

**Leadership and Team Effectiveness**  
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**Lecture – 28**  
**Negotiation and Leadership**

Today, we are discussing a fascinating topic. That is how negotiation and leadership are essential. Now, you see, in most leadership positions, so, you have to negotiate. Moreover, negotiation may be with the internal stakeholders or external stakeholders; therefore, in that case, this is becoming the essential function of the leader.

Moreover, the leader has to see that the negotiation is done so that it is a win-win situation. So, we will talk about the negotiation process.

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Image Source: <https://www.shapironegotiations.com/strategic-negotiations-essential-skills-and-knowledge/>

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That is a plan, negotiations, postponement, agreement or no agreement. Negotiation styles, negotiation tips for the leaders, research papers, case studies, book recommendations and references are there. So, in that case, we will understand the role of a negotiator or a leader.

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## Negotiation

- “Negotiating is a process in which two or more parties have something the other wants and attempt to come to an agreement”.
- We negotiate to secure a more favorable outcome, so negotiating is an essential career skill, because good negotiators get more favorable outcomes, such as more pay.
- Negotiation is a fact of life. People negotiate daily, often without considering it a negotiation.



Image Source: <https://pmtips.net/article/the-art-of-negotiation-in-project-management>

So, first is the negotiation. So, however, something the other wants and attempts to agree to. Moreover, therefore, there are two or more parties in that case. Can there be a single person who can have the negotiation? Yes, there can be the that is called intrapersonal role. Moreover, whenever there is an intrapersonal role, there can be the negotiations also, and, in the intrapersonal role, for example, the role of a son as a role of a son and as a role of a husband.

So, if a person has to negotiate these two roles, we will say that it is an intrapersonal negotiation. There will be interpersonal negotiation also. So, that is a negotiation between the two roles. Two or more parties are there in the interpersonal negotiation. So, it is always the process, these some, one role that wants and attempts to agree. So, one role wants to negotiate with another role.

Moreover, there has to be an agreement is required. Ultimately, the negotiation has to end in an agreement. We negotiate to secure a more favourable outcome. So therefore, in that case, everybody wants to gain more. Thus, negotiating is an essential carrier skill. Moreover, I would like to share that our alumni have passed out the MBA and joined the organizations.

Whenever they meet, they always share that this negotiation is an important topic because as soon as we join the organization, they give us the presentations to the clients the proposals. And then, the clients have to reach an agreement, which is our responsibility. So, in that case, good negotiators get more favourable outcomes such as more pay.

So, who are the excellent negotiators? So, they are winning. So, that particular skill of their negotiation is creating more opportunities for career growth. Negotiation is a fact of life. People negotiate daily, often without considering it a negotiation. So, we that is the, our in routine life also we are having these type of the practices. Moreover, in that case, always talk about whether it is the to go or not to go, to do or not to do, to take the risk, or not to take the risk.

So, whenever we are into a dilemma, whenever there is a dilemma, there are two issues are there. And then, we have to negotiate with one. Moreover, that is why, so, that is, we are not knowing theoretically that we are negotiating ourselves, as I have given the example of the intrapersonal role. So, every day, we are negotiating, either interpersonally or interpersonally.

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### **Negotiation (Cont.)**

- Negotiation occurs in organizations, including businesses, non-profits, and within and between governments as well as in sales and legal proceedings, and in personal situations such as marriage, divorce, parenting, etc.
- Professional negotiators are often specialized, such as union negotiators, leverage buyout negotiators, peace negotiator.
- Any method of negotiation may be judged by 3 criteria
  - Should produce wise agreement (if it is possible)
  - Should be efficient
  - Should improve or at least not damage the relationship between the parties



Negotiation occurs in organizations, including businesses, non-profits, within and between governments, sales and legal proceedings, and personal situations such as marriage, divorce, parenting, etc. Professional negotiators are often specialized: union negotiator, leveraged buyout, and peace negotiator. So, therefore, these professional negotiations are also known and have a high scope.

Moreover, as a result, the scope of this negotiation and negotiator is becoming more demanding nowadays. Three criteria may judge any method of negotiation. Should produce the wise agreement if possible, and yes, it is written if because every negotiation may not reach an agreement, you know. So, negotiation fails also. Nevertheless, the purpose of the objective is to reach an agreement.

