

The ABCD's of Negotiation

A	Assure safety & dignity <ul style="list-style-type: none">○ Is there a risk of violence?○ Have you (and others) calmed down?○ Is this a problem? Whose problem does it appear to be?○ When and where should this be addressed?
A	Anticipate what an agreement could look like <ul style="list-style-type: none">○ What are the arguments (positions), what do we (& stakeholders) really care about (interests)?○ Can we trust each other (How can we show & share Ability, Benevolence & integrity)?○ What will happen if we cannot agree (BATNA's)?○ How could asymmetries in power or rights be used to help or hinder an agreement?
B	Behold. Listen actively to each other in turn <ul style="list-style-type: none">○ Ask the other party to tell their point of view, listening for<ul style="list-style-type: none">▪ Issues (words used)▪ Positions (arguments expressed)▪ Interests (true needs)▪ Emotions (how the other party feels)○ Summarize the content and emotion of what the other party said to their satisfaction○ Ask the other party to listen to your point of view○ Ask the other party to re-state your point of view to your satisfaction
B	Brainstorm & share ideas for possible agreements and better BATNA's <ul style="list-style-type: none">○ No criticism of ideas initially – get out as many as possible, build on ideas & combine○ Ideas are not offers – no one is bound later to any ideas they suggest○ Look for mutual gain (win/win): Put yourself in the other party's shoes and strive to help them find/design solutions to their problems

Please turn over

The ABCD's of Negotiation (*Cont'd*)

C	Collaborate on implementation of an agreement <ul style="list-style-type: none"> ○ Keep a record, as appropriate, of the who, what, where, when and how
C	Check back to ensure all is going as planned <ul style="list-style-type: none"> ○ Take the initiative to give/ask for feedback
D	Detect and disarm and desist from “dirty tricks” <ul style="list-style-type: none"> ○ Deception <ul style="list-style-type: none"> ▪ Selective disclosure, misrepresentation of information, false promises ▪ Put in provisions that cannot be offensive unless the other party is deceiving you (“Please let me/others verify the facts.”) ○ Debasement <ul style="list-style-type: none"> ▪ Direct or indirect behaviors towards you or with your superiors, the public or peers in order to embarrass or sabotage ▪ Document it, denote it to (the other side +/- a neutral 3rd party), and describe consequences (“If you want my help please stop doing <u>XYZ</u> otherwise I will just walk away.”) ○ Deal-dropping at last minute to get concessions <ul style="list-style-type: none"> ▪ Walk away/No deal and choose your BATNA ○ Decision-maker surrogate (“I need a higher authority to approve/decide.”) <ul style="list-style-type: none"> ▪ Stop negotiating until you are speaking directly with the decision-maker ○ Deluge with irrelevant details <ul style="list-style-type: none"> ▪ Ask “What does this have to do with the real issues we are working on?” Repeat prn. ○ Decoy gifts <ul style="list-style-type: none"> ▪ Ignore, reciprocate in value or decline politely as culturally appropriate
D	Debrief <ul style="list-style-type: none"> ○ What went well, what needs to improve? What did you (do you need to) learn?