

Negotiating Big!

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Is negotiation a technical skill or a soft skill?



Objectives



**NEGOTIATION AS TECHNICAL
SKILL**

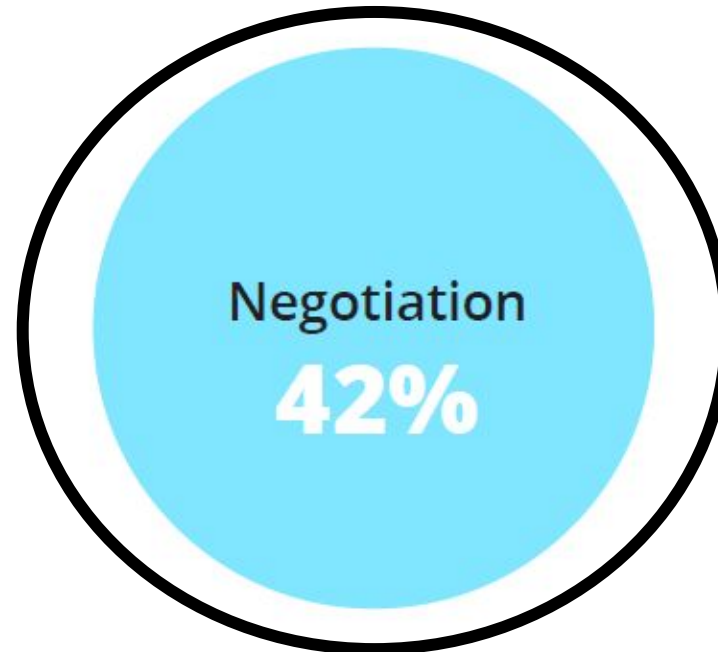


NEGOTIATION AS SOFT SKILL



Importance of Negotiation as a Key Skill

Top three most important skills (all job levels)