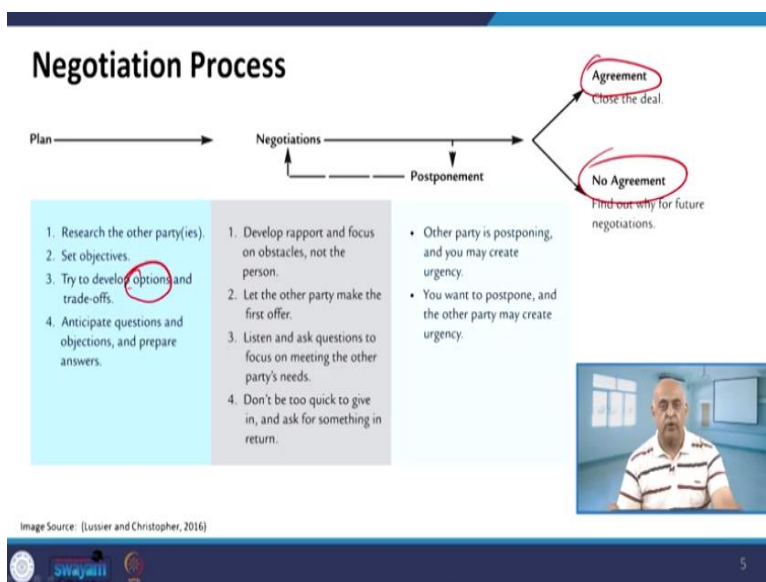
It should be efficient, so, that is the, you can count on it. Moreover, it should improve or not damage the relationship between the parties. This is another critical point is there. I remember when I was the HR Executive, first in the Hukumchand Mill, then Shriram Group and then JK Files. So, then, I have realized it is whenever you are negotiating to know, so, ultimately, what happens during the negotiation? There will be conflicts.

However, that negotiation has to reach an end. So, an agreement will be there. Sometimes, it is more stretchable. Sometimes, it is less. So, but, one day, that has to be there. However, whatever type of these experiences you are having during negotiation, positive or negative. Nevertheless, that will end. Furthermore, after that, the routine life starts. When routine life starts, again, you are with your people. So, we have to ensure that these are the people in that case.

These are the employees we have to work with again, maybe today or tomorrow. As soon as the negotiation is over, we only have to work with these people. So, we should not spoil the relationship or damage the relationship with the parties. Because we will be working in the organization, they will be a part of our organization. We are also part of our organization.

Moreover, team effectiveness will be there whenever we have this relationship with the parties. Moreover, we do not damage the relationship with the parties is there.

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So, there will be a negotiation process. So, we will have the plan: research, the other party. Moreover therefore, in that case, first, we should know about the other party's details. Then, the set objectives, what are the different objectives are there? How will we proceed with this negotiation? Try to develop the options and tradeoffs. This is the beauty of the, and I will say this, the soul of the negotiation process.

That is the, how much you can make the options and the tradeoffs? An effective negotiator will be able to create the full options, and getting the best tradeoff will be there. Moreover, anticipate the questions and objections, and prepare the answers. So, naturally, whatever these queries will be there by the other party, what will be the objections by the other parties and how the answers will be prepared.

So, therefore, in that case, you will find that whenever we are planning for the negotiation, we have to do the research. We have to set the objectives. We have to create the options as much as possible. If we develop the questions, what will be, anticipating the questions? What will be the questions?

Furthermore, what will be the issues of conflict? Alternatively, here, it is mentioned the objections. Moreover, accordingly, we prepare ourselves.

So, if our homework and preparation are satisfactory, there will be no problems. Develop rapport and focus on obstacles, not the person. Moreover, now, what happens? Whenever there is a negotiation, we focus on the person. So, that is very wrong. So, what is required? So, we have to develop a rapport. Moreover, the, actually, the task which we are doing the issues which are into the negotiation we have to focus on that.

A simple example I would like to give you. When we are going to buy a particular item, suppose the T-shirts you want to buy. You enter the shop, and then you ask for a particular T-shirt. Moreover, the person's behaviour is reluctant to show. So, what mood you will make? You will make the mood that is, no, I will not buy from here because his behaviour is improper. Shopkeepers' behaviour is salesman's behaviour is not proper.

So, you spoiled the mood. And then, you do not want to buy. However, when you see the T-shirts, you see the price, you see the quality, and then you think that is the, you know this is the reason, and I should buy. People are often more egoistic because they have made up their

minds based on the salesperson's behaviour that they will not buy anything from here. Thus, I will finish the formality and go away.

However, when the object is worth buying, the person is not buying that particular object. So, then, in that case, the person is focusing on the person rather than the object. So, therefore, what is essential is that one should not focus not the person and otherwise also so if the person's behaviour is very positive. Now, I take another example, if the person's behaviour is very positive.

And then, you find that the price he is asking is too high. However, because that person's behaviour is positive, we should not accept that particular object if that object is not acceptable. However, you are the regular buyer of that particular shop, and that is why if you are buying that even though you know that it is not worth then the negotiation is not done correctly. Let the other party make the first offer.

So, do not disclose your offer. Let the party make the first offer. Listen and ask questions to focus on meeting the other party's needs. So, therefore, in that case, we have to listen to what the other party is saying. Let him talk. Let him come forward and then ask the questions to focus on the other party's needs and the need of that particular person or the party. Do not be too quick to give in and ask for something in return.

