



## GLOBAL SUMMIT OF WOMEN 2019, Basel, Switzerland

JULY 6, 2019 (SATURDAY) 2:30 p.m. – 4:00 p.m.

Topic: **DEVELOPING WIN-WIN NEGOTIATION SKILLS - HANDOUT**

### The basic elements of good negotiations by Nathalie Reynolds

#### 1. The Five-Step DEALS™ method

My general framework for negotiation is my **DEALS** method which I developed to make the negotiation process easier to understand and master. I essentially take what can be an overly complex process and simplify it into a 5 step method that covers planning and preparation, navigating the actual negotiation and sealing the deal.

**D is for Discover:** The Discovery phase is probably the most important one and is all about research and awareness. In short, long before you get to the negotiation you should have discovered as much as you can about everything that may impact your discussion. This means researching the companies/ people and variables involved as well as also looking at other external factors that may impact things such as geo-political events, supply chain issues, product recalls, a change in CEO...you need to be aware of as much as possible to help you go on to plan your moves and strategy accordingly.

**E is for Establish:** The Establish phase is about setting some boundaries and personal expectations. This might include establishing your breakpoint or 'walk-away' point on every variable, priorities (and thiers!), who is going to play what role, escalation procedures, timing of the negotiation, language of the negotiation...in short making sure there is clarity on what can be agreed and how the negotiation may unfold.

**A is for Ask:** This is about planning your 'asks' or proposals. Open ambitiously also – this gives you wriggle room to move and cancels out our tendency to underestimate our value. However make sure you open ambitiously but credibly – this is why the discovery phase is so important – there needs to be some evidence to back up your request. Be ambitious but not ridiculous in what you ask for or you could end up eroding your credibility and the relationship. Have multiple proposals planned – not just the first one! Be ready to respond to their No with another iteration of what it is you want...and remember to bring other aspects of your package to the conversation e.g. 'OK, if you can't agree to X how about you provide additional training for me?'

**L is for Lead:** Don't shy away from going first – there is lots of evidence to suggest that making the first proposal can overly influence where the negotiation ends up. Too often we sit passively through the negotiation letting the other side make all the suggestions. Also think about language. Don't say you are 'looking for' 'around £50,000' – this vague request suggests you don't think you will get it and that you will accept lower than £50k. Instead say 'My proposal is £50k and here are the reasons why'

**S is for Seal:** Get it in writing as soon as you can if you get the outcome you want. But if you don't, persevere. Ask what you need to deliver or achieve to revisit your salary. Book a review for three months' time. Ask if you can get coaching to help you progress. See if you can get agreement on some aspects of the package and revisit other elements later on.

#### 2. Responding to 'NO'

The key to dealing with No is changing our relationship with it. So often negotiators view No as the end, when really it is just the beginning. I believe that how you respond to a No defines you as a negotiator. Rather than hearing it and feeling like you have failed and have to leave the issue alone, instead view it as a chance to actually start negotiating—ask questions, explore possibilities, consider different solutions – the key is to keep going. Ironically as negotiators it is No that we really want to hear when we start negotiating – this is because the immediate 'yes' is often a sign that they could have agreed to far more.

#### 3. Dealing with the difficult counterpart



Remember they are behaving like that for a reason. Aggressive or rude negotiators are often hiding a weakness in their position or a fear of their own. It may also be that they are deliberately trying to destabilize or intimidate you – it's a tactic and it can be empowering to remind yourself of that. Stay focused on the negotiation. Keep making constructive proposals and try and encourage them to do the same. Try taking a 'time-out' to diffuse the situation or consider escalating if needed.

#### **4. When they have more power than you do**

Beware of power bias – we tend to focus on our weaknesses and assume they have more power than we do. However in situations where they do have more power try the elegant solution – developing a counter proposal that brings even more value for each side. This requires creativity and the ability to really understand what matters to them. Try proposing things you haven't before that will help them feel like they have 'won'. Do also remember that power comes from many sources -its not just about size or access to resources – in today's working world power can come from being lean and agile or the power attached to your social brand.

#### **5. When you weren't expecting it**

In short, don't do it. This is often a tactic and relies on us not having had the time to prepare – take a call, fake a meeting or hang up and get back to them later.

#### **6. Internal negotiations**

I will often advise that negotiating with people you know is far harder than those you don't. This is quite simply because it is far harder to 'play a role' with people who know you or see you every day – and for many people playing a role is what helps them manage the negotiation process. As a result many people find it harder to negotiate at work with colleagues. Again, preparation is key. Because you can't play a role you need to ensure you are armed with plenty of well researched solutions. Also consider whether you need to think about hierarchy here – how can you help them feel like they have won? One of my favorite sayings is '**Negotiation is the art of letting them have your way**'

#### **7. Negotiating Relationships**

When emotion is involved negotiations are far more challenging. Take the time to understand who you are negotiating with. What's motivating them? Why? How can you help them so they can help you? Compromise is key to reaching agreement particularly in relationships but for some reason compromise has a bad reputation and is associated with losing – it's not! It's about each side putting something into the pot to get something better out for everyone. Sometimes to get what we want in the longer term we need to forfeit something in the short term – just make sure you don't end up giving away everything that matters or else the agreement will be tinged by resentment.

### **Negotiating your salaries, raises, promotions and titles by Isabelle Roux-Chenu**

1. IDENTIFY THE BEST TIMING (Are you key? /Talent war? /Job evolution?)
2. ASK FOR IT – IF YOU DON'T ASK, YOU DON'T GET
3. KNOW YOUR VALUE - DO BENCHMARKS
4. BE PREPARED – LIST YOUR ALTERNATIVES
5. RECIPROCITY (Think 'I' talk 'We')
6. CULTURAL DIFFERENCES & NEGOTIATION STYLES (Research /How others perceive your culture /Common interests & goals)
7. PRACTICE WITH A NEUTRAL COUNTERPART of both genders
8. DON'T BE AFRAID OF 'NO' ("No" is acceptable / Don't be afraid to walk away)