

Observations on Negotiating

(following Monday evening's exercise)

Geoff Lester
Federation of Clinical Scientists

Conflict

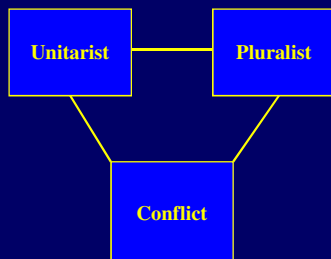
"The workers, united, will never be defeated"

Premises:

- Protecting self interest against all others is the natural way of things.
- Marxist view of the workers' struggle.
- If it is worth having it has to be fought for.

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Views of the Industrial Relations World Axioms



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Pluralism

Donovan Report

"Beer and sandwiches at Number 10"

Premises:

- All have their own point of view, each as valid as the rest.
- Conflict is natural and constructive
- Seek the best outcome that meets most needs

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Unitarism

"Where there is discord let there be harmony"
(Who said it?)

Premises:

- There is one common purpose and all must pursue it in the interests of all.
- Conflict is pathological activity of deviants or ignorance and needs to be eradicated.

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Pluralism

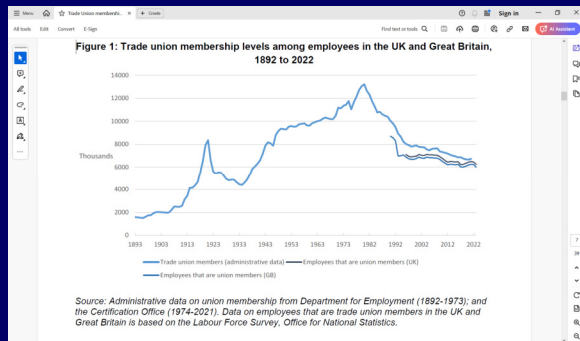
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- All have their own point of view, each as valid as the rest.
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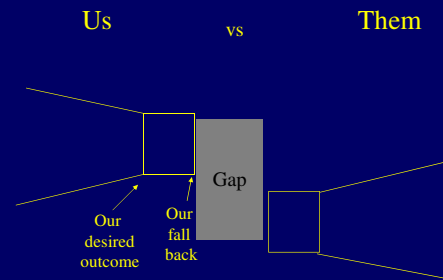
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UK TU Membership historical



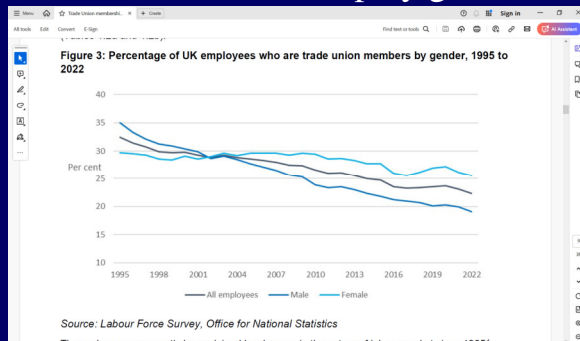
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Classical Negotiation Model Positional Bargaining – Walton & McKersie



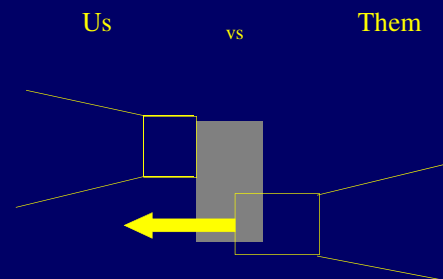
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UK TU Membership by gender



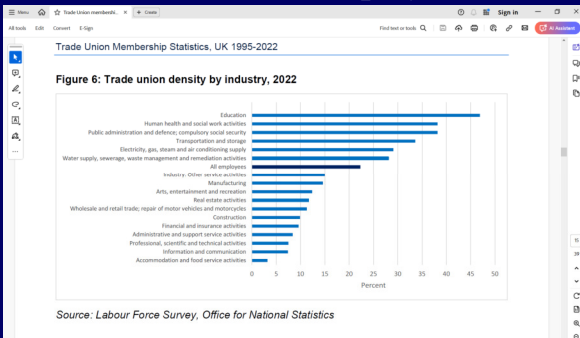
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Classical Negotiation Model



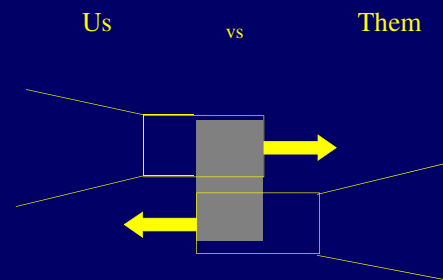
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UK TU Membership by sector



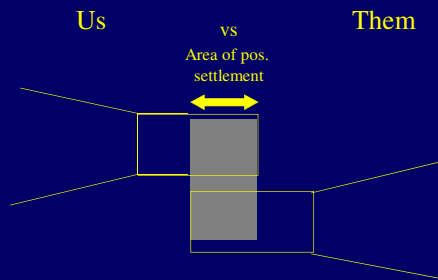
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Classical Negotiation Model



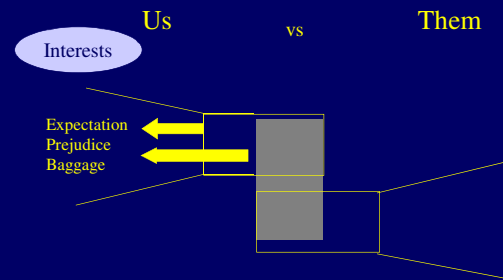
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Classical Negotiation Model



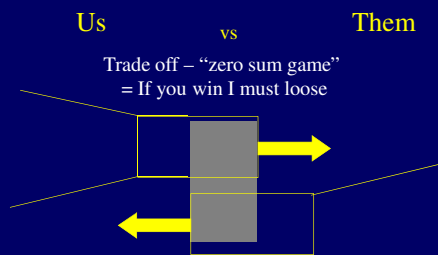
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Classical Negotiation Model



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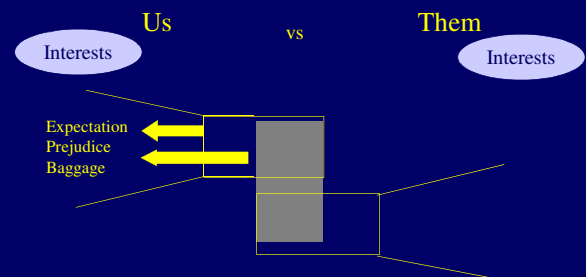
Classical Negotiation Model



The bargain depends on the value we each put on the wins & losses

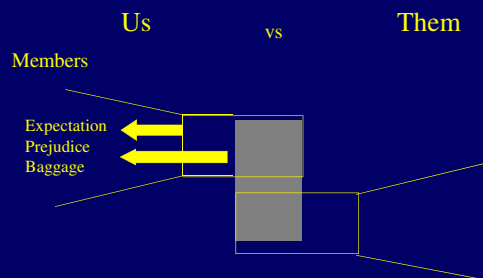
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Classical Negotiation Model



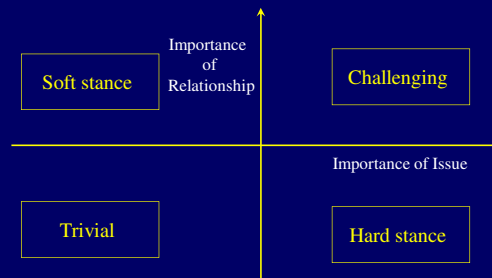
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Classical Negotiation Model



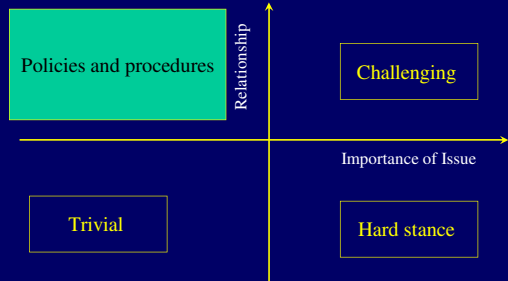
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How should you play the game?



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How should you play the game?