So, therefore, in that case, that is, the, not necessarily, that is the offer made any immediately you are saying yes. It is too quick. So, do not be too quick and ask for something in return. Moreover, therefore, in that case, it is not that you are negotiating without asking something. You ask for; in return, something is there. Moreover, this is the era of the written gift itself. So, therefore, that is also that is the, asking for something in return.

The other party is postponing, and you may create urgency. So, you want to postpone, and the other party may create urgency. So, that type of postponement may be, and the situation may be there. That is, the other party is postponing. And then, you show that there is an urgency, or you want to postpone, and the other party may create the urgency is there. So, negotiation can be the postponement may be there.

Then, when we come over this particular situation, there will be an agreement to close the deal. Alternatively, there will be no agreement. Find out why, for the future, negotiations are there. So therefore, here, this agreement and no agreement that we have to understand, that is the, in the clear case, after going through this particular work process, there will be the agreement, or there will be no agreement. That will be decided. It is what will be the future line of action will be there.

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## Negotiation Process - Plan

The key to any negotiation is preparation, so develop a plan. Know what's negotiable and what's not.

**Step 1. Research the other party(ies).** Put yourself in the other party's shoes. Try to find out what the other parties want, and what they will and will not be willing to give up, before you negotiate. Find out their personality traits and negotiation style by networking with people who have negotiated with the other party before.

**Step 2. Set objectives.** Follow steps a, b, and c:

- a) Set a specific lower limit and be willing to walk away
- b) Set a target objective of what you believe is a fair deal.
- c) Set an opening objective offer that is higher than you expect



So, in planning, we have to do the best planning. To develop a plan, you know, what is the negotiable? Moreover, what is not? Research, the other party. Put yourself in the other party's shoes. Try to find out what other parties want, so your practical experience will pay you here. So, you are in the experience you know that if I were in the other party's place, what would be my demand? Furthermore, when I am happy?

Moreover, what they will and will not be willing to give up and where you will not accept the proposal. Furthermore, what you will not accept? Before you negotiate, discover their personality traits and negotiation style by networking with people who have negotiated with the other party before. So, you have the full information whenever you have the complete information about the person's personality and then the negotiation style. That is how they proceed.

What do they want? How do they negotiate? Once you are clear, then, in that case, you will be having that negotiated with the other party who has negotiated with the other party. What was their demand? How was the negotiation completed? Are there any obstacles, and

negotiation was not completed? Then, why negotiation was not completed? So, all this research has to be done.

Then, the set objectives; follow steps a, b and c. Set a specific lower limit and be willing to walk away. So therefore, in that case, make the minimum offer and go away. Set a target objective of what you believe is a fair deal. Moreover, therefore, in that case, whatever the belief is there, that is the much I will be accepting. So, that will be a fair deal. Furthermore, the particular opening objective offered is higher than you expect. So, whatever you are expecting.


So, then, in that case, there will be the offers. Because, what is done? You have started with the lowest limit. So, another person will be started with the highest limit is there, which is natural.

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### Negotiation Process - Plan

**Step 3. Try to develop options and trade-offs.** If you have other offers, it is common practice to quote other offers and to ask if the other party can beat them. If you have to give up something, or cannot get exactly what you want, be prepared to ask for something else in return.



**Step 4. Anticipate questions and objections, and prepare answers.** You need to be prepared to answer the unasked question "What's in it for me?" Don't focus on what you want but on how your deal will benefit the other party.




Image Source: <https://atlanticlifequote.com/frequently-asked-questions/>

In Step 3, try to develop the options and tradeoffs. It is common to quote other offers and ask if the other party can beat them if you have other offers. So, naturally, you would like to say who is who can give the best. If you have to give up something or cannot get precisely what you want, be prepared to ask for something else. So, suppose, in negotiation, if you cannot get the a, you can opt for that is okay I will get the b.

Nevertheless, in return, what I will get? Is it the, also the c will be there helping. So, that is the additional negotiation will be there. Anticipate questions and objections, and then prepare answers. So, whenever you have prepared, the preparation is there for your negotiation. What



is in for me? Do not focus on what you want but on how your deal will benefit the other party.

So, it is not like that is the, you are focusing towards self rather than in negotiation you will focus on the other.

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## Negotiation Process - Negotiations

After we have planned, we are now ready to negotiate the deal. Face-to-face negotiations are generally preferred because you can see the other person's nonverbal behavior and better understand objections.

**Step 1. Develop rapport and focus on obstacles, not the person** The first thing we sell in any negotiation is ourselves. The other party needs to trust us. Smile and call the other party by name as you greet them. Deciding on how much time to wait until you get down to business depends on the other party's style.

**Step 2. Let the other party make the first offer.** This usually gives you the advantage, because if the other party offers you more than your target objective, you can close the agreement.



