

MODULE NEGOTIATION

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1 Negotiation for a local community animator

Negotiation is a strategy for resolving disagreements between parties. It seeks solutions that will benefit both parties at the end of the discussion. Negotiations can be used to solve a current problem or to lay the groundwork for a future relationship between two or more parties.

In this module you will gain knowledge and especially skills related to negotiation that you can use in your work as an animator of the local community. This module is designed and tailored for students - young people. The added value of the module is the description of skills on how to negotiate successfully, how to negotiate with a difficult opponent and how to work with negotiation anxiety. The module concludes with a checklist for self-reflection after the negotiation.

After completing this module:

- you will understand to a specific type of conversation – negotiation and its benefits,
- you will learn process and steps for a successful negotiation,
- you will acquire two frameworks, reference points that you can keep in mind during the conversation,
- you will learn different types of negotiation.

How a local environment animator negotiates can make or break a situation, just as it can make or break a deal in the business world. She/he must be able to analyse what is going on in the environment and determine each party's interests.

2 Characteristics of the negotiation

Negotiation is a term for bargaining, hearing. In professional literature we encounter negotiation in the context of helping professions, but none of the Slovak authors has so far paid deeper methodological attention to it. Negotiation in Slovakia is rather the domain of professional literature in the fields of HR management, business negotiations or social communication. The word negotiation is not widely used in the practice of helping professions. Negotiation is a conversation different from other types of interviews, so it deserves separate attention. Libor Musil (2013) defines negotiation as a process of communication between two or more subjects that aims at negotiation and a mutually acceptable change between them. He points out that there are two equivalents in English - bargaining and negotiation. Thus, the word negotiation

does not have the same meaning as the word bargaining; this chapter describes the phenomenon of negotiation.

The word negotiation is derived from the Latin word *neg* (not) and the word *otium* (leisure, rest). The word refers to the tension present during activity. Some authors see negotiation as communication between two parties involved in a conflict, but in the context of the helping professions it refers to negotiation in a conversation between a helping professional (e.g., a local community animator) and a client, or negotiation between partners.

Who all can a local community animator negotiate with? Apart from clients, these include representatives of state and local government, suppliers of goods and services, cooperating professionals, donor organisations, sponsors, and volunteers.

Negotiation is a process in which conflict is resolved using effective communication, and under certain conditions can lead to the resolution of even very complex problems. During the process, parties with different (often opposing) views may come to recognise that problems can be seen from other perspectives. Both parties enter the negotiation with predetermined goals and objectives and are usually willing to compromise.

According to Milan Mikulaščík (2003), negotiation cannot be equated with an interview, because in an interview one of the participants directs the conversation, asks the questions and the other answers them. Nor is it a dialogue (dialogue is the search for truth when two people talk, dialogue is not substantive communication and argumentation, but understanding and sharing of attitudes and feelings). According to Mikulaščík (2003), negotiation is a conversation in which the roles of interviewer and respondent spontaneously change. It is a conversation in which one party tries to persuade the other party. Negotiation has certain competitive elements in asserting one's interests; two or more persons can participate. Negotiation is about problem solving, reviewing past experiences, and outlining future activity. Negotiation is different in business, political, social, or scientific fields. Still, the basic formula remains the same. Recognizing the conflict, stating your claims, and conceding points.

3 The benefits of negotiation

Negotiation is probably the most adaptable form of dispute resolution because it involves only the parties with a stake in the matter and their representatives, if any. The parties are free to

shape the negotiations to their specific needs, such as setting the agenda, choosing the forum (public or private), and identifying the participants.

Negotiation, like any other method of dispute resolution, cannot guarantee a person's (party's) success. Many commentators, however, believe that negotiations have a better chance of success when the parties take an interest-based approach rather than a position-based approach. There is a better chance of reaching an agreement that meets the needs of the parties if they focus on their mutual needs and interests and use mechanisms such as objective standards. This is referred to as a "win-win" strategy.