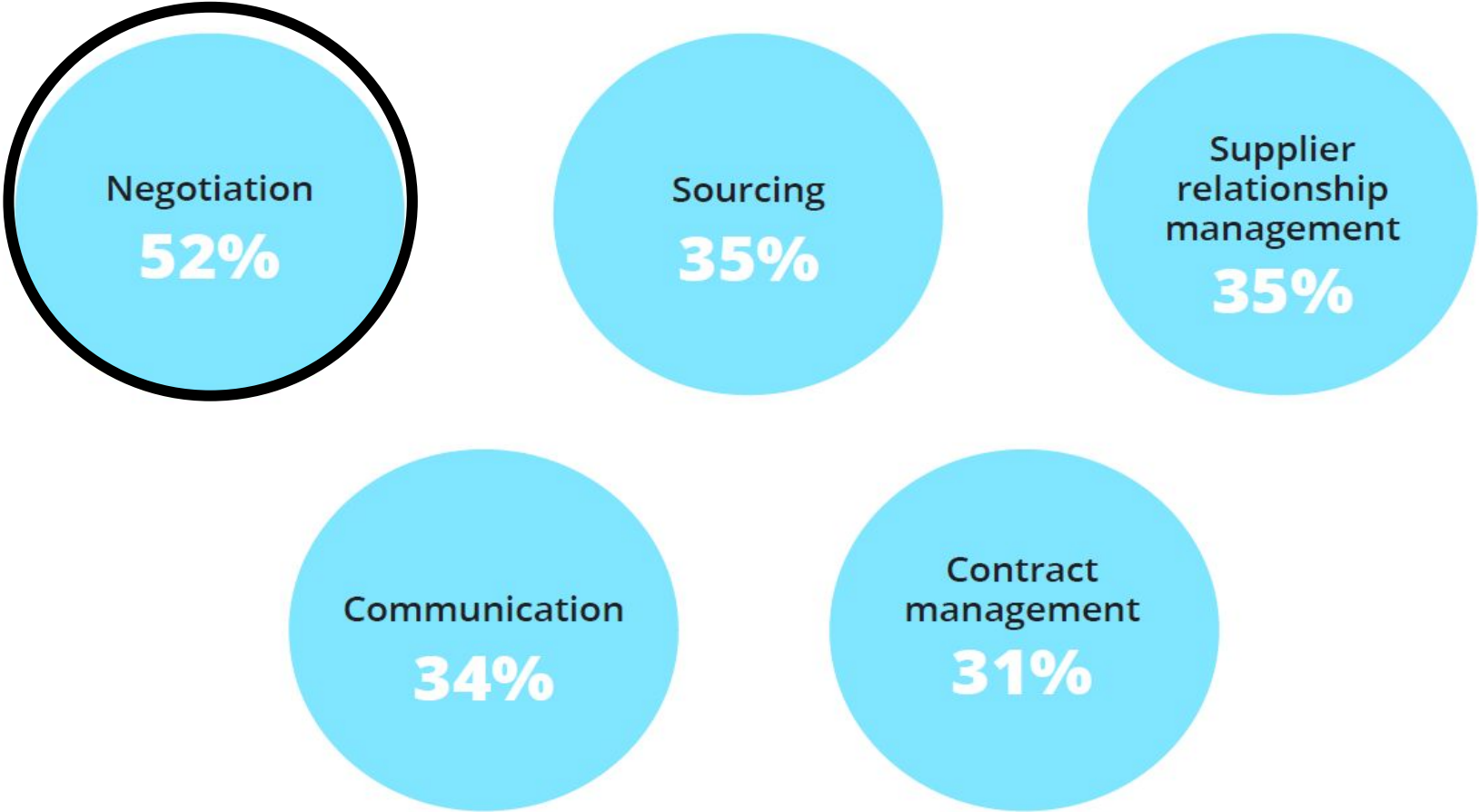


Source: cips.org/salaryguide



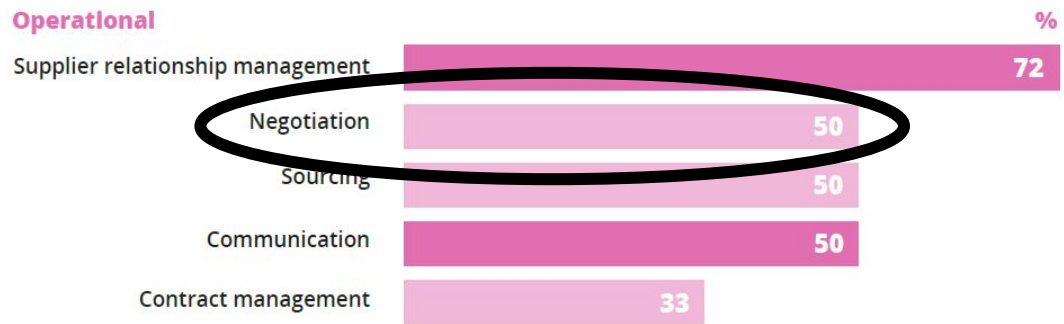
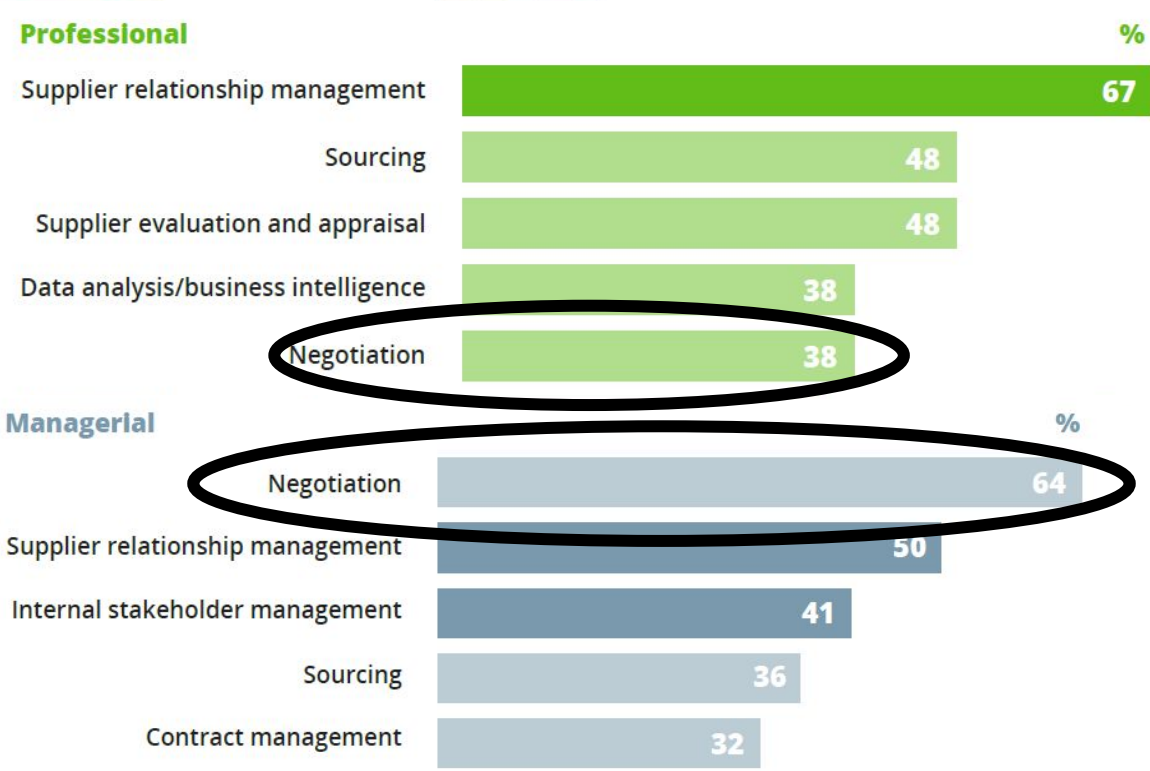
Importance of Negotiation as a Key Skill

