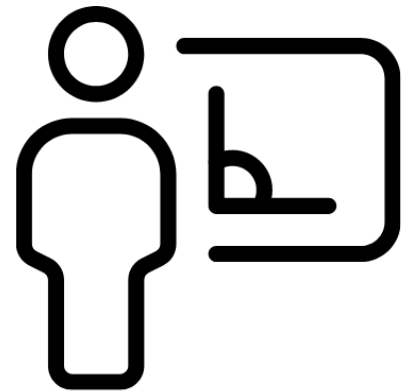


# Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



*Information is a negotiator's greatest weapon.*

*Victor Kiam*

## Module Two: Understanding Negotiation

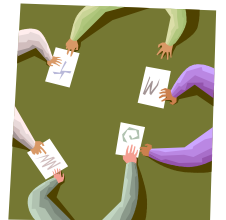


Before we get started, let's take a look at two basic types of negotiation. We'll consider the three phases of negotiation and the skills you need to become an effective negotiator.

### Types of Negotiations

The two basic types of negotiations require different approaches.

- **Integrative** negotiations are based on cooperation. Both parties believe they can walk away with something they want without giving up something important. The dominant approach in integrative negotiations is problem solving. Integrative negotiations involve:
  - Multiple issues. This allows each party to make concessions on less important issues in return for concessions from the other party on more important issues.
  - Information sharing. This is an essential part of problem solving.
  - Bridge building. The success of integrative negotiations depends on a spirit of trust and cooperation.
- **Distributive** negotiations involve a fixed pie. There is only so much to go around and each party wants as big a slice as possible. An example of a distributive negotiation is haggling over the price of a car with a car salesman. In this type of negotiation, the parties are less interested in forming a relationship or creating a positive impression. Distributive relationships involve:



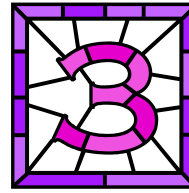
- Keeping information confidential. For example, you don't want a car salesman to know how badly you need a new car or how much you are willing to pay.
- Trying to extract information from the other party. In a negotiation, knowledge truly is power. The more you know about the other party's situation, the stronger your bargaining position is.
- Letting the other party make the first offer. It might be just what you were planning to offer yourself!

<b>Estimated Time</b>	10 minutes
<b>Topic Objective</b>	To understand the difference between “integrative” and “distributive” negotiations.
<b>Topic Summary</b>	<p>Integrative negotiations involve joint problem solving to achieve results that will benefit both parties.</p> <p>Distributive negotiations involve fixed-amount situations in which one party's gain is the other party's loss.</p>
<b>Materials Required</b>	Flip chart paper.
<b>Planning Checklist</b>	<p>Before the workshop, write on a flip chart:</p> <ul style="list-style-type: none"> <li>• Integrative: Everyone Wins Something</li> <li>• Distributive: The Fixed Pie</li> </ul>
<b>Recommended Activity</b>	<p>Divide participants into groups of four to six. Ask each group to come up with one example of an integrative negotiation and one example of a distributive negotiation. The examples can be negotiations in which they have participated or negotiations they have heard or read about.</p> <p>Ask each group to present their examples.</p>
<b>Delivery Tip</b>	Ask participants if they think it is ever possible to transform a distributive negotiation into an integrative negotiation.

## The Three Phases

The three phases of a negotiation are:

1. Exchanging Information
2. Bargaining
3. Closing



These phases describe the negotiation process itself. Before the process begins, both parties need to prepare for the negotiation. This involves establishing their bargaining position by defining their BATNA, WATNA, and WAP (see Module Three). It also involves gathering information about the issues to be addressed in the negotiation.

After the negotiation, both parties should work to restore relationships that may have been frayed by the negotiation process.

It is essential to pay attention to all the phases of negotiation. Without the first phase, the exchange of information, and the establishment of bargaining positions, the second phase cannot happen in any meaningful sense because no one knows where they stand. It sets a scene for demands to be manageable and reasonable. Negotiations are, after all, about the art of the possible. Without the third phase, anything that has been decided during phase two cannot be formalized and will not take hold – leading to the necessity for further negotiation or an absolute breakdown in a relationship.