Negotiation is a completely voluntary process. No one is obligated to participate in negotiations if they do not wish to. There is no need to use a neutral third party. This is important when neither party wants to involve outside parties in the process, such as when the subject to be discussed or the dispute to be resolved is highly sensitive.

Assuming that the partners are negotiating in good faith, negotiation will allow the parties to create an agreement that reflects their interests. Once an agreement is reached, negotiations can help to preserve and even improve the relationship between the partners. (Dispute Prevention and Resolution Services Department of Justice, Canada, 2022)

4 BATNA and ZOPA - Two frameworks for negotiation

Since negotiation is a rational, structured process, the negotiator needs to have profit and loss boundaries in mind.

BATNA stands for "Best Alternative to a Negotiated Agreement." It is critical to understand our BATNA regardless of which side we represent in the negotiations (Best Alternative to a Negotiated Agreement). Unless they reach an agreement with the other party, BATNA is a fallback option. As a result, we must have a backup option before entering any negotiations to secure our position and strengthen the side we represent. To achieve good results in negotiations, we should find out what the other party's BATNA is or ask appropriate questions during the negotiations that can provide us with an answer. (Align Thoughts, 2021)

ZOPA stands for Zone of Potential Agreement. It is the area where an agreement is possible. Any offer made outside of ZOPA results in a failure to reach an agreement. ZOPA is made up of three major components:

1. The most optimistic price as a stretch goal (the most desirable price).
2. Reservation price: The most pessimistic price (the lowest (highest) price that cannot be surpassed).
3. Most likely price: The most likely price at which an agreement can be reached.

When we talk about price, we don't just mean finances, but also the success achieved, the plan or the intent of the negotiation.

Given that both parties have three points to negotiate, ZOPA represents all possible agreements between one and the other party's Reservation price. The higher the ZOPA, the more likely it is that an agreement will be reached during the negotiations. (Align Thoughts, 2021)

To learn more about the BATNA & ZOPA in Negotiations, please scan the following code.



According to Allan E. Barsky (2014), conflict is ubiquitous in interpersonal interactions; people deal with their differences daily, so negotiation provides an opportunity for struggle and pressure, but also for creative problem solving, deeper understanding, and social justice.

5 Course of negotiation

Some local community animators carry out activities with elements of negotiation without being aware that it is negotiation. They use other terms to describe them. For example, in the contract phase of fieldwork, the duties and tasks of the community animator and the duties and tasks of the client are negotiated. We can look at the procedural aspect of negotiation from two perspectives A and B:

A) Eva Bedrnová, Eva Jarošová, Ivan Nový et al. (2012) say that negotiation is a process that requires both appropriate conditions and respect for the sequence of individual phases. The phases of the negotiation process can be defined at a general level as follows:

- preparation of negotiations,
- the actual procedure, its content is:
 - o building interpersonal relationships,
 - o exchange of information,
 - o persuasion,
 - o mutual concessions and agreement building.
- review of negotiations and follow-up activities.

B) A different view of negotiation is presented by Mikulaščík (2003), who describes his own view of the course of a negotiation meeting:

1. Introductory phrase

Introductions, ice breaking, removal of barriers, exchange of general information. This part of the negotiation has a neutral character, the first impression is important, the definition of the competences of the communication partners is also significant.

2. Presentation of positions, expression of opinion

This is a comparison of starting points. The one who starts has a certain disadvantage and advantage at the same time, she/he sets the tone of the discussion, but on the other hand she/he is the first to "lay his/her cards on the table". Let us not rush to reveal our own positions. Listening too closely is risky because it can lead to being quickly convinced by the other side. Being first, however, means that we can offer more than the partner expected.

3. Searching for a possible consensus, looking for a solution

There is an attempt to converge positions, to find room for mutual concessions and to satisfy both sides.

4. Negotiation crisis

This stage sometimes does not occur, but often does. It does not always mean a failure in the negotiation, but many times it is a disagreement between the partners on key points. This is also where mutual offers and concessions will be decided.