Then, what will others gain? That is to be convinced by the other person. Then, the negotiation process starts. After we have planned, we are now ready to negotiate the deal. Face to face negotiations is generally preferred because you can see the other person's nonverbal behaviour and better understand the objections. Moreover, therefore, this is fascinating nonverbal behaviour, the body language.

So, intelligent negotiators also observe body language. Furthermore, in that case, they also talk about nonverbal behaviour. They observe, for example, hand movements. And then, in hand movements whether the person is in a hurry or not in a hurry that you there some people they judge. Moreover, therefore, based on this nonverbal behaviour, you can also better understand the person's demands.

Moreover, better understand the objections of the person. That is why the person will be having these objections. Develop the rapport and focus on obstacles, not the person. That I mentioned, that is the need to trust us. Smile and call the other party by name as you greet them. Furthermore, deciding how much time to wait until you get down to business depends on the other party's style. Let the other party make the first offer.

This usually gives you the advantage because you can also close the agreement if the other party offers you more than your target objectives. So, therefore, you will be able to understand the actual situation.

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### **Negotiation Process - Negotiations**

**Step 3. Listen and ask questions to focus on meeting the other party's needs.**

Create an opportunity for the other party to disclose reservations and objections. When you speak, you give out information, but when you ask questions and listen, you receive information that will help you overcome the other party's objections.

**Step 4. Don't be too quick to give in, and ask for something in return.** Those who ask for more get more. Be persistent, don't just give up. If our competitive advantage is service, and during negotiation we quickly give in for a lower price, we lose all the value in a minute. We want to satisfy the other party without giving up too much during the negotiation. Remember not to go below your minimum objective. If it is realistic, be prepared to walk away.



Listen and ask questions to focus on meeting the other party's needs. Create an opportunity for the other party to disclose the reservations and objections. When you speak, you give out information. Nevertheless, when you ask questions and listen, you receive information that will help you overcome the other party's objection is there. Moreover, therefore, in that case, you will be able to receive the information you want from the other party's objections.

Do not be too quick to give in and ask for something in return. So, those who ask for more get more. Be persistent, do not just give up. So therefore, sometimes, what we offer and the person is not ready, so they close the negotiation. Do not make haste in closing the negotiation. If our competitive advantage is service, and during negotiation, we quickly give in for a lower price, we lose all the value in a minute.

We want to satisfy the other party without giving up too much during the negotiation. Remember not to go below your minimum objective. If it is realistic, be prepared and walk away. So therefore, in that case, we will have that particular situation where we either can go for negotiation or walk away from the negotiation.

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## Negotiation Process - Postponement

Take your time. When there doesn't seem to be any progress, it may be wise to postpone the negotiations.

**The Other Party Is Postponing, and You May Create Urgency** The other party says, "I'll get back to you." When we are not getting what we want, we may try to create urgency. For example, "I have another job offer pending; when will you let me know if you want to offer me the job?"

But what if urgency does not apply—or does not work—and the other party says, "I'll think about it?" You might say, "That's a good idea." Then at least review the major features the other party liked about our proposed deal and ask if it meets their needs.



Take your time. When there seems to be no progress, it may be wise to postpone the negotiations. The other party is postponing, and you must create urgency. So, I will get back to you when we are not getting what we want, and we may try to create urgency. I have another job offer pending; when will you let me know if you want to offer me the job? Nevertheless, if urgency does not apply or does not work, and the other party says, I will think about it.

You might say that is a good idea. Then, at least review the significant features the other party liked about our proposal deal and ask if it meets their needs.

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## Negotiation Process - Postponement

**You Want to Postpone, and the Other Party May Create Urgency** Don't be hurried by others, and don't hurry yourself. If we are not satisfied with the deal, or want to shop around, tell the other party you want to think about it.

You may also need to check with your manager or someone else, which simply may be for advice, before you can finalize the deal. If the other party is creating urgency, be sure it really is urgent.

In many cases, we can get the same deal at a later date; don't be pressured into making a deal you are not satisfied with or may regret later. If we do want to postpone, give the other party a specific time that we will get back to them



The second situation is that you want to postpone, and the other party may create urgency. So, do not be hurried by others. Furthermore, do not hurry. Tell the other party you want to

think about it if you are unsatisfied with the deal or want to shop around. You may also need to check with your manager or someone else simply for advice before finalizing the deal. If the other party is creating urgency, be sure it is urgent.

In many cases, we can get the same deal later. Furthermore, therefore, do not be pressured to make a deal you are not satisfied with. So, do not make haste. Furthermore, therefore, before finalizing the deal, it is the always see that is the, what is urgent and what can be done. Do not regret it. So therefore, if you are making any deal in the urgency, you may regret it later.

If we do not want to postpone, give the other parties a specific time to get back to them. So, therefore, in that case, if you cannot wait and you are having already the demand for your product, then you can say that is okay. Either you decide by this particular date; otherwise, say bye.