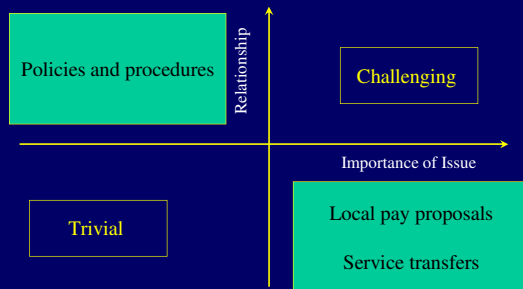
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Type of issues

- “Tame problems” - Amenable to negotiation (weak), designed solutions
- “Wicked problems” - Amenable to partnership solutions, emergent innovation
- “Mess” - No real solutions. Influence the ideology (The powerful long-game)

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How should you play the game?



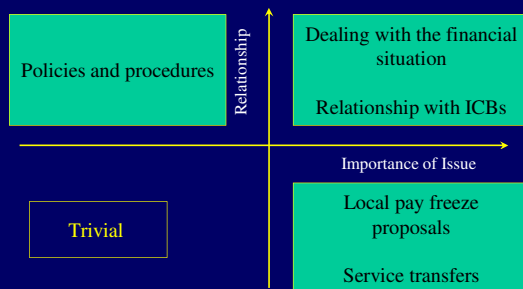
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Power balance - How should you play the game?

SOFT	HARD	
Participants are Friends	Adversaries	
Aim to agree	Aim to win	
Concessions to foster relationship	Demand concessions to keep relationship	
Trust	Distrust	

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How should you play the game?



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How should you play the game?

Make offers	Make threats	
Yield to pressure	Apply pressure	
Search for the single answer – the one <i>they</i> will accept	Search for the single answer – the one <i>you</i> will accept	
Insist on agreement	Insist on your position	

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Harvard Negotiation Project

Roger FISHER & William URY “Getting to **YES**”
“Principled Negotiation”

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Harvard Negotiation Project

Roger FISHER & William URY “Getting to **YES**”

Change the game:

- Separate the people from the problem
- Soft on the people, hard on the problem
- Focus on interests not positions

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Harvard Negotiation Project

Roger FISHER & William URY “Getting to **YES**”

Change the game:

- Separate the people from the problem

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Harvard Negotiation Project

Roger FISHER & William URY “Getting to **YES**”

Change the game:

- Separate the people from the problem
- Soft on the people, hard on the problem
- Focus on interests not positions
- Invent options for mutual gain: win-win

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Harvard Negotiation Project

Roger FISHER & William URY “Getting to **YES**”

Change the game:

- Separate the people from the problem
- Soft on the people, hard on the problem

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How should you play the game?

SOFT	HARD	PRINCIPLED
Participants are Friends	Adversaries	Participants are problem solvers
Aim to agree	Aim to win	A wise outcome
Concessions to foster relationship	Demand concessions to keep relationship	Separate the people from the problem
Trust	Distrust	Independent of trust

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How should you play the game?

Make offers	Make threats	Explore Interests
Yield to pressure	Apply pressure	Reason – yield to principle not pressure. Evidence
Search for the single answer – the one <i>they</i> will accept	Search for the single answer – the one <i>you</i> will accept	Develop multiple options to choose from.
Insist on agreement	Insist on your position	Insist on objective criteria

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Other useful reads (from Behavioural Economics)

- Thinking Fast & Slow – Daniel Kahneman
- Nudge – Thaler & Sunstein
- Influence, The Psychology of Persuasion – Robert Cialdini
- The Art of logic – Eugenia Cheng

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And finally....

The key is **COMMUNICATION**

- Try to understand how both sides perceive things. Find the *Interests* not *Positions*
- Leave no room for mis-understanding – reiterate, review, repeat
- Speak for yourself not what is wrong with them

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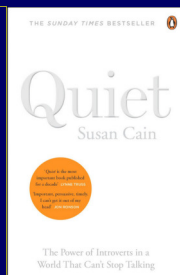
So what happened on Monday?

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Susan Cain: “Quiet”

See also TED Talk:

https://www.ted.com/talks/susan_cain_the_power_of_introverts



- Power of quiet, rational, intelligent argument – logic and emotion
- But pressured managers often feel they do not have the time
- Try presenting the problem **AND** your solution

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