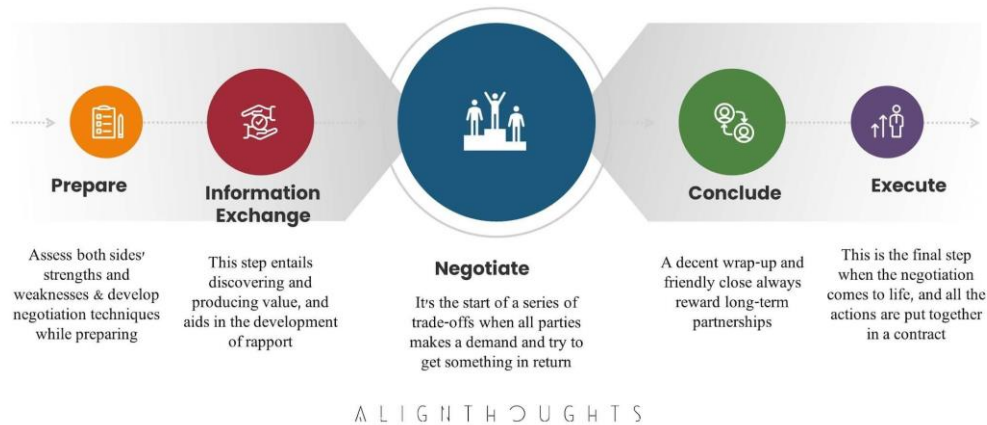
5. Conclusion and evaluations

Proposals for agreement are formulated.

Editors of Align Thoughts graphically illustrate the 5 steps of negotiation, from its adherence to the implementation of the agreements.

5 Stages Of The Negotiation Process

Negotiation is a give-and-take situation that is best achieved through win-win approach. Negotiation skills can be used in various situations. One of the common examples is negotiating for salary at work.



Picture 1. Five stages of the negotiation process

Image source: AlignThoughts Editorial. (2021, November 18). How To Practise And Improve Negotiation Skills To Succeed? AlignThoughts. Retrieved December 29, 2022, from <https://aligntoughts.com/how-to-practice-and-improve-negotiation-skills-to-succeed/>

6 Approaches to negotiation

Markéta Rusnáková (2007, pp. 131-132) distinguishes two forms of negotiation: **positional negotiation** and **principled** (interest-based) **negotiation**. In positional bargaining, the position is understood as the goal, i.e., what each of the disputing parties wants to achieve. The position represents the maximum gain; to achieve the position means to get everything, to satisfy all one's needs, to achieve the set goals. Sometimes it is possible that both parties are satisfied after the negotiation. Achieving everything in a positional negotiation sometimes means defending one's position at the cost of the other side losing or weakening its position. Positional negotiation is another name for adversarial negotiation.

Maria Machalova (2011) distinguishes two approaches to negotiation in conversation: win-win and win-lose. Of these approaches, win-lose is included in positional negotiation.

1. win-lose. This is an unconstructive approach, the requirements formulated are exaggerated. Pressure is used, information is distorted. One of the parties is unwilling to consider the situation and circumstances. Rusnáková (2007) calls this approach a hard solution. One of the

partners goes from assertiveness to aggression. Assertive behaviour preaches to be polite to oneself, not to allow to act at the expense of oneself, not to lower one's own and value, to be appropriately "rude" to rude surroundings (Žilová, Novotná & Žilová, 2010). After such a win-lose experience, cooperation in the future is hindered.

The characteristics of the win-lose approach include:

- One side gains and the other side loses.
- There are fixed resources to be divided so that the more one gains, the less the other receives.
- One person's interests oppose the other's interests.
- The dominant interest in this type of negotiation is usually to maximise one's own benefits.
- Common strategies in this mode include manipulation, coercion and withholding information (Kukreja, 2020).

Negotiation should not mean that we want to harm the communication partner. Let's be partners, not competitors: To make communication fair and pleasant, let us be open and friendly.