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### **Negotiation Process – Agreement / No Agreement**

**Agreement** Once the agreement has been made, restate it and/or put it in writing when appropriate. It is common to follow up an agreement with a letter of thanks, restating the agreement to ensure the other parties have not changed their mind about what they agreed to.

**No Agreement** Our goal is to come to an agreement, but rejection, refusal, and failure happen to us all, even the superstars. The difference between the also-rans and the superstars lies in how they respond to the failure.

The successful people keep trying, learn from their mistakes, and continue to work hard; failures usually don't persevere. When there is no agreement, analyze the situation and try to determine what went wrong to improve in the future.



In the situation when there is an agreement or no agreement. Once the agreement has been made, restate it and put it in writing when appropriate. It is common to follow up an agreement with a letter of thanks, restating the agreement to ensure the other parties have not changed their minds about what they agreed to. So, you are reminded—actually, thanks for the following agreement.

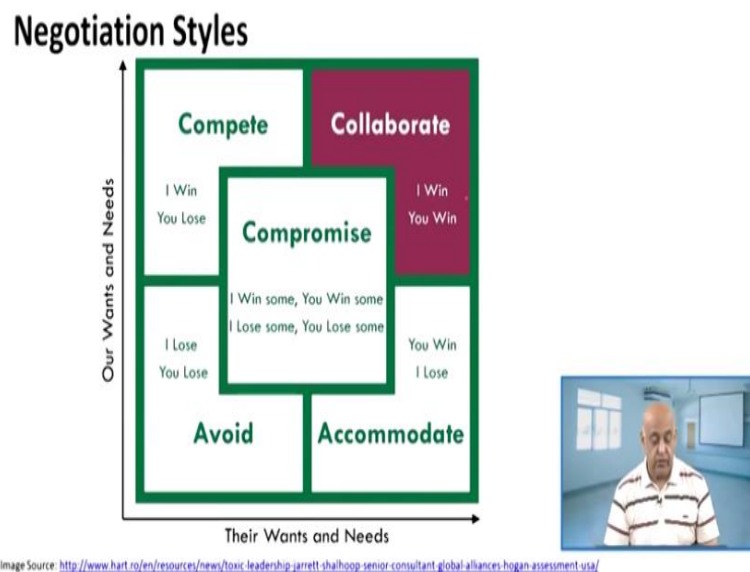
So therefore, in that agreement, they should not be confused. Many times, what happens? After some break, when you are going for the agreement, the people say no no that time it

was decided not this decided. So, therefore, it is always better to have a copy of that. Furthermore, if you do not have the copy, please keep in mind what they have agreed to.

No agreement; our goal is to agree. Nevertheless, rejection, refusal or failure happen to us all, even the superstars. The difference between the also-rans and the superstars lies in how they respond to the failure. Successful people keep trying. Learn from their mistakes and continue to work hard. Failures usually do not persevere. When there is no agreement, analyze the situation.

Try to determine what went wrong to improve in the future? So therefore, in that case, this time, we could not negotiate, but we would like to negotiate in the future.

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So, this is a beautiful figure which will make (( )) (23:10) easy to understand. Their wants and needs and our wants and needs are there. So, I lose, you lose. So, avoid is there. You win; I lose. So, accommodate is there. So, I win, you lose. Compete is there. I win, you win. Collaborate is there. Moreover, when they win some, you win some, I lose some, you lose some. So, compromise is there.

So, avoid; accommodation, competition, collaboration and compromise that can be used in the negotiation styles.

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## Negotiation Styles (Cont.)

- **Avoidance (I Lose – You Lose)**

It involves indifference to the concerns of both parties. It reflects a withdrawal from or neglect of any party's interests.

This style is most often referred to as “passive aggressive”. We habitually use this style when we really dislike conflict. Rather than talk directly to others about the issue, we may instead try to take revenge without others knowing.

The avoid style can be a typical reaction to high compete negotiations.

**When to use:** When the value of investing time to resolve the conflict outweighs the benefit, or if the issue under negotiation is trivial to both parties.



It reflects a withdrawal from or neglect of any party's interests. So therefore, both parties are in the mode of losing. So, most often referred to as passive-aggressiveness, we habitually use this style when we dislike conflict. Rather than talk directly to others about the issues, we may try to take revenge without others knowing it is there. Avoid style can be a typical reaction to high competition negotiations.

When to use, when the value of investing time to resolve the conflict outweighs the benefit, or if the issue under negotiation is trivial to both the parties is there. And then, in that case, there will be the negotiation style will be there.

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## Negotiation Styles (Cont.)

- **Competition(I Win – You Lose)**

It reflects a desire to achieve one's own ends at the expense of someone else. This is domination, also known as a win-lose orientation.

