

Lesson 3

Negotiating



Key Terms

negotiation
principled negotiation

What You Will Learn to Do

- Negotiate a win/win solution for a given situation

Linked Core Abilities

- Communicate using verbal, nonverbal, visual, and written techniques
- Treat self and others with respect
- Apply critical thinking techniques

Skills and Knowledge You Will Gain Along the Way

- Explain how trust and betrayal affects relationships
- Discuss the effects of competition and collaboration in relationships
- Explore the effects of win-lose, win-win, and lose-lose strategies in negotiations
- Define the key words contained in this lesson

Introduction

Negotiation is a way of life; you are involved in it every day—when you negotiate with your parents on how late you can stay out, with your teachers for a makeup test, with your boss for a raise, or with your friends when deciding which movie to go to. Earlier in your JROTC classes, communication and working out conflict were discussed. They are important elements to the negotiating process. This lesson covers an effective way to negotiate to a win-win solution.

Key Note Term

negotiation – an attempt to reach a win=win agreement

Using Winning Colors®

In *Foundations for Success*, Chapter 1, Lessons 1 and 2, you were introduced to the Winning Colors® assessment tool. As you learned, Winning Colors® can be an invaluable asset to

- Improve understanding of how to cooperate and communicate with others.
- Provide clues to motivation.
- Clarify learning styles.
- Offer insight to conflict resolution style.
- Uncover essential aspects of communication.

Refer back to those lessons to see how Winning Colors® can help you in your negotiation skills. You can use each of the four behaviors to achieve a win-win for all parties involved in negotiations.

Fair Negotiations

Most often as two people begin to discuss their differences, they begin with their position: what they believe in and what they want from the discussion. After you have determined what your position is, you go about arguing for it—even demand it. It is from that point you begin to compromise and barter away at your demands and walk away unsatisfied, angry, and feeling like a loser. On the other side, if you yelled loud enough and long enough and you were able to beat down your opponent, you might walk away with all your demands and feel successful in the process. However, you notice your relationship with this person has degenerated and you feel sad about having lost a friend or classmate (see Figure 4.3.1).

When you negotiate, you want to be fair. The criteria for fair negotiations include producing a wise agreement, being efficient, and improving or at least not damaging the relationship.

When you argue over positions, you usually have not taken the time to explore other alternatives; therefore, the decision you come up with may not be the best available solution. When you argue over positions you are not being efficient because you are not listening to each other and most likely repeating your position over and over. You are not moving forward to solutions. When you argue over positions, the relationship can be damaged. Anger sets in and words are said and often not forgotten. You might win this battle, but you also might lose the war.

Figure 4.3.1: Most times, it's not worth losing a friend over an argument.

Courtesy of Richard T. Nowitz/Corbis Images.



Key Note Term

principled negotiation – negotiations based on the criteria for fair negotiations and focused on a win/win outcome

Principled negotiation is neither soft (giving in) or hard (controlling). It is based on the criteria for fair negotiations and focused on a win-win for all parties. If a win-win is not possible at the time of negotiations, you can agree to have a win-win or no deal, set aside the negotiations, and return at a time that the parties can search for the third alternative.

When using soft negotiations the participants are usually friends, seeking agreement, making concessions, trusting others, changing positions easily, accepting, giving things up to reach an agreement, and yielding to pressure. When using hard negotiations the participants are adversaries, both maintaining the goal of victory, demanding concessions, distrusting others, trying to win a contest of will and applying pressure.

Principled centered negotiations are neither soft nor hard. They are the third alternative to negotiations and are focused on win-win situations.

Principled centered negotiations have four basic points:

- **People.** Separate the people from the problem
- **Interests.** Focus on interests, not positions
- **Options.** Generate as many as you can
- **Criteria.** Results are based on an agreed-on set of objectives or standards

Some ways to keep focused on win-win principled center negotiations are as follows:

- **Have clear goals, understood and agreed on.** Use the goals to test whether issues are relevant or not.
- **Be on the lookout for win-lose.** It can develop subtly. If you feel under attack, or feel yourself lining up support, you are likely in a win-lose contest.
- **Listen empathetically to others.** Stop yourself from working on counter arguments while another person is speaking. Take the risk of being persuaded. Try the other person's reasoning on for size (see Figure 4.3.2).



Figure 4.3.2: The only way to learn anything is to listen.

Courtesy of Corbis Images.

- Avoid absolute statements that leave no room for modification. “I think this is the way . . .” is better than “This is *the only way* . . .”
- If you are planning for others, provide some means for their involvement. The doers should feel that they can have influence on decisions that affect them.
- Try to make decisions by consensus rather than by victory of the majority.
- Test to see that trade-offs and compromises are truly accepted by all.
- Draw a continuum line and have members place themselves on it regarding the issue. It often occurs that the different “sides” are not far apart.
- Be alert to selling or winning strategies in others and avoid using them yourself. “Any intelligent person can see the advantages . . .” would be a danger signal.

When the parties involved in the negotiation first identify the outcome, discuss interests, begin to generate possibilities to reach the outcome, and ensure the interests of each party are met, then the relationships will either be maintained or increased. Additionally, there will be a wise agreement and the parties would have used their time efficiently.

What would you do?

You and your friends are planning for the weekend. There has been discussion around going to the movies, or renting a movie and watching it at someone’s home with popcorn and soda, or going ice-skating or even attending the football team’s practice game. You and your friends have been discussing these options all week. It is now Friday and time to decide what you will do. You really want to go to the practice game because your younger brother is on the team and you want to support him. Your best friend wants to watch a movie at someone’s home because he does not have enough money to go out to a movie or ice skate. There is a long awaited movie on at the theater that your other friend has been waiting to see. Although everyone likes to ice skate, none of your friends are pushing hard for that.

How would you negotiate a win-win situation with your friends?

Conclusion

This lesson showed that negotiation is a way of life. You are involved in it every day. As discussed in previous JROTC classes, communication and working out conflict are important elements to the negotiating process. The key concepts to put into practice from this lesson are the effective ways to negotiate to a win-win solution.

The next lesson deals with decision making and problem solving. In this lesson, you will learn how to use specific steps to make the best choices possible.

Lesson Review

1. What are the four basic points for principled, centered negotiations?
2. What are the criteria for fair negotiations?
3. Discuss how you have participated in a negotiation with family or friends. What was the outcome?
4. What are the differences between hard and soft negotiations?