVA SCHOOL OF  
BUSINESS & ECONOMICS

# PERSUASION & NEGOTIATION

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## How to improve decision making?

# Introduction

## Topics:

1. Ten best practices
2. Debriefing the Commons Dilemma



# Ten best practices in negotiation

## 1. Be prepared

- Gives you the ability to analyze the other party's offers more effectively and efficiently
- It should occur before the negotiation
- Understand and articulate your goals and interests
- Understand the other party's communication
- Set high but achievable aspirations for negotiation





## 2. Diagnose the fundamental structure of the negotiation

- Make conscious decisions about the nature of the negotiation: is it a distributive or integrative negotiation or mix
- Choose strategies and tactics accordingly
- Do not forget that strategies like accommodation, avoidance and compromise are also useful



## 3. Identify and work the BATNA

- Be vigilant about the BATNA
- This is the option that likely will be chosen should an agreement not be reached
- Be aware of the other negotiator's BATNA
- Remember 3 things about the other party's BATNA
  1. Monitor it carefully in order to understand and retain your competitive advantage over the other negotiator's alternatives;
  2. Remind the other negotiator of the advantages your offer has relative to her BATNA; and
  3. In a subtle way, suggest that the other negotiator's BATNA may not be as strong as he or she thinks it is.





# Ten best practices in negotiation

## 4. Be willing to walk away

- Strong negotiators are willing to walk away when no agreement is better than a poor agreement
- Have a clear walkaway point in mind where you will halt the negotiation
- Compare progress in the current negotiation with the target, walkaway, and BATNA



## 5. Master the key paradoxes of negotiation

- Claiming value *versus* creating value
- Sticking by your principles *versus* being resilient to the flow
- Sticking with the strategy *versus* opportunistic pursuit of new options
- Facing the dilemma of honesty: honest and open *versus* closed and opaque
- Facing the dilemma of trust: trust *versus* distrust





## 6. Remember the intangibles

- “See what is not there” (e.g., winning, looking tough, being fair)
- Two ways to discover intangibles:
  1. Ask questions
  2. Take an observer or listener with you to the negotiation
- Intangible factors also influence your own behavior





## 7. Actively manage coalitions

- Recognize three types of coalitions and their effects:
- Coalitions against you
- Coalitions that support you
- Undefined coalitions that may materialize for or against you
- Strong negotiators need to monitor and manage coalitions proactively



# Ten best practices in negotiation

## 8. Savor and protect your reputation

- Start negotiations with a positive reputation
- Shape your reputation by acting in a consistent and fair manner
- Seek feedback from others and use that information to strengthen your credibility and trustworthiness





## 9. Remember that rationality and fairness are relative

- People tend to view the world in a self-serving manner and it affects how they define the “rational” and “fair” thing to do
- Three things one can do to manage such biases:
  1. Question your perceptions of fairness and ground them in clear principles
  2. Find external benchmarks of fair outcomes
  3. Engage in dialogue to reach consensus on fairness



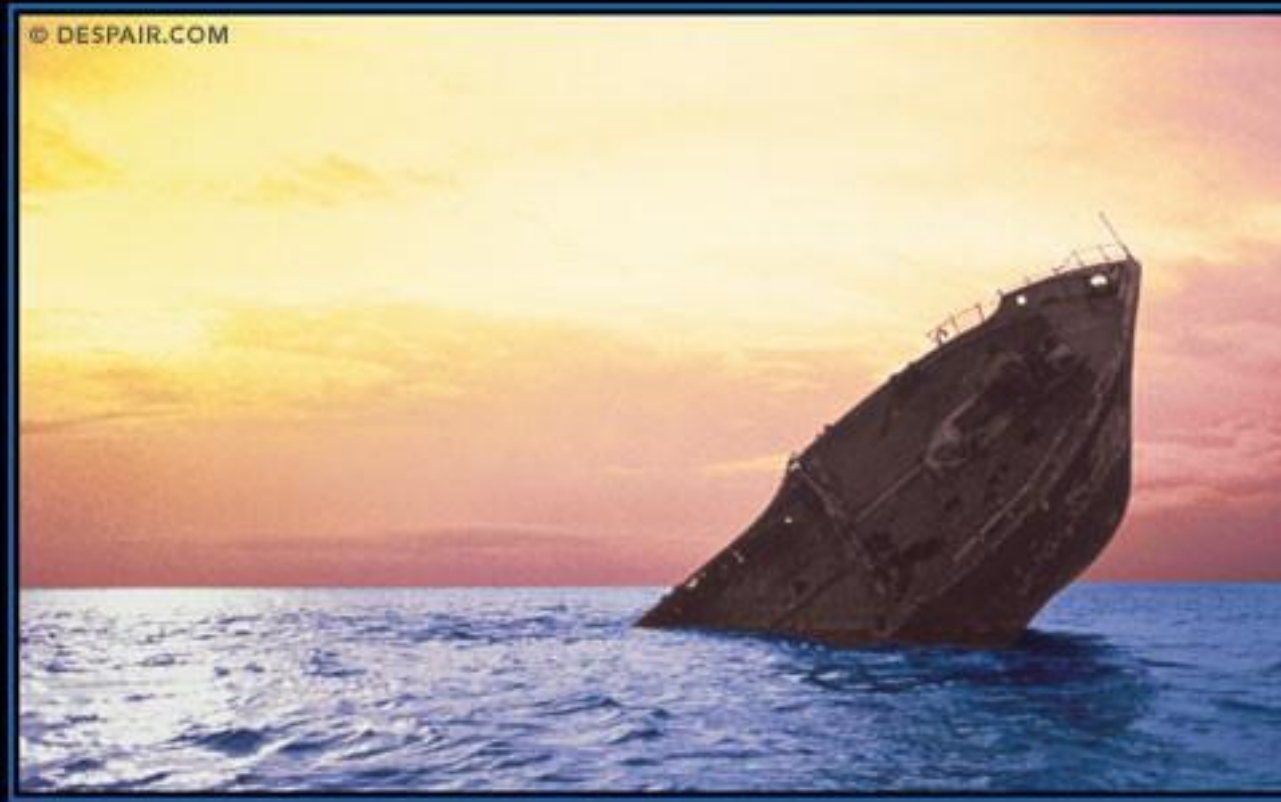
# Ten best practices in negotiation

## 10. Continue to learn from your experience

- Practice the art and science of negotiation
- Analyze each negotiation (***what*** and ***why***)
- Three step process:
  1. Plan a personal reflection time after each negotiation
  2. Periodically take a lesson from a trainer or a coach
  3. Keep a personal diary on strengths and weaknesses and develop a plan to work on weaknesses







# MISTAKES

IT COULD BE THAT THE PURPOSE OF YOUR LIFE IS  
ONLY TO SERVE AS A WARNING TO OTHERS.

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**THANK YOU FOR YOUR ATTENTION!**