



CAREER COMPASS

Steer Your Career. Accelerate Our Mission.

Improve Your Negotiation Skills

Participant Workbook

Table of Contents

Introduction	3
Objective	3
Agenda.....	3
Types of Work Negotiations	3
Distributive vs. Integrative Negotiations	4
Tips for Negotiating	5
Do Your Homework	5
Job Aide	5
Avoid Making Assumptions.....	6
Be Assertive	6
Listen More Than You Talk.....	7
Case Study - Sale of a Gas Station	8
Workbook Questions.....	8
Study Observations and Conclusions	9
Final Reflections	10
Contact Information	10
Development Resources	10
Course Credit	11

Introduction

Objective

- To be able to apply tips to future negotiations in order to secure successful outcomes.

Agenda

- Types of negotiations
- Tips for negotiating
- Case Study



Types of Work Negotiations

1. **Employee / Employee** – You enter into this form of negotiation with your peers. For example: negotiating roles and workload on a specific project.
2. **Employee / Employer** – You are negotiating with someone in a position above you for something. For example: negotiating job duties or requesting a change in work schedule.
3. **Employee / Third Party** – You are negotiating with an outside entity to initiate a new contract or to renew existing relationships. For example: a contracting officer at NAVFAC might negotiate proposals with outside vendors for services.



What types of negotiations do you encounter at work? Use the space provided here to capture your thoughts.

Distributive vs. Integrative Negotiations

- **Distributive negotiation:** one party clearly emerges from the negotiation as having “won”, whereas the other party has lost something. It typically involves one specific issue that’s being negotiated.
- **Integrative negotiation:** sometimes called “win-win” negotiation because it is possible for both sides to come away with everything they want. These types of negotiations happen when parties consider each other’s interests, not just their own positions.

Think about past negotiations you’ve been a part of. What did you do to prepare, if anything? How could you have been better prepared? Use the space provided here to capture your thoughts.

Tips for Negotiating

Regardless of the type of negotiation, there are some tips you can follow to ensure success in any situation. These tips are:

1. Do Your Homework
2. Avoid Making Assumptions
3. Be Assertive
4. Listen More Than You Talk



Do Your Homework

Make a checklist of everything you need to prepare:

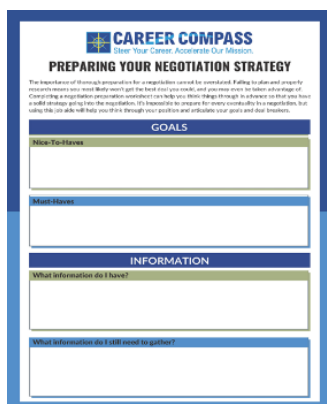
- Research the other party
- Your needs / interests
- Develop your BATNA (Best Alternative to Negotiated Agreement)

Job Aide

You can find a job aide to help you prepare for negotiation on the CCRC:

<https://www.navfac.navy.mil/influencing-negotiating>

To access it, go to the website above. Then scroll down and click on “Job Aides” in the “Learning Content” section. From there you can click on a link to the fillable PDF form.



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PREPARING YOUR NEGOTIATION STRATEGY

The identification of through preparation for negotiation cannot be overstated. Making to discuss specific requirements and needs. Before you get the first and you work, and prepare you to follow a set stage of. Clarifying a negotiation objectives, understand you both are there. Things to make. In advance to that you have a solid strategy going into the negotiation. It's important to prepare for every possibility. In negotiation, you will help yourself through your position and identify your goals and objectives.

GOALS

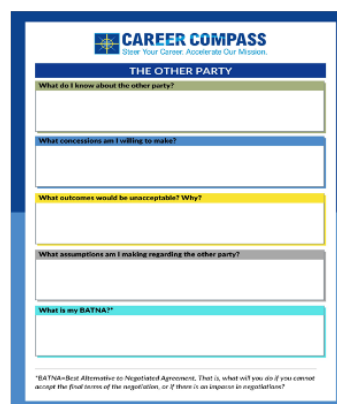
What do I want?

What do I need?

INFORMATION

What information do I have?

What information do I still need to gather?



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THE OTHER PARTY

What do I know about the other party?

What concessions am I willing to make?

What outcomes would be unacceptable? Why?

What assumptions am I making regarding the other party?

What is my BATNA?

*BATNA=Best Alternative to Negotiated Agreement. That is, what will you do if you cannot accept the final terms of the negotiation, or if there is an impasse in negotiation?

Avoid Making Assumptions

When entering into the negotiation, don't assume you know what the process will be. This goes hand in hand with the first tip of being prepared. If possible, try to find out the following ahead of time:



- How much time should be allotted for the conversations?
- Where will the meeting be?
- Who will be in the meeting?
- Are the people who will be negotiating able to actually make decisions?

You also should not make assumptions as to what the other party's position or motivation is.

- Do your research ahead of time to prepare, but try not to come into the meeting with preconceived notions
- Ask your counterparts what their motivations are
- Try to create an atmosphere of transparency which will allow the negotiations to begin from a mutual point of understanding

During the conversation, if there are points you don't quite understand:

- Stop and ask for clarification
- Don't try to connect the dots yourself
- Make sure you are absolutely clear on what is being said

Be Assertive

- Be assertive, not aggressive
- Remove emotion from the discussion
- Make the first offer
- Be a decision maker



Think about a negotiation in the past where you were not assertive. Play the scene back in your head. What did you do or say that was ineffective? Use the space provided here to capture your thoughts.

Now, in your mind, replay the negotiation as you wish you would have behaved. Be assertive in your imagination!

Listen More Than You Talk

- Make small talk
- Actively listen
- Ask questions
- Determine interests (not positions)



What are three good questions that you can ask when you're negotiating? Use the space provided here to capture your thoughts.

Case Study - Sale of a Gas Station

Let's talk about a study that was conducted on negotiations by Adam Galinsky and his colleagues at Northwestern University. Galinsky et. al. at Northwestern conducted an experiment on negotiation. They assigned some individuals to be "buyers" and others to be "sellers" of a gas station.

- Buyers were told they had a maximum dollar amount which they could not exceed, which was lower than the price of the gas station
- Buyers were told they had to hire a manager for the gas station
- Sellers were instructed to find help with financing a boat trip and to obtain employment once they returned from the trip

Workbook Questions

- ***Who are the key stakeholders here?***

- ***What are the possible interests of the stakeholders?***

- *What do you think each party's BATNA is?*

- *What agreement do you think the buyers and sellers most often came to?*

Study Observations and Conclusions:

- Participants filled out surveys after the negotiations. Participants who indicated they tried to see the others' perspective were more likely to reach agreement.
- Participants who were more empathetic did not reach agreement.
- Success in negotiations depends on taking the perspective of others.

Final Reflections

Take a moment to reflect on these tips and think about how you might use these in your next negotiation. Use the space provided here to capture your thoughts.

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@us.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/cc>

Course Credit

You will receive credit for participating in this course. Email the address below. Make sure to include all the following information:

Component	Include in Email
Address	W_NAVFAC_PRTN_NITC_NFI_ADMINS_US@navy.mil
Email Subject Line	Self-Certification – Improve Your Negotiation Skills
Course Name	Improve Your Negotiation Skills
Course Completion Code	8*8FdC

Or, if you have a smart phone, you can simply scan the QR code below to generate the email with all the necessary information:

