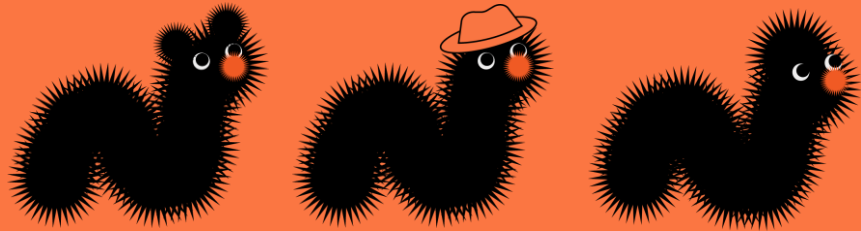


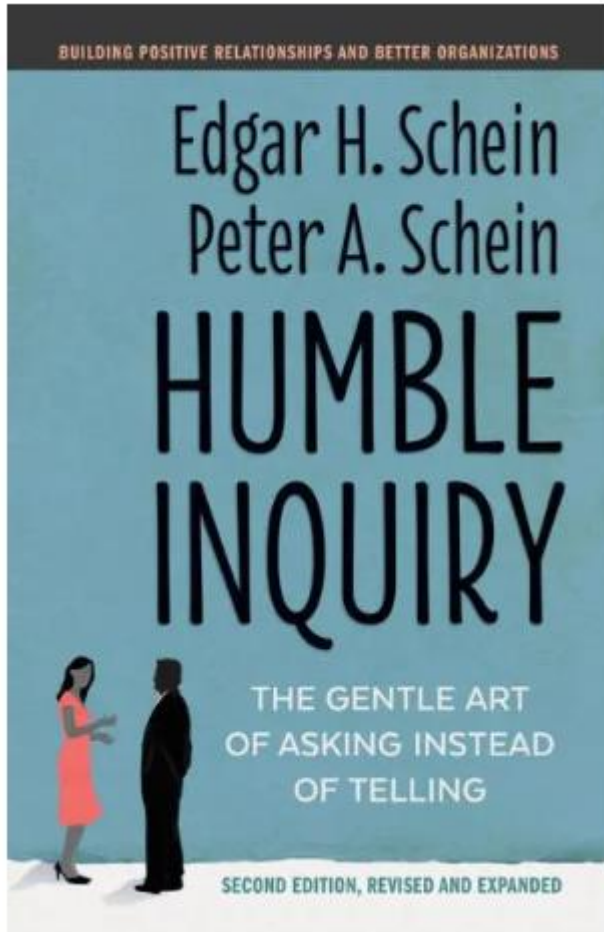
EFFECTIVE COMMUNICATION & NEGOTIATION



Today's tools for effective communication

1. Handling difficult conversations
2. Understanding negotiation principles
3. Practicing negotiations





Insights from the reading

1. Better asking – less telling – listening
2. Vulnerability → Imposter syndrome
3. Humbleness builds psychological safety
 - Basic humility
 - Optional humility
 - Here and now humility
4. Inquiry as an attitude of interest & curiosity

5.

*"Speak little and speak chosen words, like pearls,
So that the world may be filled with the little you say."*

(Old Persian saying)



Essay insights

Examples of challenging conversation, negotiation or communication situations

1. Salary negotiations
2. Conversations with dissatisfied customers,
3. Correcting a colleague's work, giving negative feedback
4. Assignment grading issues, dealing with a team member being always late

Common sources of workplace conflict



1. Status conflict

- The status position of members

2. Relationship conflict

- How we get along

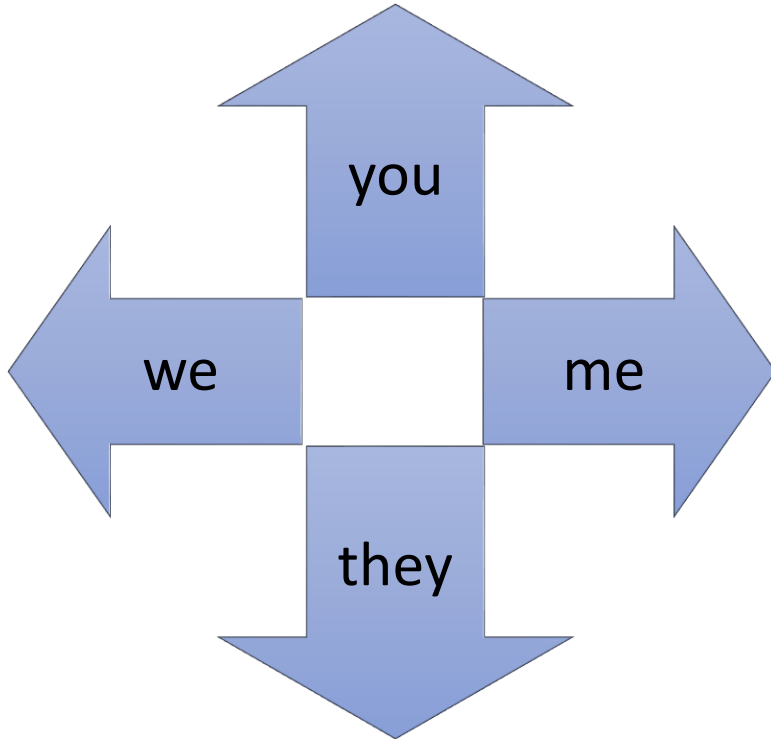
3. Process conflict

- How to do the work

4. Task conflict

- What needs to be done

Strategies towards correcting behaviour



1. **YOU** approach

- Often confrontational

2. **ME** approach

- Your mistake is actually about me

3. **THEY** approach

- Mitigating impact, “the others think..”

4. **WE** approach

- Our values in this company..

These seldom work in isolation!

A Feedback Formula



Topics for difficult conversations?

1. Introduce the conversation
2. State your motives
3. Describe the behaviour – “I’ve noticed”
4. State the impact of the behaviour
5. Ask the other person for his/her perception of the situation – Both people talk.
6. Make a suggestion or request – If s/he knew another way to do it, s/he would do it that way.
7. Build an agreement on next steps
8. Say “Thank You”



**The case of a
"Smelly employee"**

Good practices in conflict resolution

- Empathy
- Focus on facts
- Identify root causes
- Clarify expectations
- Collaborate in problem-solving
- Set boundaries
- Follow-Up





Without communication
there is no negotiation

Negotiation is a PROCESS of communicating back and forth for the purpose of reaching a joint decision.

Source: Getting to Yes by Roger Fisher and William Ury, (Book, 1981)



COMMON TOPICS FOR NEGOTIATIONS

- 1) Problem-solving
- 2) Planning and prioritization
- 3) Analyzing and concluding
- 4) Making a “deal”, agreement, achieving contractual arrangement

Key negotiation term

What is ZOPA?

Zone of Possible Agreement

- the range within which an agreement is satisfactory to both parties involved in a negotiation
- For example: the overlapping area between the lowest amount a seller is willing to accept and the highest amount a buyer is willing to pay
- Without ZOPA agreement is not possible



Key negotiation term

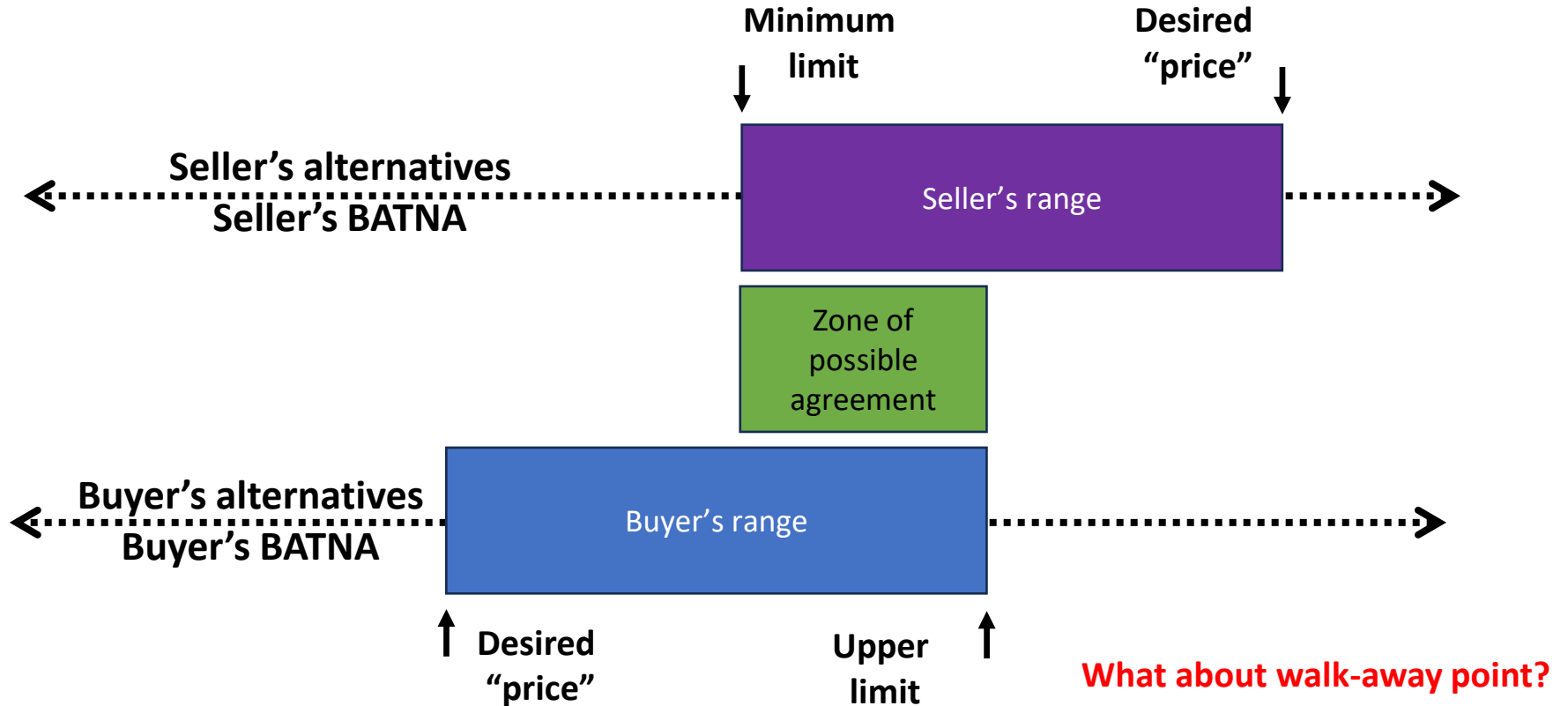
What is BATNA?

Best Alternative to a Negotiated Agreement

- The most advantageous alternative course of action a party can take, if no agreement is reached in the current negotiation.
- Understanding BATNA calls for exploring and evaluating opportunities outside the current negotiation options. E.g different suppliers, alternative buyers, or other strategies
- A strong BATNA gives a negotiator more power, while a weak BATNA can lead to accepting less favourable terms



Understanding BATNA & ZOPA



Common steps in a negotiation process



Always do your homework

- Who are you negotiating with?
- SWOT – Strengths, Weaknesses, Opportunities, Threats
- BATNA – Best Alternative to Negotiated Agreement
- ZOPA – Zone of Possible Agreement

Maintain flexibility during negotiation

Follow-up fitting the situation



**Salary
negotiation**

What kind of negotiations did you have?

- How did you estimate your ZOPA?
- What options were part of your BATNA considerations?
- Did you have a walk-away point?





New location for the final
session



Room Villa 350a
Rakentajanaukio 4A,
3rd floor

Home assignment



Analysing video & article

1. Watch William Ury's TED Talk video

- Ca 15 minute video
- What are the key messages to you?
- How would you use this insight in your own future negotiating situations

2. Read a HBR article on negotiation

- What are the key messages to you?
- How would you use this insight in your own future negotiating situations

3. Write a brief reflection essay

- Combine or contrast the insight you discovered in the Ted Talk and the Article
- Share 3 ideas what and how you could apply in your coming "negotiation" situations
- Deadline on **Monday May 27th 20:00** in MyCourses