PS9b - Steps to Successful Negotiation

case

other person's views

Encourage open talking

Aim to learn from what is being said

Export possibilities

Listen attentively

There will be times as a Research Team Leader when you need to negotiate with team members, perhaps to re-align their work with project objectives or to encourage them to take on a less popular task. The following provides a useful model for negotiation.

Seek to find the common ground Be prepared Keep the objectives clearly in mind, Do your research and acquire relevant building on aspects you both agree on facts and figures Be clear about your objectives and Keep discussions wide to avoid becoming too focused on the detail what you want to achieve Decide the best way to present your **Exchange views** Secure agreement Take your time with this step Make a move to reach agreement, but don't rush to bring discussions to a Make an effort to really understand the close

Don't allow last minute issues to

Use minor concessions to overcome

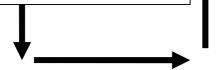
Reach agreement

distract you from the real focus

last minute reluctance to agree

- This is the time to move on, but without having taken a hard stand
- Explore options by presenting some suggestions eg "Suppose we do something like"
- Establish connections between your ideas and what the other person has said
- Maintain positive attitude and focus on potential benefits

- Agree action points and establish deadlines
- Assign responsibility and identify and agree additional resources
- Identify others who need to be kept informed and agree responsibility for this
- Agree how actions will be monitored and co-ordinated
- Establish how effectiveness will be assessed



Adapted from *Negotiating, Persuading and Influencing* by Alan Fowler (1995) IPD, London and *Research Management Follow-up Day* facilitated by Steven Alexander (2008)