<b>Estimated Time</b>	15 minutes
<b>Topic Objective</b>	To understand the three basic phases of a negotiation.
<b>Topic Summary</b>	The three phases of a negotiation are: <ul style="list-style-type: none"><li>• Exchanging Information</li><li>• Bargaining</li><li>• Closing</li></ul>
<b>Recommended Activity</b>	Explain that when most people think about negotiations, they focus mainly on Phase Two: Bargaining. But Phases One and Three are also important. Ask participants to come up with ideas about what might happen in Phases One and Three. Write their responses on a flip chart.

## Skills for Successful Negotiating

These are some of the skills needed for successful negotiating. If participants do not mention any of these, add them to the list yourself.



Key skills include:

- Effective speaking
- Effective listening
- A sense of humor
- A positive attitude
- Respect
- Self-confidence
- Emotional intelligence
- Persistence
- Patience
- Creativity

Without the above factors, negotiations will be difficult if not impossible. The necessity for negotiation arises because neither party will be able to get everything they want. Knowing that there must be concessions, each party in the negotiation is required to adopt an attitude of understanding that they must get the best deal possible in a way which is acceptable to the other party. The importance of effective speaking and listening is clear; it is necessary to establish what you are looking for and what you are prepared to accept, while understanding what the other parties will be happy with.

A sense of humor and a positive attitude are essential because they allow for a sense of give and take. Negotiations can become fraught, and having the ability to see the other side's point of view while being sanguine with regard to what you can achieve will be essential. Of course you will want as much as you can get – but the other side needs to achieve what they can, too. Seriously uneven negotiations will simply lead to further problems along the line. An atmosphere of respect is essential. If you do not make concessions while demanding them from your counterpart, it makes for a negotiation which will end in dissatisfaction.

However important a sense of understanding for your “opponent” may be, it is also necessary to have the confidence to not settle for less than you feel is fair. Good negotiators understand the importance of balance. Yes, you will have to make concessions, but the point of making concessions is to secure what you can get – so you need to pay attention to your bottom line and ensure you are not beaten down to a minimum. Knowing what is realistic, and ensuring that you can get the best deal, relies on being ready to insist upon something that the other side may not be willing to give initially. Emotional intelligence, persistence, patience, and creativity can all play a part here.

<b>Estimated Time</b>	10 minutes
<b>Topic Objective</b>	To understand the skills required for successful negotiating.

<b>Topic Summary</b>	Successful negotiating calls for the same sort of communication skills that are needed in any personal interaction.
<b>Materials Required</b>	Flip chart paper
<b>Planning Checklist</b>	Write one or two skills on a flip chart. For example: <ul style="list-style-type: none"> <li>• Effective speaking</li> <li>• Effective listening</li> </ul>
<b>Recommended Activity</b>	Ask participants to brainstorm a list of personal skills that are needed for successful negotiating. Write a couple of examples on a flip chart before you begin the activity to get things started. As participants suggest skills, write them on the flip chart.  When participants run out of ideas, ask them to vote on which of the skills they consider most important. Tell participants that each person will have two votes. Go down the list and ask for a show of hands for each item. Remind people that they have only two votes. Record the number of votes for each item. When you are finished, discuss the top two or three vote getters. Ask participants why they voted for them.

## Practical Illustration



John was looking to buy a car, and had stopped by Paul's car lot. John told Paul that he was looking for a reliable car that he could count on not to break down. Paul told him that one of the economy models was a great choice, noting that they had five year warranties for free mechanical repairs. After discussing the price for a while, it was apparent that neither John nor Paul wanted to budge. John took a step back and tried to understand Paul's position. John considered that maybe his offer was below Paul's minimum price.

With that in mind, John discussed the minimum price for the car and ended up getting a very fair deal.

## Module Two: Review Questions

1) How many basic types of negotiations are there?