Top five skills in demand when recruiting



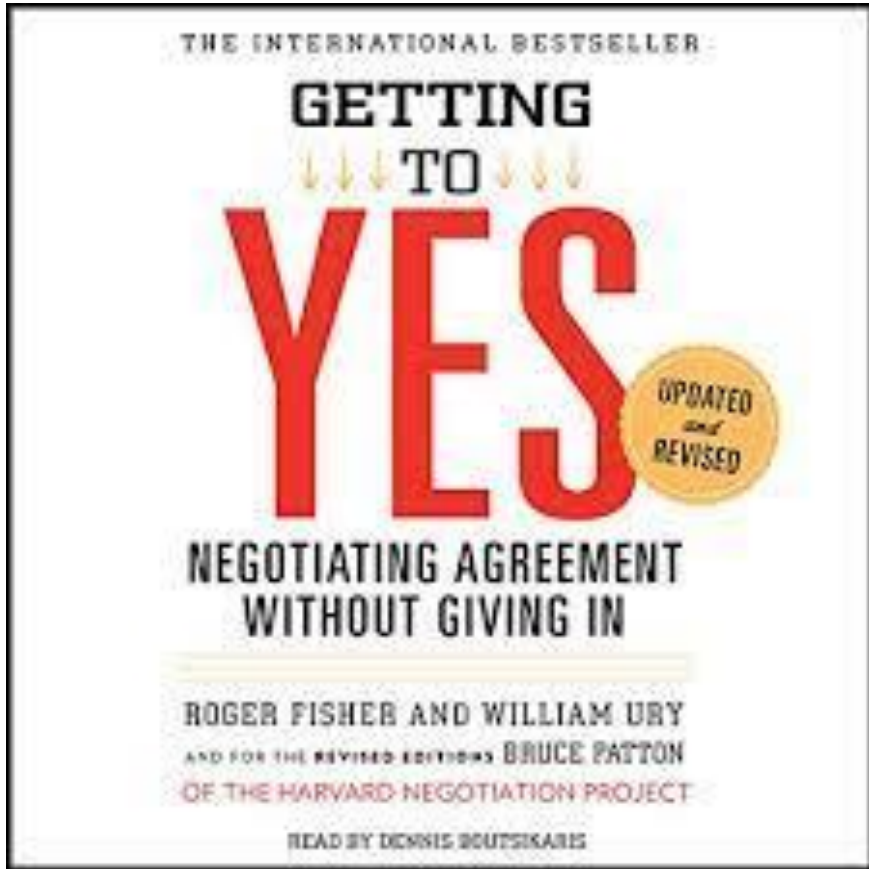
Importance of Negotiation as a Key Skill

Top five most important skills by job level



Source: cips.org/salaryguide





Negotiation Isn't Just for Lawyers!



“One recurring barrier to successful contracting is the exaggerated and largely unnecessary separation between the business goals that clients seek to achieve and the legal methods by which contractual relationships are created and managed.”

