

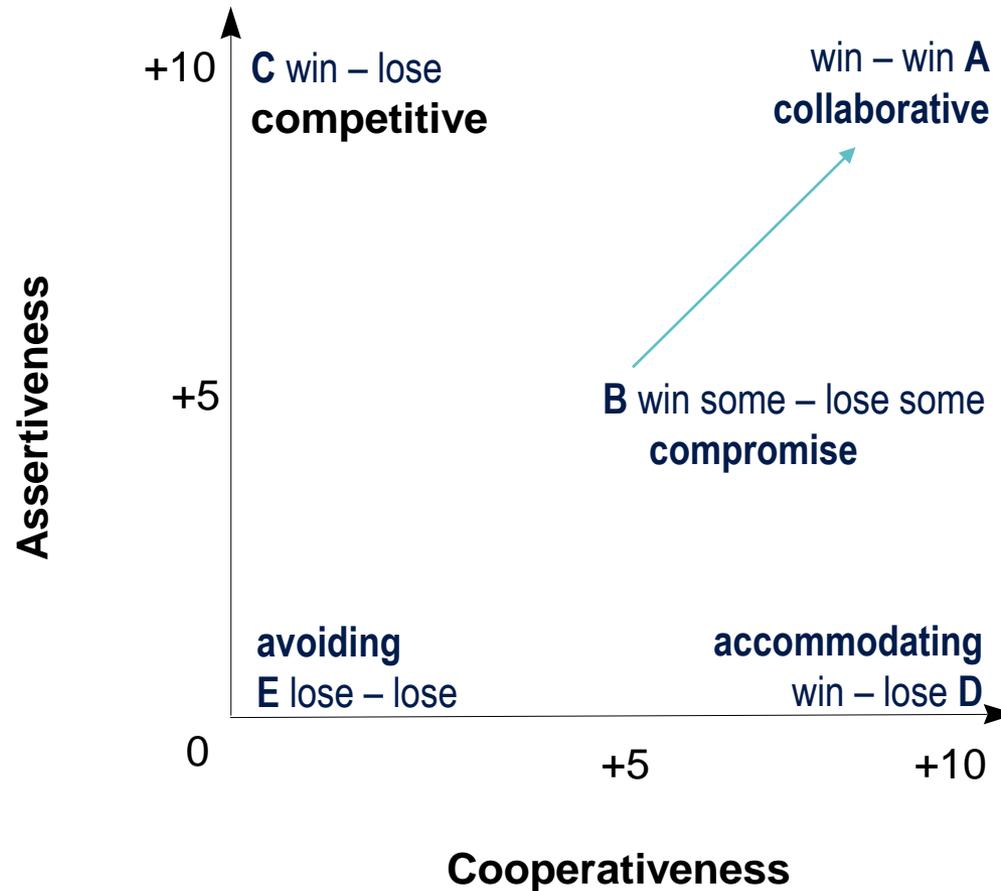
The Queens Gambit - strategising like a pro!

AUGUST 2021

My brief

- Discuss how learning the art of successful negotiation is a critical skill, with a fine balance of assertiveness vs relationship-mindedness
- Learn how to maximise value in negotiations by skilfully navigating discussions