The second approach is called:

2. lose-lose. This approach means that a tough defender of his position has encountered an equally tough defender of his position and the conflict is unresolved or is escalating. It finds use when one negotiating partner feels that its own interests are threatened and does everything possible to ensure that the outcome of the negotiations will not be suitable even for the interests of the other party (Rusnáková, 2007).

We know the so-called soft solution:

3. win – retreat. This approach represents a situation when a tough negotiator encounters a less empathic person who decides to retreat, to abandon his position (Rusnáková, 2007).

Positional bargaining/negotiation (win-lose, lose-lose, win-retreat) does not lead to a cooperative way of resolving conflict that satisfies both sides. Someone defends their position, the other loses, or both lose. Positional bargaining is typical of strongly competing, or not competing at all, people. It is interesting that at the stage of stating - making public their position, many individuals (possessing a certain degree of power due to their ranking in the hierarchy of the group, organisation) defend and assert their position very fiercely, they are

dominated by the feeling that to retreat from the position means to lose prestige, to lose authority in front of their subordinates, although the opposite is actually true.

The second type of negotiation is principled negotiation, i.e., interest-based negotiation. Unlike positional bargaining, the aim in this case is not to defend or maintain one's own position, but to seek and find a space of so-called common interest as a basis for finding a solution acceptable to both parties. This style of negotiation is based on the view that in every dispute there is a space of common interest, i.e., a space where the interests of both parties overlap. Uncovering this space is an important step towards changing the confrontational style of the conflict resolution process to a cooperative style, a step that usually leads to a calming of emotions, the disputants seem to suddenly wake up to the fact that the other party may not be the enemy, but a party that is just as interested in a positive, mutually acceptable resolution of the conflict as they are. The essence of this step is to move from "I want this" statements to "I want this because" statements and questions like "why do you want this?". It goes without saying that the discovery of a common interest rarely happens at the outset of a meeting of disputing parties; finding it requires a considerable amount of patience, a willingness to engage with the problem, trust that the other party is also interested in finding a mutually beneficial solution, and the application of communication skills (Rusnáková, 2007).

As mentioned above, the second approach according to Machalova (2011) is win-win; it belongs to principled negotiation:

4. win-win. It is a constructive approach of both parties: there is a mutual agreement, the solution of the problem is variant, no pressure is used. It requires a willingness to consider the other's situation and circumstances. In this approach, cooperation is possible in the future as trust is fostered.

This approach is also called integrative or collaborative, it is the most desirable approach for an animator in a local community, as the worker wants to be active in his/her community for the long term, therefore we present the principles for integrative negotiation:

- Orient efforts towards a win-win approach. The attitude of the worker during the negotiation plays a huge role in the outcome.
- Plan and have a concrete strategy. Be clear about what is important to the client and worker and why it is important.
- Know our best alternative relative to the negotiated alternative (BATNA).
- To separate people from problems.

- Focus on interests, not positions; consider the other party's situation.
- Create opportunities for mutual gain.
- Generate different options before deciding what to do.
- Seek an outcome based on objective criteria.
- Pay considerable attention to the actual conduct of the negotiation.
- Take intangible assets into account (e.g., self-esteem and responsibility); communicate carefully.
- Use active listening, paraphrasing, and asking follow-up questions (Kukreja, 2018).

7 Rules for a successful negotiation

The authors of AlignThoughts (2021) formulated rules for successful negotiation, we select the following from them.

- Prepare to "exit" the negotiations: If you are not prepared to say No without hesitation, then expect to receive less than what you desired.
- Understand when to cut the whole thing: Decide whether you want to end some negotiations and request an agreement right away or later.
- Only bargain with decision-makers: It is far more efficient to speak with the decision-maker face to face. So, if you can't provide that, don't even bother negotiating.
- Make the following preparations in advance: Do your research ahead of time, not at the last minute. Then, make certain that you are ready for the final meeting.
- Take nothing personally: Approach all negotiations professionally.
- Prepare for the other party's objections: When you plan quality responses to your opponent's objections ahead of time, you strengthen your position by quickly dismissing those doubts.
- Pay close attention and read between the lines.
- Discover what is important to your partner and what he will not agree to at any cost.
- Arguments are instruments: good arguments should be used to supplement everything.

