

# Pennsylvania Association of Conservation Districts Management Summit 2020 Webinar Series

Negotiation Skills - Part 1

Getting to Yes

Wednesday, September 9, 2020

1:00 PM - 2:00 PM

Negotiation Skills - Part 2

Difficult People and Situations

Wednesday, September 30, 2020

1:00 PM - 2:00 PM

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Team Development Services



# Hello and Introductions



Thinking about fall and Halloween  
coming up

Introduce yourself by chat with what is  
your favorite Halloween treat

Janet -- Snickers

# Today

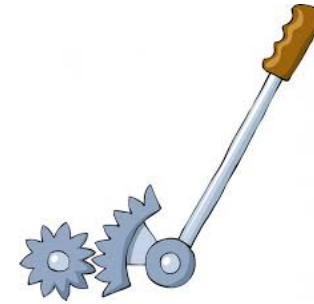


- Ways to work with others:
  - Managing
  - Persuading
  - Negotiating
  - Mediating
- Look at some situations you sent in.

# Negotiating is one way to get things done

- Negotiation is one of three major ways to work with others.
- Three ways of trying to get another party to do what you want:
  1. You can manage them
  2. You can persuade them:
    - Power of argument
    - Selling, lobbying, presenting, argument – get someone to agree with you
  3. You can negotiate with them:
    - Exchange of information, compromise, joint decision.
- Related skill -- mediation
- What situation are you in? What leverage do you have?

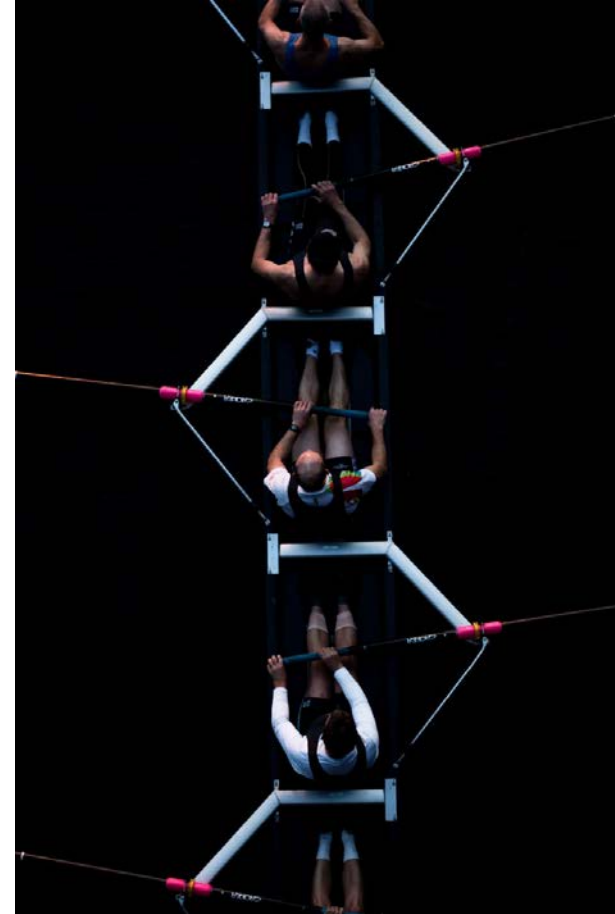
# In management situations



- Use the inherent power of management
  - Legitimate – the power of your position
  - Reward power – you can give something
  - Coercive – you can take something away
  - Expert – you are an expert on certain matters
  - Referent – based on respect for the leader
- Wait a minute ... isn't management all about influence?
  - Yes, it is – no one has to work for you
  - Which one(s) of the management powers do you rely on the most?
  - You can get compliance, but can you get the best from those who report to you?
  - What is the culture (present and intended) of the workplace – transactional; transformational?

# Transformational vs Transactional

- Transactional leadership focuses on the exchanges between leaders and followers -- I'll do this and you get that.
- Transformational leadership focuses on the connection between leaders and followers, acknowledging that most people don't want to be managed: they want to be led.



