

Negotiation Workshop
June 6, 2013

Negotiation is a core skill used throughout business. It is used to navigate your daily and long term interactions with colleagues, suppliers, financiers, employers and employees, and partners. Great negotiators aren't the table-pounding, mean guy. Great negotiators are creative, resourceful and thoughtful. Being a great negotiator is an advantage.

This workshop is designed to improve your negotiation skills. The context of the material and the simulations is to provide a self-aware analysis of negotiation in the workplace. The workshop explores the major concepts of negotiation, and gives participants the chance to practice deal making and conflict resolution through negotiation exercises. You will learn and practice the technical skills that are necessary to negotiate successfully. You will gain insights into your own and others' styles.

Time	Class Agenda
8:30-10:30am	Welcome, Negotiation Principles, Negotiation style Preparation: Read: <u>Getting to Yes, Luna Pen (A)</u>
10:30-12:00pm	Negotiation Simulation #1 & Debrief Job offer. You should have received your role –either Joe tech or Leigh Bultema. Preparation: Read the Job Offer background and role
1:00-2:30pm	Some Advanced Negotiation Principles Power, the “human element,” cross-cultural negotiation (exercise), 3 rd party involvement
2:30pm-4:00pm	Negotiation Simulation #2 & Debrief Conflict in the Workplace (3 way management problem). You should have received your role – Brenda, Harold or Samantha Preparation: Read the Conflict in the Workplace background and role
4:00-4:30pm	Close, evaluation

Preparation for the workshop. You will be negotiating with others. If you are not prepared, it will affect your learning, and it will also impact your negotiating partner(s)! Please take the preparation seriously.

1. Negotiation Preparation

- a. Simulation #1. Job Offer. There are two roles in this negotiation. You should have received one of the roles via email. Read the background information. Then use the negotiation preparation form included to prepare for the negotiation.
 - b. Simulation #2. Conflict in the Workplace. There are three roles in this negotiation. You should have received one of the roles via email. Read the background information. Then use the Negotiation Preparation form to prepare for the negotiation.
2. Read Luna Case (A) in preparation for negotiation exercise. Complete instructions on Page 10 of the case in preparation for class.
 3. We highly recommend that you read “Getting to Yes.” It is an inexpensive paperback available everywhere. It is an easy read and gives some great negotiation pointers, especially a focus on “interests” and discovery.

For fun, check out the following:

<http://www.npr.org/blogs/money/2012/12/21/167802325/episode-425-an-fbi-hostage-negotiator-buys-a-car>

Advice for in-class Negotiation Exercises:

1. You will be negotiating with a different person for each exercise
2. Prepare, prepare, prepare. It is a good practice to prepare a written negotiation plan for the negotiations. You will find it a necessary part of becoming a more effective negotiator
3. Role play – get into it. It may be uncomfortable at times, but you can learn more by getting outside your comfort zone.
4. Fill out the Negotiator Assessment BEFORE you see the negotiation results in the classroom.
5. You will be able to receive and give feedback during the negotiation exercises. Do not hold back. This is a great opportunity to learn and improve in a safe environment.

Negotiator Assessment: After each negotiation, you are required to fill out a form about the negotiation. In this form you will assess your own performance as well as those with whom you are negotiating.

Materials:

1. Getting to Yes, by Roger Fisher and William Ury, Penguin Books, 1981.
2. [Selections from] Negotiation: Readings, Exercises and Cases by Roy Lewicki, Bruce Barry and David Saunders, McGraw Hill, 2007.
 - a. Job Offer Negotiation
 - b. Third Party Conflict Resolution
3. Luna Pen (A), by Kathleen McGinn and Michael Wheeler, 2005, HBS #9-369-156
4. Luna Pen (B), by Kathleen McGinn and Michael Wheeler, 2005, HBS #9-369-157

Some additional Negotiation Books – all “easy reads”

1. Difficult Conversations by Douglas Stone, Bruce Patton and Sheila Heen, 1999, Penguin Books, 1999.
2. Getting Past No: Negotiating in Difficult Situations, by William Ury, Bantam Books, 2007.
3. You can negotiate for Anything, by Herb Cohen, Bantam Books, 1982.
4. Negotiating Rationally, by Max H. Bazerman, the Free Press, 1994.

Negotiation Planning Guide

This is meant as a tool to help in planning a negotiation.

1. What are the issues to be negotiated? _____

2. What are the priorities among the issues in the bargaining mix? _____

3. What are the primary underlying interests? _____

4. What are the limits on each issue - walkaway points and BATNAS? _____

5. What are my target points and opening requests on these issues? _____

6. Who are the important constituencies to whom I am accountable? _____

7. What do I know about the other negotiator's interests, negotiating style and personal reputation? _____

8. What overall strategy do I want to pursue? _____

9. What do I need to assemble –research, documents, charts and graphs, and so on – to make the most effective presentation on what I want to achieve? What tactics will I use to present my arguments or defend against the other negotiator's arguments?

10. What protocol is important in this negotiation: where we negotiate, when we negotiate, who is present for the negotiation, agenda to be followed, note taking? Also, what is our plan if this negotiation fails? _____

Source: derived from "Negotiation, Readings Exercises and Cases" by Lewicki, Barry and Saunder

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Dave has extensive experience in strategy development, management, marketing, product development, strategic alliances and acquisitions, negotiation, raising capital and finance.

Dave is currently Professor of Business in the Portland State University and Oregon Executive MBA programs. He teaches graduate courses in Business Strategy, Strategic Alliances and Acquisitions, and Negotiation. Dave also is Director of PSU's MBA Capstone Consulting program.



Dave is a Director and Finance Committee lead at The Organically Grown Company, Chairman and Director at SeQuential-Pacific Biodiesel and is a member of the Portland metropolitan region's Community Investment Initiative Leadership Council. Dave was a board member and President of the Forest Park Conservancy and Treasurer for the Bridlemile Soccer Club.

From 2006 until 2009, Dave was CEO of SeQuential Biofuels, Inc. Dave was responsible for developing the company's growth plans, leading funding activities and providing overall leadership and management of day-to-day operations. During this period, Dave completed a company restructuring, raised capital, expanded production capacity with a JV partner by 500%, developed retail expansion plans and improved the company's financial position. From 2003 to 2006, Dave was a consultant in business strategy, deal making and management practices in the technology, energy and environmental fields.

From 1987 to 2003, Dave worked at Intel Corporation. His most recent position was as General Manager for a communications product division. Before that, Dave was Director of Business Development where he developed, negotiated and executed diverse strategic relationships including joint ventures, licensing, strategic supply, acquisitions and equity investments. Dave also held various product management, marketing, strategy, and engineering positions in the technology and automotive industries. He originally engineered diesel fuel injection systems for cars and trucks.

Dave has created an environmental education program at a local elementary school. Dave is an active runner, mountain climber, cyclist and skier.

Dave has an MBA from the Sloan School of Management at MIT (1987), a Masters in Engineering from Rensselaer Polytechnic Institute (1985) and a Bachelor of Science from Trinity College in Hartford, CT (1982).