We would like to add the main rule of negotiation: Never give something to the other party without getting something.

8 Negotiating with a difficult opponent

William Ury (1993) lists five steps to negotiating with a difficult adversary, whether it is a supervisor, co-worker, client, salesperson, or spouse.

1. Don't respond; instead, go to the balcony. When someone is a tough negotiator, your natural reaction may be to get angry - or back down. Instead, mentally transport yourself to a place where you can look at the conflict objectively from above and plan your response. When someone is pushing your buttons, try to "go to the balcony."
2. Disarm your opponents by approaching them from the side. One of the most powerful - and difficult - steps is to try to understand the other person's point of view. Ask questions and show genuine interest.
3. Change the game: Instead of dismissing, rephrase. You are not obligated to participate in the game of the difficult communication partner. Instead of getting stuck in a battle of wills or fixed positions, try giving the negotiation a new direction.
4. Make it easy for the adversary to express his consent. Build a golden bridge. Look for ways to help your opponent save face and feel that he is succeeding in some situations. Using objective standards of fairness can help you build a bridge between your interests.
5. Make it difficult for the opponent to say no. Bring your partner to their senses rather than to their knees. Use your power and influence to help your opponent understand the situation. If he understands the implications and your alternatives, he may be amenable to logic.

9 Factors influencing negotiation

The first two factors are objective.

The location. The location of the negotiation meeting influences one's level of confidence. Choosing a location such as your own office has several advantages: You are working in your area of expertise. During the discussion, you can obtain whatever information or materials are required.

Time. The time for holding discussions should be determined by mutual convenience.

The time should be sufficient to allow for a smooth exchange of ideas at various stages of negotiation.

There are also subjective factors:

- Personal relationship: the course of the negotiation is influenced not only by the actual situation but also by the relationship between the two parties.
- Fear: Often our bargaining power is conditioned by our fear of the other party's authority, power, and contacts.
- Mutual Commitment: memories of the good done in the past by the other party also affects the negotiation.
- Future considerations: If personal relationships are at stake, we may not wish to win in a negotiation, especially if good relations between the two parties are likely to be affected.
- Practical wisdom: The fear of losing a good opportunity in the future is a strong factor in our bargaining (Chaturvedi P. D., Chaturvedi M., 2011).

Negotiation, apart from being a rational decision-making process, is also a process full of emotions. Therefore, it is appropriate to conduct a reflection on the impacts of negotiation on the emotional domain:

- How well do you tolerate conflict?
- Is it important for you to avoid conflict?
- How do you perceive the other? And how will you be perceived?
- Do you trust the other? Will he or she trust you?
- Do you like the other person? Will he or she like you?
- Do you need to avoid looking foolish?
- Is it important for you to win?

10 Working with anxiety and stress caused by negotiation

Negotiating at work, in a shop, bank or insurance company is not seen as a pleasant activity. It is normal to have negative feelings before and during the negotiation, especially anxiety and nervousness. Letting ourselves become paralysed by anxiety means reducing the chances of a successful negotiation. Alison Wood Brooks (2014) describes four strategies to work with anxiety about negotiation and achieve better results:

1. Reframe fear into expectation. Many people think that the best way to deal with anxiety is to calm down. The problem is that the physiological arousal characterised by heart pounding and

hand trembling is automatic and very difficult to control. Reframing the tension that comes with anxiety into something exciting is a more effective tactic. For example, say "I'm excited" in response to someone asking you how you feel about an upcoming negotiation. This subtly shifted strategy increases genuine feelings of arousal, which in turn increases performance in subsequent high-pressure tasks.