-Professor Thomas D. Barton, California Western School of Law



Meaningful and Successful Negotiations

01

Prepare and Plan to Negotiate

- Decide whether to negotiate
- Analysis and negotiation type
- Create a strategy and documented plan

02

Key Strategies and Tactics

- Develop relationship and power
- Understand your leverage and role
- Use the method
- Psychological tools and traps

03

Close and Evaluate the Plan

- Move beyond legalities to create value
- Lessons learned and evaluating the agreement and outcome



Prepare and Plan

Decide
Whether to
Negotiate

Analysis &
Negotiation
Type

Create a
Strategy



Decide Whether to Negotiate: 3 Questions

Are you comfortable negotiating in this situation?



Do benefits outweigh the costs, such as your time commitment?



Do the rewards justify the risks?



Analysis & Negotiation Type: 3 Questions

Is this a position-based or interest-based negotiation?



Is the negotiation to resolve a dispute or do a deal?



Understand the problem.



Create a Strategy/Plan: 4 Questions

What is my overall goal in the negotiation? Why is this my goal?

What issues are most important to me in reaching this goal and why are they important?

What is my BATNA?

What are my best and worst-case scenarios? At what point can I walk away?



Key Strategies and Tactics

Develop Your
Relationship
& Power

Understand
Your Role

Deploy The
Method

Use
Psychological
Tools



Develop Your Relationship & Power

Build relationships by getting to know the other side (find common ground).



Know your power: gather information/intelligence on the other side.



Understand Your Role

Decide whether authority exists (on either side).



Understand what you can/can't negotiate.



Deploy The Method

Separate the people from the problem.

Focus on interests, not positions.

Invent options for mutual gain.

Insist on using objective criteria.

Encourage reciprocity.



Use Psychological Tools – Avoid Psychological Traps

Check your assumptions and bias.

Avoid overconfidence.

Don't forget the big picture.

Look beyond easily-available information.



Additional Psychological Tools

1

Negotiation Jujitsu

- Don't defend
- Don't attack/back
- Don't push back

2

Tame the Hard Bargainer

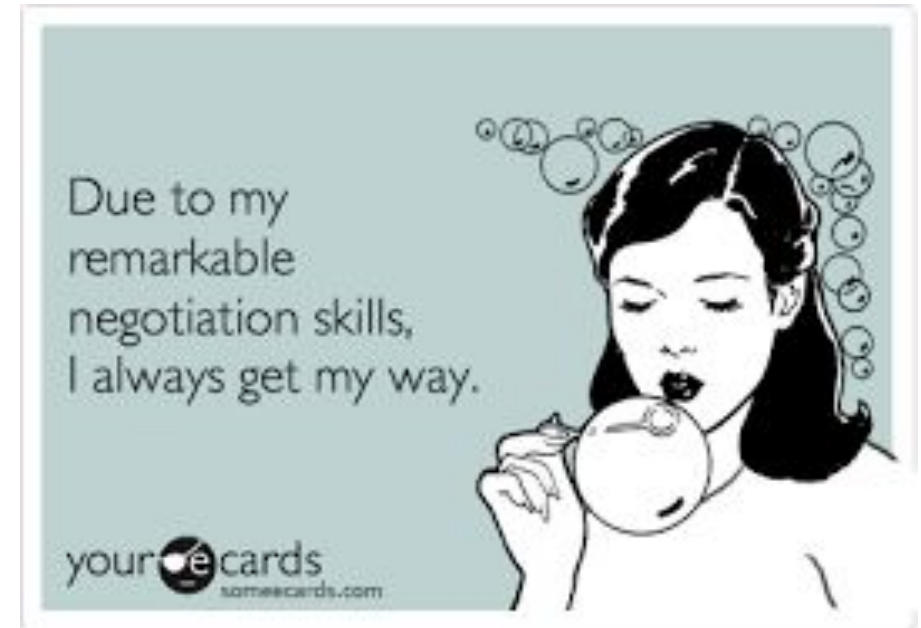
- Recognize tactics
- Raise the issue explicitly
- Question & negotiate tactic



Avoid Psychological Warfare

Lookout for:

- Deliberate deception
- Ambiguous authority
- Dubious intentions
- Personal attacks/threats
- Good guy/bad guy routine
- Refusal to negotiate or extreme demands



Close & Evaluate

Learn From
Doing

Document
Lessons
Learned

Monitor
Success

Stay Educated



What is negotiable?



What is the most important thing you can develop?