Outcomes in negotiation



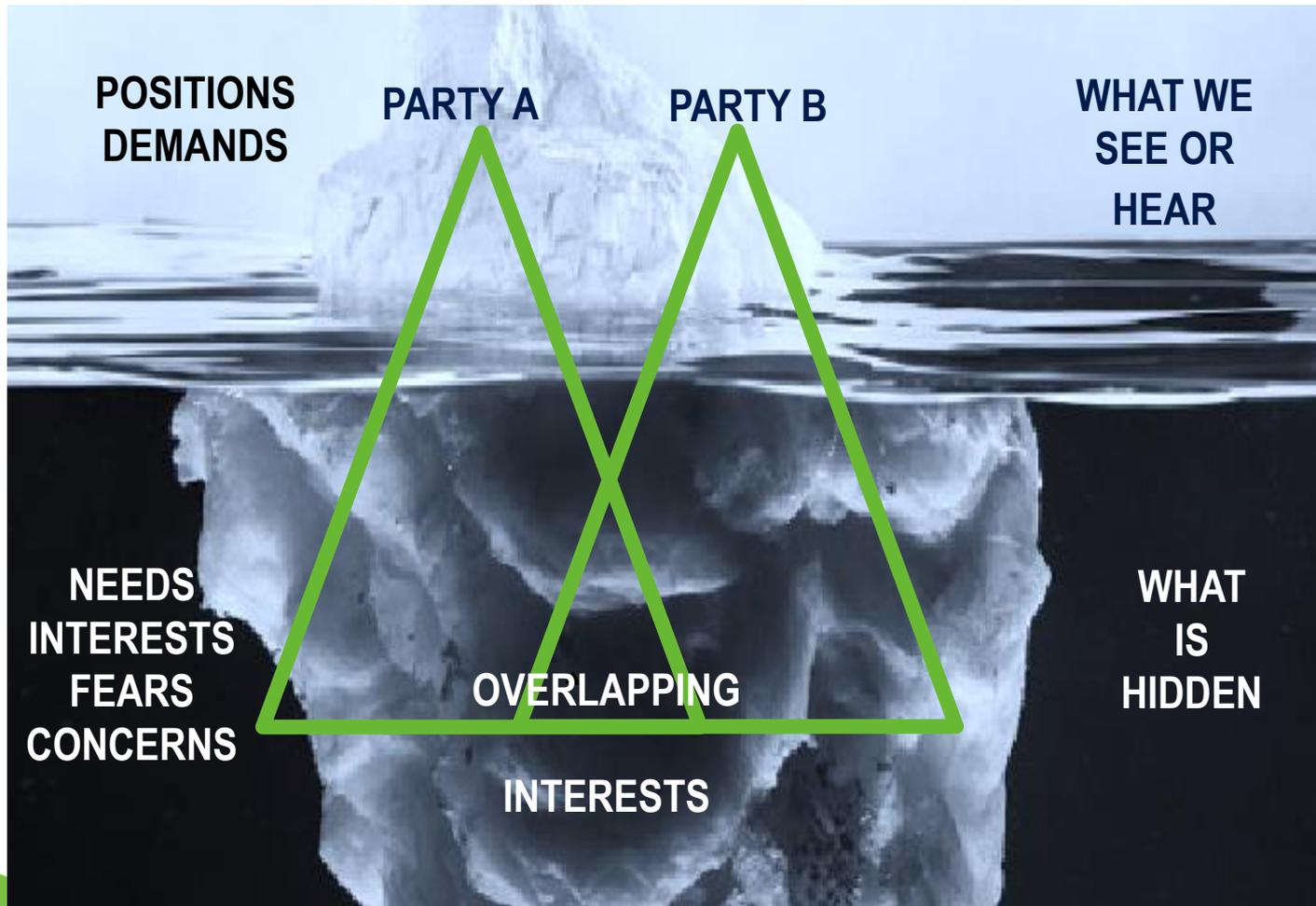
Approaches to negotiation

	POSITIONAL NEGOTIATION	INTERESTS-BASED NEGOTIATION
Behaviour / Style	Aggressive tactics; threats, ultimatums, outcome driven, often at the expense of relationships	
Focus	Positions - rights, demands, claims	
Strategy	Develop positions before negotiation and express positions early	
Process	Open with extreme positions and make small concessions	
Information	Manipulate, withhold and distort information	
Value	Claim value - distributive bargaining	

Approaches to negotiation

	POSITIONAL NEGOTIATION	INTEREST-BASED NEGOTIATION
Behaviour / Style	Aggressive tactics: threats, ultimatums, outcome driven, often at the expense of relationships	Co-operative behaviour: 'separate the people from the problem', 'soft on people hard on the problem', encourage joint focus on the problem
Focus	Positions - rights, demands, claims	Interests not positions - theirs and ours – legal / commercial / personal
Strategy	Develop positions before negotiation and express positions early	Delay taking positions until interests and needs are understood
Process	Open with extreme positions and make small concessions	Explore interests: generate a range of options for mutual gain related to both parties' needs
Information	Manipulate, withhold and distort information	Share information and ideas. Apply objective criteria to reach agreement
Value	Claim value - distributive bargaining	Create value – integrative bargaining