2. Focus on opportunities. Negotiators often focus on the potential threats and negative outcomes of a negotiation, thinking of all the ways they could fail. This mind-set of threats to catastrophic scenarios causes anxiety, which increases the likelihood of failure. As with most aspects of life, there is a chance that a negotiation will turn out badly, but there is also a chance that it will turn out extremely well. Focus on the negotiation opportunities, think of all the ways you can succeed, and you will develop ideas and make decisions that will increase the likelihood that everything will go well.

3. Make plans. Anxiety before or during a negotiation reduces performance. On the other hand, feeling anxious a week or a month before a negotiation can motivate you to prepare due to a phenomenon known as defensive pessimism. Prepare thoroughly in advance to manage your anxious rumination.

4. Practice makes perfect. Anxiety reduces a person's confidence in his or her own ability to negotiate. Regular practice in negotiation will increase your proficiency and confidence in negotiating, and you will be less susceptible to the negative effects of anxiety.

11 Checklist after negotiation

After the negotiation it is advisable to carry out its analysis, the following points of the analysis of the negotiation are suggested:

- Was the goal of the negotiation clear to both parties?
- Did the negotiation take place with the right person?
- Was the negotiation conducted at the right time and in the right place?
- What did we expect from the negotiation? Were our expectations met?
- Did we listen sufficiently to the communication partner?
- Who talked more?
- Did we take the other party's views into account?
- Did the other party take our views into account? If not, why not?

- Was the time well used?
- What was the verbalisation, the arguments, the tone of the conversation?
- Were there criticisms? If so, in what form?
- What non-verbal parameters of the negotiation did you capture? (Mikulaščík, 2003)

The final analysis of the negotiation meeting orients us not only to the results of the negotiation, but also to its process. Self-reflection is one of the tools for the professionalisation of the community animator, it means reflecting on the different aspects of professional activity. The recapitulation of the negotiation according to the mentioned steps will allow us to improve future negotiations.

Negotiation has numerous uses in everyday life, even most partner relationships are based on negotiation. In the community, the animator will use negotiation as one of the effective tools for conflict resolution, in the negotiation between the worker and the client, often during the formulation of goals or during the planning of an intervention. Negotiation can be used in community work, in field work, in social work with families. The art of negotiation belongs to the social competences of the local community animator.

Exercise 1. Quick scan

This is the design of the opening activity of the training in negotiation. This exercise is suitable for trainers of negotiation (option A) working with students and for self-study of local community animators (option B).

Option A - group training

Required aids:

- Question cards (five different questions, one card for each participant)
- Flipchart paper and markers
- Pens
- Countdown timer (e.g. stopwatch on mobile phone)
- Whistle (or other sound signal)

Instructions

Prepare five question cards. Each card must contain a number and one open-ended question related to negotiation. You can make up your own questions or choose five from this list:

- What was one negotiation that you successfully conducted?
- What tools and resources were helpful in conducting the negotiation?
- In what negotiation were you unable to get what you wanted?
- What are some things that can go wrong during a negotiation?
- How often do you negotiate?
- With whom do you often negotiate?
- What advice do you have for an employee who is negotiating for a pay raise?

Estimate the number of participants and make copies of five cards for them so that you have an equal number of each card.

Distribute the question cards.

Read, think, and answer. Ask each participant to read the questions on the cards and independently think of one or more answers. Encourage participants to write down the key points of their answers. Suggest a time limit for this activity (e.g., 10 minutes).

Ask participants to interview as many other people as they can over the next 5 minutes and elicit their answers to the question on the card. Tell participants to write down key points from the different answers. Remind participants that the other person may also have a question to

answer. Tell participants to keep the conversation going even if the other person has the same question.

Form a team. At the end of 5 minutes, blow the whistle and ask participants to identify the number of the question on the card. Ask participants with the same number to form a team.

Share and summarise. Ask members of each team to share the answers they collected during the interviews. Ask them to discuss these responses and identify common responses and unique responses. Tell the teams to prepare a poster on a flipchart sheet and instruct them to select a spokesperson and prepare them for a 1-minute presentation. Announce a time limit of 7 minutes for this activity.

