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Host: Today we're talking with Kristine Kinsella, an expert on negotiation. Welcome, Ms. Kinsella.

Negotiations expert Kristine Kinsella Thank you.

Host: Now, we know that you have participated in many business and government negotiations.

Kinsella Yes, that's right.

Host: Well, how do you define "negotiation"?

Kinsella To put it simply, negotiation is a discussion between two parties—people, or organizations, or countries. And the two parties are trying to reach an agreement.

Host: OK.

Kinsella And the goal of a discussion is to reach an agreement that both people accept, and that works for both people.

Host: So we use negotiation all the time, not just in business or government.

Kinsella That's right. For example, in our personal lives. Imagine that a couple is planning a vacation. The husband wants to go to the mountains, but the wife wants to go to the ocean.

Host: So they negotiate?

Kinsella Yes. They need to reach an agreement on where to go for vacation. So how do they decide?

Host: Well, if they choose the mountains, the woman is unhappy. And if they choose the ocean, the man is unhappy. Either way, one of them is unhappy.

Kinsella Well, not exactly. They can negotiate so that both are happy with the outcome. Maybe they can go to the mountains for half the vacation, and the ocean for the other half. Or maybe they go to a place that has both mountains and a beach. Like the Big Island, in Hawaii. Or maybe they go to the mountains this year—and the ocean next year.

Host: Oh, I see. You make it sound so simple ...

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Speaker: Now, it's common for people to have strong emotions during a negotiation, but it's important not to let your feelings hurt the negotiation process. Fortunately, there are a few things you can do to deal with feelings in a negotiation. One thing you can do is to tell each other how you feel. Maybe you're feeling nervous, or even angry about something. The second thing is to listen. Don't talk or argue, just listen. Finally, show some understanding. For example, you may want to say you're sorry, or just say that you understand how they feel. ...

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Professor David Reed: E01 Good morning, everybody. Today I want to talk about negotiation. First, I'd like to talk about why negotiation is so important for business. And then we'll talk about different approaches to negotiation. After that, we'll talk about some techniques for negotiating successfully. **E02** So, why are negotiation skills so important? Every time you need to resolve a problem or reach an agreement with other people, you need to be able to negotiate. We need to negotiate every day with our coworkers, our boss, and people from other businesses. Right? So negotiating is a skill that you will use often as a professional. And knowing how to negotiate well will help ensure your success in business. **(COACHING TIP 1) E03** The problem is that many people are not very good negotiators. That's because many people perceive only two approaches to negotiation: the hard approach and the soft approach. If you are a hard negotiator, you are concerned with "winning"—with reaching the decision that is best for you. You are not very concerned about the other person or your relationship with that person. Hard negotiators will concentrate on, on getting the decision they want. They won't stop until the other person agrees. In the end, hard negotiators may get what they want. But they may, they may hurt their relationship with the other person, and that person may not want to work with them in the future. **E04** So in contrast, soft negotiators are more concerned with avoiding conflict, avoiding disagreement. They give in quickly because they don't want to have conflict with the other person. **(COACHING TIP 2)** This approach to negotiation isn't good because soft negotiators often agree to decisions that are bad for them or bad for their business. Subsequently, they might be unhappy or disappointed because they believe they've "lost" the negotiation. **E05** So, instead of a hard or a soft approach, successful negotiators like myself take a "win-win" approach, where there isn't a winner or a loser. In the "win-win" approach, negotiators try to confer on a decision—to agree on something that benefits both sides involved. They also try to keep a good working relationship with each other, so they can continue to work together in the future. **E06** So, how do you suppose they can do this? How can you negotiate a solution that is a "win-win" for both people? **(COACHING TIP 3)** Well, there are two important techniques that will help you to do this. The first technique is to listen and to understand—to listen and to understand each other's side of the problem. The second technique is to work together to reach a solution—a solution that is good for both people. **E07** Let's look at an example. Imagine you

work for a company that makes clothing. To make your clothing, you need to buy fabric from another company. Now let's say you like to buy fabric from Joe because his company makes good fabric and they sell it at a fair price. But, recently you've had a problem. The problem is that Joe's company has been late sending you the fabric that you need. This is causing you problems because then your company can't make your clothing on time. **E08** So, what should you do? **(COACHING TIP 4)** The first thing you need to do is to make sure you understand each other's side of the problem. To do that, you need to listen carefully to each other. So first, you should listen carefully to Joe's side of the problem. Joe might say, "Oh, we're having problems with output because the machines at my company are so old" and so on. Don't interrupt him or talk about your side of the problem. Instead, just listen and make sure you understand him. After you have heard and understood the other person, you should explain your circumstances. When you do, don't blame the other person for the problem. If you blame the person, they may get angry and may not want to talk to you anymore. One way to avoid blaming someone is to use "I" statements. That means you start sentences with the word *I* instead of *you*. So don't say to Joe: "You are causing us problems!" That might make Joe angry. Instead you could say, "I am worried because the fabric is late, and we can't make our clothing." This way, you are explaining how you feel, and how the problem affects you. **E09** Now that you've both listened and explained your sides of the problem, you are ready to find a solution together. This step can be difficult because each person may want a different solution. But, instead of arguing for your solution, you should talk about all the possible solutions and then agree on one that is good for both of you. For example, both you and Joe might agree that you will buy some fabric from another company now, and some fabric from Joe's company later. In this solution, you both win because you get the fabric you need now, and Joe can continue to sell you fabric in the future. **E10** So as you can see, if both people in a negotiation try to understand each other and work together, then both of them can "win" and feel happy with the solution.

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Manny: There's a lot of different ways to run a business.

Mia: Well, do you guys agree that the "win-win" approach is best? As compared to the soft or hard approach?

Hannah: Well, yeah, I mean, I think it's important that people listen to each other. They have to try to understand each other. It seems like common sense to me.

Manny: Actually, I can't say that I agree with that.

Hannah: Really?

Mia: Really?

Hannah: No?

Manny: No, I mean, we're talking about business. The goal's to make money. To do that, you have to think about yourself.

Hannah: So you like the hard approach?

Manny: Yeah, I guess.

Mia: But if you only think about yourself, no one else will want to work with you. You can't make money alone.

River: But, actually, not everyone you negotiate with is going to take a "win-win" approach. There are a lot of "hard" business people in the world.

Mia: Still, I think you should just keep listening, and don't give in. Keep trying to find other solutions. Eventually, the other person'll agree, if they really want to work with you.

Manny: That seems a little "soft" to me.

Mia: Oh ...