# How does the transformational approach work?

Christie, Barling, Turner 2011

- Seeing myself and others as on the same side:
  - Being a role model for others in listening and being tolerant of opposing viewpoints
  - See problems as a series of questions and answers
  - Seeing your role as ally, helper, and facilitator
  - Seeing yourself as a collaborator and partner, instead of “the boss”
  - Relinquish the role of authority figure
  - This isn't a managerial practice like delegation, but is more of a shift in attitude that permeates everything you do as a leader

# Using inquiry to solve problems

- Questions are the language of coaching, especially open-ended:
  - Can you tell me how you came to that conclusion?
  - If you could do anything to solve this problem, what would you do?
- The goal is employee self-determination and self-direction; enabling employees to think of problems as a series of questions and answers.
- You bring a spirit of optimism and engagement:
  - Examine critical assumptions
  - A focus on what might work in the future – workable solutions, experimenting, “never say die” attitude
- You know you’re succeeding when employees start doing this on their own.



# Let's look at some management situations



Jack is a new manager who worked five years in an entry level role before being promoted to manager. The people who report to Jack now, used to be his coworkers, and they are all senior to him in age and experience.

One staff member in particular has made comments about Jack's age and Jack is concerned that this staffer is trying to sabotage him and set him up for failure.

# Let's look at some management situations

Sherry has a staff member, David, who often makes comments about her work, such as: “Why am I dealing with this situation again? Why do I bother? It's just easier not to care.”

Sherry finds David's attitude frustrating and is worried that it will spread to newer staff.



Bill has a technician who reports to him, Jeff, who has been with the CD for 20 years. Jeff's attitude towards other staff appears quite competitive. He sometimes says things to staff "in such a zinger of a way" that it has caused other techs to leave or look for other jobs.

For example, one staff member had an accident and needed surgery and was working from home. Jeff said in this person's (and other's) presence: "I wish I could find a way to stay home and still get my paycheck."

Jeff questioned another tech's work and repeatedly told him that he did not deserve his paycheck. He found another job.

Jeff asked an Ag Tech what he was going to do to deserve his paycheck when his Growing Greener grant was over; this person almost left. Jeff also commented that a Watershed Specialist had been employed a whole year and hadn't produced anything yet.

The manager has cross-trained techs, but if they start to work in a program that Jeff works in, he accuses them of trying to take his job.

The manager has confronted Jeff with his behavior, and Jeff seems to have amended his ways. The manager wishes Jeff would quit but he is excellent in his knowledge of his programs.

“What is the best way to have technicians become more aware of what they don't know and to defer an answer until they research it or can provide a contact for someone with more expertise?”

I try very hard to emphasize that if you don't know something, admit it rather than providing misinformation and dealing with the negative consequences.

I realize inexperienced employees need some room to learn and gain experience, but sometimes it amazes how they can deliver misinformation with such a high level of confidence. “

# In situations where persuasion might work best



- Where you are dealing with a party who presents a problem and you have what you believe to be a good solution, but they aren't accepting it yet.
- Power of persuasion – you are in the selling mode.

# Five factors to influence people to do something new

1. **Relative Advantage:** Does the other party see this as an improvement over what they are doing now?
2. **Compatibility:** Does the other party see how this new process is going to work with the other things they already use?
3. **Simplicity:** How hard will the new thing be to use?
4. **Trialability:** How easy or hard will this be to try out? (try a pilot or trial offer)
5. **Observability:** Will the other party's associates see that this is a new thing? And will they see it positively or negatively?

# When you try to persuade someone...

- You are making an **argument**. Arguments help the other party to reason things out and agree with you.
- Arguments help people to gather information from experience and to make judgments based on evidence.
- Persuasion employs information, logic, and a process
  - Start with a **status quo** statement.
  - Shake things up with a **destabilizing statement**.
  - Introduce a **solution**.
  - Back up the cost/benefit balance of your solution with evidence that the other party can understand and accept.
  - Give the other party the opportunity ask questions and evaluate (trial period.)
  - Respect the other party's right to say no.