Competitive style negotiations tend to pursue our own needs. This is true even when the result is that others may suffer. These negotiations tend to be narrowly focused on short-term gains. This kind of negotiation often uses whatever power and tactics we have, including personality, position, economic threats, brand strength or size, and market share.

**When to use:** When we need to act or get results quickly. This negotiation style can be useful when we buy or sell something as a one-off.



It reflects a desire to achieve one's ends at someone else's expense. Moreover, this is the competition is there. Moreover, I win. You lose. This approach is there. So, win-lose orientation is there. Competitive style negotiations tend to pursue our own needs.

Moreover, this is in truth even when the result is that others may suffer. So therefore, in that case, I am not bothered about others. I am concerned with my achievement of the goal. So, I win.

This kind of negotiation often uses whatever power and tactics we have, including the personality, position, economic status, brand strength or size and market share. Then, definitely, in that case, because the, I am on the upper hand side, so, therefore, in that case, I will because of my personality or my position or my economic threats economic strength and others economic threats are there.

So therefore, in that case, I win, and your lose attitude may be there. When we need to act or get results quickly, this negotiation style can be helpful when we buy or sell something as a one-off is there.

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## Negotiation Styles

- **Accommodation (I Lose – You Win)**

It reflects a mirror image of competition—entirely giving in to someone else's concerns without making any effort to achieve one's own ends. This is a **tactic** of appeasement.

For accommodating style negotiations, the relationship is everything. Accommodating profiles win people over and give people what they want.

**When to use:** When we or our company are at fault, repairing the relationship is critical. We can also take this approach when we have nothing else that would benefit the other side, i.e. a gift to rebuild bridges.



The third one is that I lose; you win. Very interesting, it reflects a mirror image of the competition. It is entirely giving into someone else concerns without making any effort to achieve one's ends. Moreover, this tactic of appeasement is there. For accommodating style negotiations, the relationship is everything. Accommodating profiles win people over and give people what they want. When to use them, I lose; you win?

When we, our company, are at fault, repairing the relationship is critical. We can also take this approach when we have nothing else that would have benefited the other party. It is a gift to rebuild bridges that are there. So, in that case, we can use this negotiation style in this situation.

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## Negotiation Styles

- **Compromise (Sharing) (I Lose / Win Some – You Lose / Win Some)**

It is an approach that represents a compromise between domination and appeasement. Both parties give up something, yet both parties get something. Both parties are moderately, but incompletely, satisfied.

Compromising often involves one or both settling for less than we want or need. This can result in an end position of roughly halfway between both sides' opening positions.

**When to use:** When we are pushed for time and we are dealing with someone who we trust. It also needs to be clear that it would not be in the other side's interest for them to "win" a cheap victory. Both sides win and lose. Make sure we win the right things and lose the right things.



I lose and win some, and you lose and win some. So, it is an approach that represents a compromise between the domination and the appeasement is there. Both parties give up something. It, both parties get something. Moreover, both parties are moderately but incompletely satisfied. So therefore, in that case, compromise often involves one or both settings for less than we want to need.

This can result in an end position roughly halfway between both sides opening the positions there. Moreover, when with this approach be used? When we are pushed for time and dealing with someone, we trust. It also needs to be clear that it would not be in the other side's interest for them to win a cheap victory. Both sides win and lose. Make sure we win the right things and lose the right things are there.

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## Negotiation Styles

- **Collaboration (I Win – You Win)**

It reflects an effort to fully satisfy both parties. This is a problem-solving approach that requires the integration of each party's concerns.

We often confuse Win/Win or collaboration, with compromise. However, these two styles are distinct from each other. Win/Win is about making sure both sides have needs or goals met while creating as much mutual value as time and resources allow.

**When to use:** Under most circumstances. Collaboration and partnership are the primary styles we should use for most goals in business-to-business negotiations.



Moreover, finally, I win, you win. It reflects an effort to satisfy both parties fully. This is a strategy which is the more sustainable strategy is there. This is a problem-solving approach that requires the integration of each party's concerns. We often confuse win-win or collaboration with compromise. However, these two styles are distinct from each other. Win-win is about ensuring both sides have needs or goals met while creating as much mutual value as time and resources.

When to use it? Collaboration and partnerships are the primary styles we should use for the most goals in business to business negotiations.

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## Negotiation Tips for Leaders

(Fisher, Uri & Patton, 2011) offer the following tips for negotiating for leaders

- **Prepare Well for the Negotiation**

To successfully resolve conflicts, leaders may need to spend considerable time in preparation for the negotiation. Leaders should anticipate each side's key concerns and issues, attitudes, possible negotiating strategies, and goals.

- **Separate the People from the Problem**

Negotiations involve substantive issues and relationships between negotiators, it is easy for these parts to become entangled. When that happens, leader may inadvertently treat the followers and the problem as though they were the same. Leaders can do several things to separate the people from the problem.