Positional vs interest-based negotiation



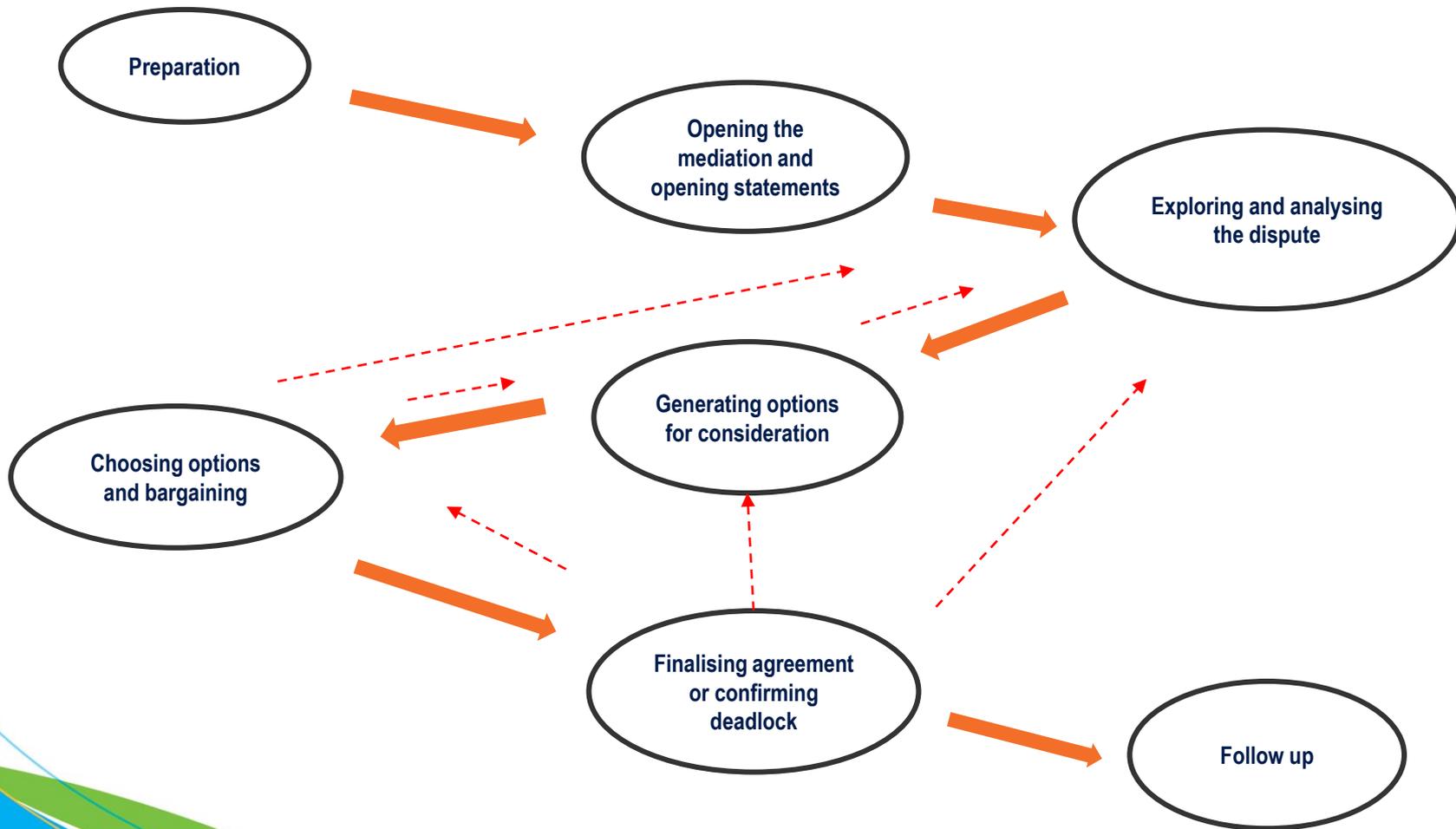
How to achieve an outcome approximating a win-win