Present your findings. After the 7 minutes are up, blow the whistle and randomly select one team. Ask the team spokesperson to present a 1-minute summary of the answers the team collected. At the end of the presentation, invite the other teams to take turns presenting their findings.

End the exercise. After the final presentations, thank all participants for collecting and sharing their answers to the questions. Briefly conduct a discussion to evaluate the results.

Option B - self-study

Instructions

The local community animator will reflect on the answers to the following questions:

- What was one negotiation that you successfully conducted?
- What tools and resources were helpful in conducting the negotiation?
- In what negotiation were you unable to get what you wanted?
- What are some things that can go wrong during a negotiation?
- How often do you negotiate?
- With whom do you often negotiate?
- What advice do you have for an employee who is negotiating for a pay raise?

Source of the original exercise: Thiago Group. (n.d.). *Quick Scan*. Session Lab. Retrieved December 29, 2022, from <https://www.sessionlab.com/methods/quick-scan>

Exercise 2. Team of two

The author of the exercise is Nick Heap, we modified it for training the negotiation of local community animators. Much of the work of organisations and communities takes place between pairs of people. These interactions can be positive and nurturing or frustrating and destructive. They can be improved through simple methods if people are willing to listen to each other. This exercise is designed for a supervisor and a subordinate, an animator and his/her client, or for colleagues. It is also useful between life partners. It will not work if the relationship is so disturbed that one of the parties would rather have a fight than do something to improve it.

Instructions

This exercise will take approximately 20 minutes and is designed for pairs or group work. Each person in pair writes down:

- 1) How they think they could help the other person,
- 2) How they think the other person could help them.

A hypothetical example of a manager and animator of a local community can make this clearer.

Manager's list:

What I, the manager, could do to help.

- Let them know how to reach me when I'm not in the office.
- Stop giving urgent tasks requiring a longer solution after 4pm.

Things that you, the animator, could do to help me.

- Tell me what you need from me so that you can best help me.
- Help me to be oriented to what's going on - provide me with concise and clear information from your experience.

Animator's List:

What I, the animator, could do to help you.

- Present you with good administrative ideas that you could use.
- To deal with routine matters with clients without burdening you.

Things that you, the manager, could do to help me.

- Listen to me when I'm overwhelmed.

- Help me understand your priorities.

Participants in the exercise can decide for themselves what to say in response to the communication partner's requests. The person can say:

- "Of course, I will do what you ask me to do". This would be reasonable if the request is simple and brings immediate benefit.

- "I can't do it because..." The request may violate your values by being (say) unethical or taking too much time.

- "I would be willing to fulfil your request if you would help me with this one of mine." The request may require work or a change in attitude. Ultimately, you would win both.

It helps people stick to their decisions if they record their agreements, preferably in writing. It is necessary to be honest during the exercise. If you use tactics or manipulation, people will no longer use this method.

Devote enough time to the exercise. Clarifying expectations requires patience. Often this is the first-time people talk directly about how they are working together.

Source of the original exercise: Heap, N. (n.d.). *Team of Two*. Session Lab. Retrieved December 29, 2022, from <https://www.sessionlab.com/methods/team-of-two>

Exercise 3. Negotiation role playing

Role-playing is an effective way to practise negotiation skills. The following exercise touches on situations from young people's lives, so it is suitable for young participants. The exercise was published by Western Justice Center.

Instructions

Read the scenario to all the participants. Cut out the roles and assign them to each participant. Allow them some time to read and prepare for the negotiation. Allow the participants to negotiate the situation in their assigned roles.

Materials

- PowerPoint slide or a flipchart with the description of situation and cards for Peter and Paula
- Cards for Peter and Paula

Scenario: Paula and Peter agreed to negotiate with one another after a conflict broke out in front of their history class. When the teacher caught Peter with a folded note during a test, Peter claimed that the note was not his, but that Paula had thrown it on his desk, and he had refused to pass it. Paula and Peter have been classmates for quite some time, but they are not close. They approached each other during lunch because they were unable to resolve their disagreement during class.