So, they are, there are specific tips for leaders. Prepare well for the negotiation. That is your plan. So, resolve the conflict. A leader may need to spend considerable time in preparation for the negotiation.

Furthermore, the leaders should anticipate each side's key concerns, both sides. Do you know what their expectation is? What would they be like to gain? What will they be ready to lose? Attitudes, possible negotiation strategies, and goals are there.

Separate the people from the problem. Invariably that is to be done. Negotiations involve substantive issues and relationships between the negotiators. So, it is easy for these parts to become entangled. When that happens, leaders may inadvertently treat the followers and the problems as though they were the same, which is not to be (( )) (28:36). Separate the leader people from the problems are there. Leaders can do several things to separate the people from the problem.

**(Refer Slide Time: 28:43)**

### Negotiation Tips for Leaders (Cont.)

- **Focus on Interests, Not Positions**

In negotiating, it is much more constructive to satisfy interests than to fight over positions. Furthermore, it is important to focus both on your follower's interests (not position) and on your own (leader's) interests (not position).

**E.g.** Say Ram has had the same reserved seats to the local symphony every season for several years, but he was just notified that he will no longer get his usual tickets. Feeling irritated, he goes to the ticket office to complain.

- One approach he could take would be to demand the same seats he has always had; this would be his position.
- A different approach would be to find alternative seats that are just as satisfactory as his old seats were; this would be his interest.



Focus on the interest and not the positions; more constructive to satisfy interest than to fight over the positions. Furthermore, it is essential to focus both on your follower's interests and your interest and not like this. That is, we are focusing only on self-interest. Say Ram is at the same reserved seats to the local symphony every season for several years. However, he was just notified that he would no longer get his regular tickets.

Feeling irritated, he goes to the ticket office to complain. He could take one approach to demand the same seats he has always had. This would be in his position. A different approach

would be to find alternative seats that are just as satisfactory as his old seats were. This would be his interest is there.

**(Refer to Slide Time: 29:30)**

### Negotiation Tips for Leaders (Cont.)

- **All Parties Should Believe They Got a Good Deal**

Negotiation is often a zero-sum game in which one party's gain is the other party's loss. For example, every dollar less that you pay for a car is your gain and the seller's loss. But it doesn't have to be an "I win and you lose" negotiation.

Leader should not take advantage of others, it's about building relationships and helping each other get what we want.

To get what we want, we have to sell our ideas and convince the followers to give us what we want. However, negotiation should be viewed by all parties as an opportunity for everyone to win. When possible, make the pie larger rather than fight over how to split it.



They got a good deal. So therefore, this belief is required, so, often a zero-sum game in which the one party's gain is the other party's loss. For example, every dollar less you pay for a car is your gain and the seller's loss. However, it does not have to be an I win, and you lose the negotiation. Leaders should not take advantage of others. It is about building relationships and helping each other get what we want.

Because once you can get this particular strategy successful. However, it will be a short term strategy. It will not be a long term strategy. To get what we want, we have to sell our ideas and convince our followers to give us what we want. However, negotiation should be viewed by all the parties as an opportunity for everyone to win. Moreover, when possible, make the pie larger than the fight over how to split it.

**(Refer to Slide Time: 30:19)**

## Negotiation Tips for Leaders (Cont.)

- **Focus on the obstacle, not the person**

It means never to attack the follower's personality or put follower down with negative statements like "You are being unfair to ask for such a price cut." If we do so, the follower will become defensive, we may end up arguing, and it will be harder to reach an agreement.



Image Source: <https://www.pngfind.com/m/png/xxl/xxl/the-art-of-negotiation-negotiation.png-transparent.png/>

Focus on the obstacle and not the person. As I mentioned, that is always understood. It is what the issue is there. Concern with the issue so that the negotiator if we he is having that follower is becoming defensive, we may end up arguing. Moreover, it will be harder to reach an agreement is there. So, therefore, do not be argumentative in this negotiation rather than focus on the issues rather than the person is concerned.

**(Refer Slide Time: 30:48)**

### Research Paper

## A proposed model for effective negotiation skill development

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### Purpose

The purpose of this paper is to develop an initial model from an intra-organizational perspective to outline the factors that contribute to the development of negotiation skills and behaviors by employees.



These are the research papers' models for effective negotiation skill development. This paper is to develop an initial model from an intra-organizational perspective, developing negotiation skills and behaviour.

**(Refer to Slide Time: 31:02)**

## Research Paper

### Design/methodology/approach

This conceptual paper relies on prior research and existing theory to focus on the types of developmental and learning experiences and processes that lead to the acquisition of three specific types of key negotiation skills and behaviors.

### Findings

Distributive, integrative, and adaptable negotiation skills are developed most effectively via different learning and development activities, respectively.

Additionally, unique individual difference and situational variables could contribute to particular negotiation behaviors, either directly or via an interaction with developmental experiences.