# The persuasion process

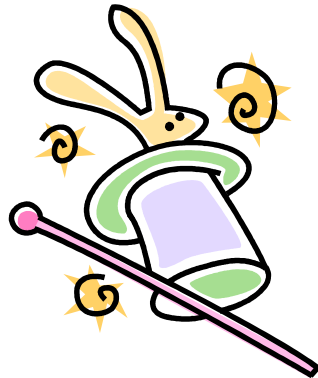


State the Status Quo, or “what is.” Something that the other party is most likely to agree with.



Then, shake things up with a “destabilizing statement”

Then, offer a solution.





# Status Quo statement

“The interior condition of bus seats is very important to riders and to the company.”



# Destabilizing statement



“But the idea of self-cleaning seats has received little attention up to now.”

# Offer a solution

“Advances in plastics technology now make it possible to replace bus seats that clean themselves overnight.”



# Make your solution's cost/benefit balance clear

Replacing all current bus passenger seats with the self-cleaning seats this year would cost the company \$2.4 million

But in just one year, the company would reach a break-even point, where the cost to replace seats is less than the costs of cleaning traditional seats. In year two, the cost of cleaning seats is minimal.

Offer financial analysis; onsite walk-throughs; testimonials – whatever background and data the other party would find credible

# Give the other party the opportunity to ask questions and evaluate

I propose to replace half of the passenger seats on our buses at a cost of \$1.2 MM, and initiate a study conducted by my department to determine how well these seats work for us.

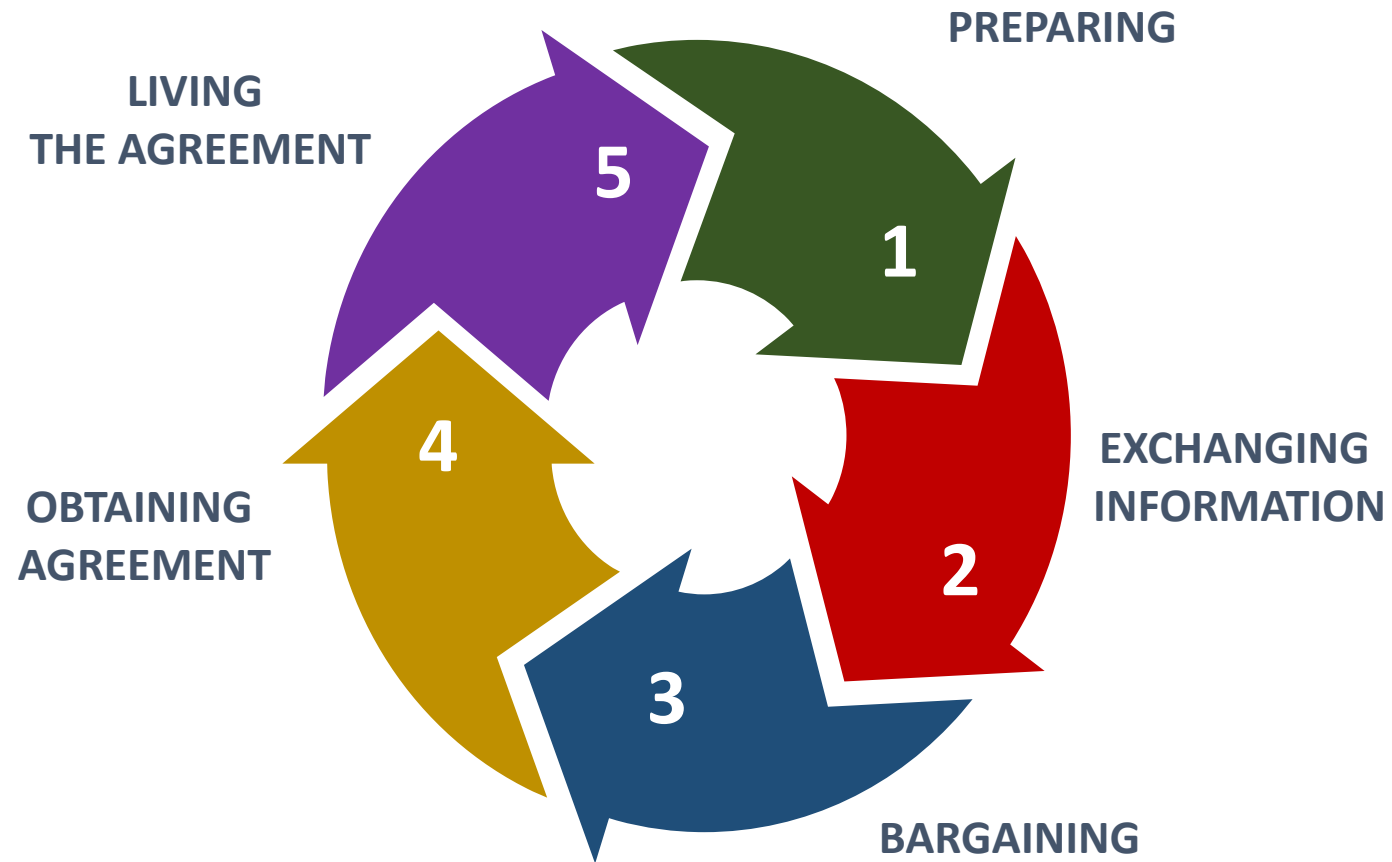
Questions will most likely relate to ...

