



CAREER COMPASS

Steer Your Career. Accelerate Our Mission.

Choose the Right Negotiation Style for the Situation

Participant Workbook

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Introduction

Objectives:

- Assess the circumstances of a negotiation
- Decide on the most appropriate negotiating style for the situation
- Practice choosing a negotiating strategy
- Defend why a particular style or strategy should work best.

Negotiation

- It is a common misconception that the goal of negotiation is to win outright or to reach a compromise
- While negotiations often will result in compromises, that isn't always the goal
- In most cases, your goal will be a win-win agreement in which both sides feel like they've gained
- By aiming for mutual satisfactory outcomes in negotiations, you reduce associated anxiety and preserve relationships



In your opinion, why do the context and circumstances regarding a negotiation matter?

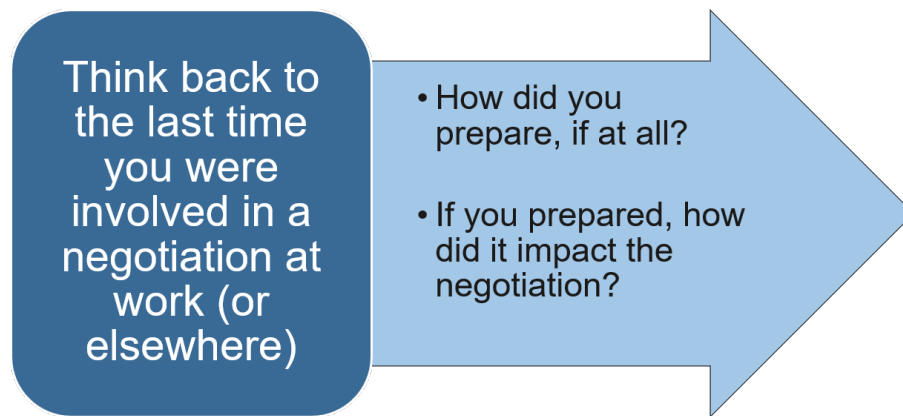
Prepare for a Negotiation

Tips to Prepare

- Know the other party(s)
- Learn by researching your counterpart(s) and considering their goals
- Consider others with a stake in the outcome
- Develop your strategy and choose your style

Understand the Circumstances

- Context
- Your goals
- Your counterparts' goals
- Existing relationships



Use the space provided to record your thoughts.

Review / Fact Finding

Evaluate:

- The desire or need to maintain future relationships
- Power imbalances
- Potential common ground
- Past experience with counterpart(s)
- Timeframes / expectations

Choosing the Right Negotiation Style

The Four Main Negotiation Strategies are:

- To **evade** or avoid a negotiation
- To take a **conciliatory** approach
- To **compete** or challenge
- To **cooperate** toward a collaborative solution

Evasion

- Appropriate when you hope to delay and/or learn more
- More often a tactic during negotiations than a strategy
- Rarely an opening strategy

Conciliation

- Not often recommended as an opening strategy
- Typically used when not in a position of strength
- Risky, sets expectations
- Useful in nudging toward collaboration
- Promotes goodwill
- Preserves relationships

Challenge

- Many negotiators' default style
- Often counterproductive
- Potentially useful as an opening style if you hold an advantage and the relationship is less important
- Sometimes necessary if your counterpart won't cooperate
- Avoid in most cases

Cooperation

- Your preferred, or "default" style
- Seeks common ground
- More likely to lead to win-win solutions
- Preserves and improves relationships



The Stages of Negotiation

Preparing For and Opening the Negotiation

Tips:

- Gather and exchange information prior to negotiation
- Determine your opening position based on the style you've chosen
- Assess your advantage in opening vs. waiting
- Be the one to frame the negotiation

Bargaining During Negotiation

Tips:

- Plan your concessions
- Remain curious and rational
- Beware of overcommitting

Influencing a Negotiation

Tips:

Power and position contribute to influence but:

- Knowledge builds credibility, and therefore influence
- Moral authority matters too; take reasonable positions
- Respect and empathy earn you more influence than position

Think about negotiations you've been in, perhaps over a major purchase, in implementing a change initiative, or in your private life. What are some ways you've experienced other parties framing the negotiation and using their influence for advantage? Use the space provided here to capture your thoughts.

Framing

Tips:

- How you frame your argument can be a powerful nudge
- Use framing subtly to steer counterparts toward your preferred style

Closing the Negotiation and Implementing the Agreement

Tips:

- Close with speed and confidence
- Obtain a clear and detailed commitment from each party
- Make the agreement public (at least internally)
- Co-sign a contract (where applicable)

Exercise

You're negotiating with a colleague in your work group over access to a shared data analyst who works a 37.5-hour week.

Your counterpart enters the negotiation with a demand. She needs the analyst at least 30 hours a week for her important project. Her body language suggests she is not willing to negotiate.

You know that you need the analyst at least 15 hours per week for your project to succeed and have no budget to pay overtime or to outsource.

What is your best initial strategy and style? Why? Use the space provided to record your thoughts.

Once again considering this scenario with your colleague, how could you frame this negotiation to your advantage and increase your likelihood of finding a win-win? Use the space provided to record your thoughts.

Summary: Applying Proven Negotiation Styles

- No style fits every situation
- Evade or avoid when you can't win
- Make concessions to delay or promote cooperation
- Challenge when you have to, or when outcomes matter more than relationships
- Cooperate wherever possible
- Adapt your style to the situation

Final Reflection

- What is something new you learned today?
- What is the most important tip you will share with a co-worker that wasn't able to attend today?

Use the space provided to capture your response.

Contact Information

BD17 Contact Information: Write to us! We are always seeking to improve our learning and development products and encourage your feedback. Please email us with your suggestions and we will incorporate them into future work. Additionally, we are available to answer any questions about the content you may have and provide additional resources to support your learning endeavors.

- NAVFACHQTotalForceDevelopment@navy.mil

Development Resources

Career Compass Resource Center: An online source of information that provides NAVFAC civilian employees access to professional growth and development opportunities.

- <https://www.navfac.navy.mil/ccrc>

To access more content specific to the **Influencing and Negotiating** competency:

- <https://www.navfac.navy.mil/Influencing-Negotiating>

Career Compass Catalog: an online tool which provides you with information to help you take ownership of your professional development. It identifies options to assist in planning and creating a successful career path within NAVFAC.

- <https://www.navfac.navy.mil/ccc>

Course Credit

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Address	W_NAVFAC_PRTN_NITC_NFI_ADMINS_US@navy.mil
Email Subject Line	Self-Certification – Choose the Right Negotiation Style
Course Name	Choose the Right Negotiation Style for the Situation
Course Completion Code	5@ceve

Or, if you have a smart phone, you can simply scan the QR code below to generate the email with all the necessary information. Be sure to include your Navy email address in the body of your email.