- a) Two
- b) Four
- c) Three
- d) Five

The two basic types of negotiations require different approaches

2) What are the two approaches to negotiation?

- a) Initial and final
- b) Integrative and recessive
- c) Distributive and integrative
- d) General and broad

Integrative negotiations and Distributive negotiations.

3) Integrative negotiations are based on \_\_\_\_\_.

- a) Corporations
- b) Corruption
- c) Cooperation
- d) Cohesiveness

Integrative negotiations are based on cooperation.

4) The \_\_\_\_\_ approach in integrative negotiations is problem solving.

- a) Final
- b) Dominant
- c) Crucial
- d) Easiest

The dominant approach in integrative negotiations is problem solving

5) Distributive negotiations involve a \_\_\_\_\_ \_\_\_\_\_.

- a) Fixed pie
- b) Baked good
- c) Peach cobbler
- d) Flat pancake

Distributive negotiations involve a fixed pie.

6) Which of these is involved in distributive negotiations?

- a) Multiple issues
- b) Keeping information confidential
- c) Information sharing
- d) Bridge building

Keeping information confidential. For example, you don't want a car salesman to know how badly you need a new car or how much you are willing to pay.

7) Which of these is not an example of integrative negotiations?

- a) Information sharing
- b) Bridge building
- c) Trying to extract information from the other party
- d) Allowing each party to make concessions

Trying to extract information would be an example of distributive negotiations

8) How many phases of negotiation are there?

- a) Three
- b) Nine
- c) Seven
- d) Two

There are three phases of negotiation

9) Which of these is not one of the phases of negotiation?

- a) Bargaining
- b) Closing
- c) Revisiting
- d) Exchanging information

Bargaining, Closing, and Exchanging information are the three phases of negotiation

10) Which of these is not one of the skills needed for successful negotiation?

- a) Effective speaking
- b) Likeability
- c) Sense of humor
- d) Respect

Being a likeable person is not necessarily a necessary negotiating skill

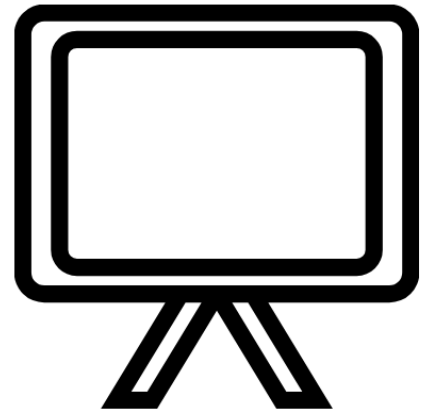


# PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





## MODULE TWO

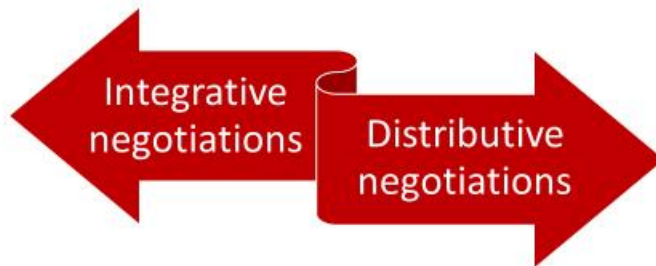
# Understanding Negotiation

Before we get started, let's take a look at two basic types of negotiation. We'll consider the three phases of negotiation and the skills you need to become an effective negotiator.



## Types of Negotiations

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## The Three Phases

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- Exchanging information
- Bargaining
- Closing





## Skills for Successful Negotiating

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Effective speaking

Self-confidence

A sense of humor

Emotional intelligence

Respect

## Practical Illustration



- Types of Negotiations
- The Three Phases
- Skills for Successful Negotiating

## Module Two: Review Questions

1. How many basic types of negotiations are there?

A. Two

B. Four

C. Three

D. Five

# Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



# Negotiation Skills

## Quick Reference Sheet



### Skills for Successful Negotiating

These are some of the skills needed for successful negotiating. If participants do not mention any of these, add them to the list yourself.