- Relative Advantage: Are these self-cleaning seats really an improvement?
- Compatibility: Will they work with our current process?
- Simplicity: How hard will they be to purchase and install?
- Trialability: How hard will these seats be to try out?
- Observability: Will our customers (internal and external) see that this is a new thing? And will they see it positively or negatively?

Let's look at some situations where persuasion might work best

# Negotiation

Your role is to arrive at a joint decision.  
Exchange of information and compromise.



# BATNA - Best Alternative to a Negotiated Agreement

Getting to Yes,: Negotiating Agreements without Giving in  
Fisher, Ury, Patton, 1981

- “Whether you should or should not agree on something in a negotiation depends entirely upon the attractiveness to you of the best available alternative.”
- Another way of saying “develop alternatives” -- if the other party will not negotiate
- The value of a person’s BATNA is relative to the possible settlements available
- Clearly define your BATNA – many negotiators begin without this reference point
- You’re offered a used car for \$10,000
- You find an acceptable car at another dealer for \$9,200
- The car for \$9,200 is your BATNA
- If the seller of the \$10,000 doesn’t drop price near \$9200 you will walk away and buy the other car



# The Crunch

Watershed Associates, 2020

- Instead of counteroffering – crunch it– to buy time or to ask for a concession:
  - Can you do any better on that?
  - We were hoping that you'd be more flexible
  - I'm not sure we can make that work
- If you're being crunched
  - How flexible are you asking me to be?
  - What do you need?
  - Can you give something more to work with?

# Mediation

- Where two or more parties don't agree on a course of action
- Third party called in to try to resolve the dispute
- Mediator's leverage is that both parties agree to their presence and process
  1. Separating the parties and finding out the truth of the situation
  2. Helping to separate out issues
  3. Asking each party to come up with as many solutions as possible
  4. Narrowing down solutions to the ones that will work
  5. Comparing solutions from all sides (if you're living right...)
  6. Bringing the parties back together, noting areas of agreement, and the solutions they had in common
  7. Obtaining agreement – What if you would ...? Could you agree to...?
  8. Following up with the parties to ensure that the agreement is holding

# Let's look at some situations where mediation might work best

“Some of our hardest discussions come from stormwater complaints. By the time we get involved, discussions have usually escalated between the Township and landowner or two landowners. I have attached a photo that is kind of funny – but it shows you how ridiculous things can get. In this case a neighbor blocked a pipe with all kinds of stuff and then left a note. How do you bring someone down from that?”

“We received a complaint on a small gentleman farm. The owner was a frequent complainer over the years about a specific neighbor, with whom he had some type of dispute with. Often his complaints were minor, rarely did we find much that needed addressed, and the responsible party of the operation complained about was growing weary with the barrage of complaints. But the complainer continues to call each time he could find the slightest issue.”

A low-angle photograph of a forest, looking up at tall trees reaching towards a bright sky. The trees are dark green and brown, with some sunlight filtering through the canopy. A semi-transparent, light-colored rectangular box is centered in the image, containing the text "Thank you!".

Thank you!