- Know the broad approaches to negotiation and be able to:
 - Recognise them in yourself and in your counterpart
 - Use both styles, yourself
- This will enable you to manage the ‘negotiator’s dilemma’
- Start off by co-operating to encourage co-operative behaviour
- Don’t punish automatically when you encounter competition, give them a chance (tit for tats)
- Invite your counterpart to play a different game
- If their don’t comply, punish them to some degree using competitive strategies, to bring them around
- Continue to invite them to play a collaborative game
- Reward collaborative behaviour as soon as you see it

In a nutshell

- **Be nice:** cooperate, never be the first to defect.
 - **Be provokable:** return defection for defection, cooperation for cooperation.
 - **Don't be envious:** focus on maximizing your own 'score', as opposed to ensuring your score is higher than your 'partner's'.
 - **Don't be too clever:** or, don't try to be tricky. Clarity is essential for others to cooperate with you.
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1. Axelrod (political scientist) – iterated computer game and tit for tat
 2. Panksepp (neuroscientist) – large and small rats playing
 3. Fisher and Ury, Getting To Yes
 4. Mnookin R, Peppet S R, and Tulumello A S, Beyond winning

Phases in the negotiation process



How does the 'Queen' work with this?

- **Are women inherently more relationship oriented (accommodating) than goal oriented (competitive)?**
 - It is not a binary question
 - Research suggests that the average woman is less competitive than the average man: she is less likely to describe herself as competitive and less willing to enter a competition. This can have an impact on our career prospects and earning potential. Being more aware of our own beliefs about competition can help break through those gender stereotypes. <https://hbr.org/2019/11/research-how-men-and-women-view-competition-differently>
 - Remember though that not everything that happens to us happens *because* of us.
(Sheryl Sandberg)

How does the 'Queen' work with this?

If so, how do we prevent being exploited by the competitive styles of other negotiators

- Don't pay their game, reframe the game – explore first then bargain
- Prepare – issues, positions, **interests and needs**, alternatives (PIN - theirs and yours)
- Seek first to understand and then to be understood – active listening
- Share your interests, find out about theirs
- Strengthen your BATNA and understand theirs
- Take your place at the table
- Centre yourself
- Use visualization
- Speak up
- Test their claims
- Know yourself and cultivate resilience
- Cultivate appropriate language
- Use a coach, find role-models (Angela Merkel)

Do the negotiation skills training 'work'

- There is a dance along a bargaining range
- Expect and plan a few concessions
- People look for patterns and each move send a signal
- Generally, offers reduce as they are traded
- Offers take longer to consider as parties get closer to the conclusion
- Parties don't like to negotiate against themselves
- Momentary and non-monetary offers and concessions
- Reciprocity is a powerful force in negotiation\saving face is just as powerful!



How does the 'Queen' work with this?

If not, how do we manage the perception that we are being aggressive 'for a woman':

- Prepare – issues, positions, interests, alternatives (theirs and yours)
- Seek first to understand and then to be understood
- Share your interests, find out about theirs
- Strengthen your BATNA and understand theirs
- Test their claims
- Cultivate appropriate language
- Manage the 'double bind'
- Check you own cognitive biases (about yourself and about others)
- Build rapport – competence AND warmth
- Challenge in a non-threatening way
- Be a team player
- Recognise your emotional labour and value it
- Use a coach, find role-models (Jacinda Ardern)

In closing...

- How to achieve the fine balance of assertiveness vs relationship-mindedness to maximise value in negotiations:
 - Diagnose your intuitive negotiation style (Thomas Killman conflict style inventory)
 - If you come out strongly accommodating, consider how to develop your assertiveness skills so that you can balance out your natural style and meet competition with competition
 - If you come out strongly competitive, consider how to develop your empathetic skills so that you can balance out your natural style and meet competition with co-operation
 - We negotiate all the time AND more and more women are in role where negotiation is in the job description!

Thank you



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