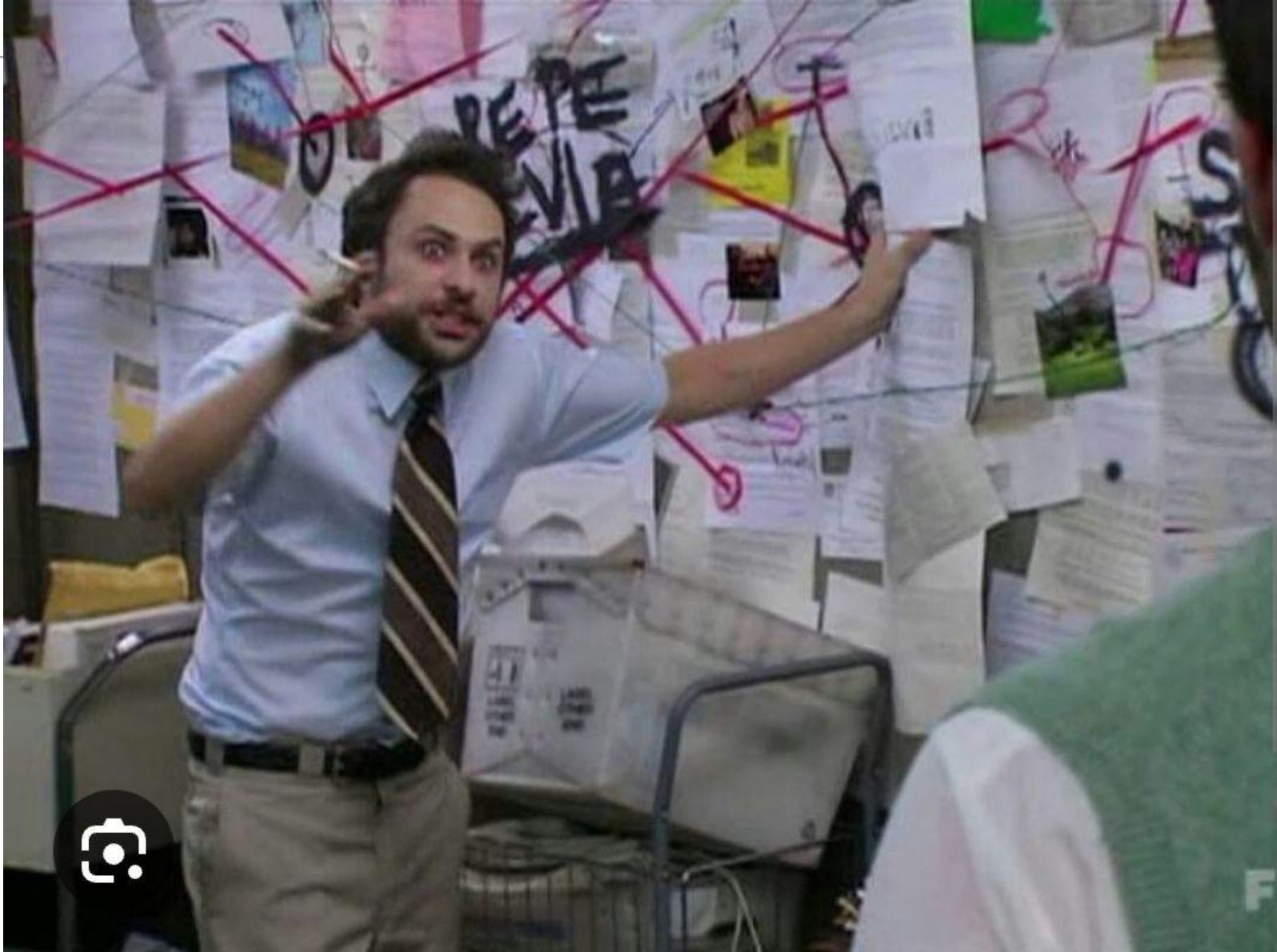


YOU.



What is holding you back?





Tapping Into Yourself: Key Takeaways

Feedback

Confidence

Your “style”

Authenticity



Tools & Resources

The Harvard Negotiation Project: <https://www.pon.harvard.edu/free-reports/>

- Free materials, BATNA, preparation guides, how-tos
- <https://www.pon.harvard.edu/daily/negotiation-skills-daily/identify-your-negotiating-style/>

CIPS (Chartered Institute of Procurement & Supply):

<https://www.cips.org/intelligence-hub/negotiation/effective-negotiation>

- Whitepapers, best practices, certifications, full supply chain processes, salary guide

Negotiation Style

- CliftonStrengths
- Myers-Briggs

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Q&A





Sourcing. Strategy. Savings.

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