- Effective speaking
- Effective listening
- A sense of humor
- A positive attitude
- Respect
- Self-confidence
- Emotional intelligence
- Persistence
- Patience
- Creativity



### Establish Your WATNA and BATNA

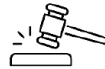
In most negotiations, the parties are influenced by their assumptions about what they think are the alternatives to a negotiated agreement. Often the parties have an unrealistic idea of what these alternatives are, and they are unwilling to make concessions because they think they can do just as well without negotiating. If you do not have a clear idea of your **WATNA (Worst Alternative to a Negotiated Agreement)** and **BATNA (Best Alternative to a Negotiated Agreement)**, you will negotiate poorly, based on false notions about what you can expect without an agreement.



## Personal Preparation

One way to relieve some of the tension you may be feeling before a negotiation is to remind yourself that there is nothing to be afraid of. As long as you understand your position, there is no danger that you will “lose” the negotiation. During and before negotiation you should always be:

- Polite - It never reduces your argument
- Firm - Removes perceptions of weakness
- Calm - Facilitates persuasion and compromise
- Do not take things personally



Knowing your position before entering negotiations means that you are sure of your “red lines”. Things that you are not prepared to consider that would make your position worse than it is now. Many people get pushed into a deal which is unsatisfactory to them because they have failed to prepare for the negotiation in this way. If you go into negotiations with vague ideas, that vagueness will become a weakness in your negotiating position.



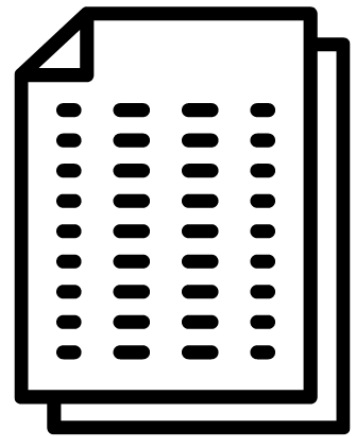
# Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



## Icebreaker: Hello, My Name Is...

### Option 1:

**Method:** Perhaps the easiest, most obvious and often overlooked icebreaker.

Ask each member of the training event to introduce themselves by saying *Hello – My Name Is...*

Then encourage the rest of the group to ask the trainee questions. To illustrate,

- Where do you live?
- What is your job?
- Where did you go to school?
- etc.

This exercise also encourages questioning and listening skills within the group.

### Discussion Questions

1. Did anyone feel uncomfortable doing this exercise? If so, why?
2. How can this exercise help us during today's training event?

**Time:** Maximum time 15 minutes

### Option 2:

1. Have the participants at each table answer the following questions:
  - a. Why are they here?
  - b. What is their level of experience with negotiation skills?
  - c. What they hope to get from this class?
  - d. What is the most interesting thing they have ever done in their lives?
2. Have someone be designated a scribe and have them jot down the answers to question C above.
3. On a separate piece of paper, have them write down the most interesting thing done from only one table member.
4. Have the scribe hand the note with the answers to question C to you.
5. Have the scribe stand and introduce the table to the class.
6. Then have the scribe share the most interesting thing from their group.

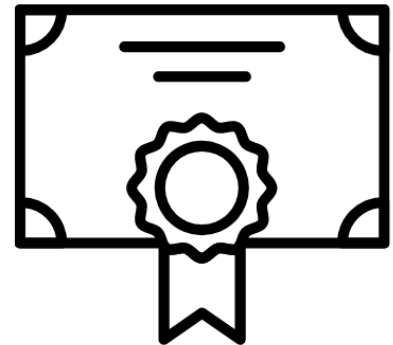
7. Have the class guess whom that person is, which did the most experiencing thing.
8. Go around to each table until all have given you their answers to question C and shared their most interesting thing.
9. Debrief by sharing all the answers to question C with the class.

Thank participants for sharing.

# Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

**[Name]**

*Has mastered the course  
Negotiation Skills*

Awarded this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

Presenter Name and Title

\_\_\_\_\_