Card for Peter:

During a test, the teacher shamed you by calling you out in front of the class and retrieving the folded note from your desk. He implied that you were attempting to cheat by passing notes, which enraged you because you had spent the entire week studying and had never cheated. Paula, who sits behind you in class, wrote the note, not you. She threw it on your desk and tried to persuade you to throw it to a nearby desk for her friend. You refused because you didn't want to be a part of whatever scheme she was up to, and you were also trying to concentrate. To demonstrate your point, you placed the note on your desk in plain sight, hoping the teacher would notice. Paula would finally receive the severe punishment you believe she deserves. You

believe her note's disappearance is evidence of laziness and stupidity. Your plan backfired, and you've ended up here. You just want someone to understand the truth and validate your beliefs, but you don't mind if she gets detained.

Card for Paula:

At home, you've been through a lot. Your parents are divorcing, which is emotionally draining and stressful for you. The only thing keeping you sane is the support of your friends. You just found out that your father is packing boxes to leave the house today, and you don't want to go home. You wrote a note to a friend, asking if you could hang out at her house after school instead, and then tossed it at her, but it landed on Peter's desk. He refused to pass it, which irritated you because the note was personal to you. He was rude and ignored you, which irritated you. You're aware that you shouldn't have been taking notes during a test, but it was simply bad timing. You'd been studying for the test all week, but Peter suspected you were trying to cheat. When the teacher removed the note from Peter's desk and blamed you, you decided to play innocent in retaliation. You have the impression that Thomas is disgusted and judgmental of you, but you don't know him well enough to explain everything that's going on. You wish he was more understanding and gentler.

From: Western Justice Center. (n.d.). *Negotiation Role Playing*. WesternHustice.org.
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Module author's note: This exercise can be used by pairs of students as part of self-study.

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The Final Quiz

1 Before entering a serious negotiation, what should you do?

- A) Go to the library and the internet and read up about negotiating.
- B) Research the other person to find out their needs, strengths, and weaknesses. – correct answer
- C) Strengthen the skill of active listening.

2. Which negotiation approach is the best for ensuring a win-win outcome?

- A) Being both assertive and co-operative. – correct answer
- B) Being highly co-operative.
- C) Being highly assertive.

3. If a negotiation isn't going to achieve your original aim, what can you do?

- A) Back out of the negotiation and make no decision.
- B) Select the best alternative option: the BATNA (best alternative to a negotiated agreement). – correct answer
- C) Negotiate harder and be more assertive.

4. What is the basic formula for negotiating?

- A) Stating your claims, repeating your claims, and conceding points.
- B) Recognizing the conflict, stating your claims, and repeating your claims.
- C) Recognizing the conflict, stating your claims, and conceding points. – correct answer

5. Your counterpart becomes exceedingly angry, stressed, or difficult to talk to. How do you approach the situation to ensure you both win at the end of the negotiation?

- A) You suggest that you both take a break and wait for your client to cool off.
- B) Push forward with the meeting and make the best of the situation.
- C) Acknowledge that they are upset and ask them what is bothering them. – correct answer

6. What does ZOPA stand for?

- A) Zone of Possible Agreement – correct answer
- B) Zone of Plausible Agreement
- C) Zone of Possible Argument

7. What is the number one rule for negotiating?

- A) Someone wins, someone loses.
- B) Never give something to the other party without getting something. – correct answer
- C) Defining the problem, resourcing alternatives, choosing solutions.

8. Which of the following activities does not help manage anxiety about negotiation?

- A) Reframe fear into expectation.
- B) Make plans.
- C) Drink beverages with caffeine. – correct answer

9. Which of the following remarks would help the other party overcome an objection or tense point?

- A) I hear what your point is, here is what I can do. – correct answer
- B) If you give in here, I will give you something later.
- C) Focus on your strengths and use them as much as possible to your advantage.

10. Which type of negotiation is referred to as win-win?

- A) coordinating negotiations
- B) integrative negotiations – correct answer
- C) principled negotiations