There is this design and methodology approach, and the findings are there. These are the original values and practical implications.

**(Refer to Slide Time: 31:11)**

## Case Study : Indian Labor Unions

- Indian labor union have seen a dramatic decline in memberships in the private sector. In India the unionization rate is low at 5 percent of the total workforce. This is due to the fact that 95 percent of people are employed in rural and informal sectors.
- Most unions are found in government-related sectors and in large enterprises. The situation is very different in the public sector, however, where 40 percent of government employees are unionized. These numbers are the results of very different trends.
- Research suggests two core reasons why public sector unions have grown.
  1. Changes in state and national labor laws
  2. Private Sector Jobs



Case Source: (Robbins, Judge & Vohra, 2016)



This is the case study. Indian labour unions are there. Moreover, therefore, changes in state and the national labour laws and private sector jobs are there.

**(Refer to Slide Time: 31:20)**

## Case Study : Indian Labor Unions

- Labour Union Negotiations has their own plus and mines
- **On the positive side**, by negotiating as a collective, unionized workers are able to earn, on average, roughly 15 percent more than their nonunion counterparts. Unions also can protect the rights of workers against capricious actions by employers. Consider the following **Example**:

*Lavanya criticized the work of four or five of her co-workers. They were not amused and posted angry message on a Facebook page. Lavanya complained to her supervisor that the postings violated the employer's "zero tolerance policy against bullying and harassment". The employer investigated and agreeing that its policy had been violated, fired the five.*



Case Source: (Robbins, Judge & Vohra, 2016)



So therefore, in that case, always labour union negotiation has its plus and minuses . On the positive side, negotiating is a collective unionized worker can earn, on average, roughly 15 % more than their non-union counterparts are there . So, therefore, always, if there is a union, then there will be more gain will be there.

**(Refer to Slide Time: 31:39)**

## Case Study : Indian Labor Unions

- Most of us would probably prefer not to be fired for Facebook posts. This is a protection unions can provide.
- **On the Negative side**, public-sector unions at times have been able to negotiate employment arrangement that are hard to sustain. The nexus of politics and unions has been detrimental to both workers and enterprises.
- It is often extremely difficult to fire a member of a public-sector union, even if performance is exceptionally poor. Consider other **Example**:

*Nandu shah, 46, a sports teacher in a government school in Gujarat, was pulled from the classroom for repeated sexual harassment of female students. There is an ongoing case against him. He has been suspended but continues to draw his suspension salary.*



Case Source: (Robbins, Judge & Vohra, 2016)



At times, public-sector unions have been able to negotiate employment arrangements that are hard to sustain. Moreover, in that case, the public union state unions often face the problem in the completion of the negotiation.

**(Refer to Slide Time: 31:53)**

## Case Study : Indian Labor Unions

- Such protections exist for teachers in nearly every state, protecting even those who are involved in wrongdoing or who are not teaching effectively. Teachers are not alone. There are such safeguards for all union jobs
- Reasonable people can disagree about the pros and cons of unions and whether they help or hinder an organization's ability to be successful. There isn't any dispute, however, that they often figure prominently in the study of workplace conflict and negotiations strategies.



Image Source: <https://www.download.cipart.net/browse/76488/about-union-png-transparent-picture-cipart>

Case Source: (Robbins, Judge & Vohra, 2016)



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## Case Study (Cont.)

### Questions

- Q1) Labor management negotiations might be characterized as more distributive than integrative. Do you agree ? What do you think about this case?
- Q2) If unions have negotiated unreasonable agreements, what responsibility does management or the administration bear for agreeing to these terms? Why do you think they do agree?
- Q3) If you were advising union and management representatives about how to negotiate an agreement, drawing from the concepts of negotiation, what would you tell them?



These are the questions in this particular case study.

(Refer to Slide Time: 31:58)

## Book Recommendation

### Negotiation in the Leadership Zone

**Authors:** Ken Sylvester  
**Publisher:** Academic Press;  
 (September 2015)  
**Language:** English  
**Paperback:** 248 Pages  
**ISBN-10:** 0128003405






Image Source: [https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm\\_pap\\_swatch\\_0?encoding=UTF8&qid=8sr](https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm_pap_swatch_0?encoding=UTF8&qid=8sr)

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This is negotiating in the leadership zone. So, this is the book which is recommended.  
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## Book Recommendation

- Book expertly addresses the question: **How do leaders become better negotiators?**
- This book successfully brings negotiation and leadership together for the first time, building separate insights about them into practical, applied lessons and tools that can be used immediately.
- Book has unique cases, examples, and insights for high-stakes and routine negotiations alike.
- The author's use of 50+ years of experience to convey the fundamental logic and strategies underlying negotiations






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**(Refer Slide Time: 32:07)**



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Furthermore, it helps you understand how to be a good negotiator. This is all about negotiation and leadership. Thank you.