

UNIT OF COMPETENCY : **DEVELOP AND PRACTICE NEGOTIATION SKILLS**

MODULE TITLE : **DEVELOPING AND PRACTICING NEGOTIATION SKILLS**

MODULE DESCRIPTION: This unit covers the skills, knowledge and attitudes required to collect information in order to negotiate to a desired outcome and participate in the negotiation.

NOMINAL DURATION : 2 hours

SUMMARY OF LEARNING OUTCOMES:

Upon completion of this module the students/trainees will be able to:

LO1. Plan negotiations

LO2. Participate in negotiations.

LO1. PLAN NEGOTIATIONS

ASSESSMENT CRITERIA:

1. Information on preparing for negotiation is identified and included in the plan
2. Information on creating non verbal environments for positive negotiating is identified and included in the plan
3. Information on active listening is identified and included in the plan
4. Information on different questioning techniques is identified and included in the plan
5. Information is checked to ensure it is correct and up-to- date

CONTENTS:

- Codes of practice and guidelines for the organization
- Organizations policy and procedures for negotiations
- Decision making and conflict resolution strategies procedures
- Problem solving strategies on how to deal with unexpected questions and attitudes during negotiation
- Interpersonal skills to develop rapport with other parties
- Observation skills
- Negotiation skills

CONDITIONS:

The students/trainees must be provided with the following:

- Room with facilities necessary for the negotiation process
- Human resources (negotiators)
- Learning materials
 - team building manual
 - catalogues
 - brochures
- Simulated team

METHODOLOGIES:

- Traditional /lecture
- Demonstration
- Case studies

ASSESSMENT METHODS:

- Direct observation
- Interview

LO1. PLAN NEGOTIATIONS

CODES OF PRACTICE AND GUIDELINES FOR THE ORGANIZATION

A **code of practice** can be a document that complements occupational health and safety laws and regulations to provide detailed practical guidance on how to comply with legal obligations, and should be followed unless another solution with the same or better health and safety standard is in place, or may be a document for the same purpose published by a self-regulating body to be followed by member organisations.

Codes of practice published by governments do not replace the occupational health and safety laws and regulations, and are generally issued in terms of those laws and regulations. They are intended to help understand how to comply with the requirements of regulations. A workplace inspector can refer to a code of practice when issuing an improvement or prohibition notice, and they may be admissible in court proceedings. A court may use a code of practice to establish what is reasonably practicable action to manage a specific risk. Equivalent or better ways of achieving the required work health and safety may be possible, so compliance with codes of practice is not usually mandatory, providing that any alternative systems used provide a standard of health and safety equal to or better than those recommended by the code of practice.

Organisational codes of practice do not have the same authority under law, but serve a similar purpose. Member organisations generally undertake to comply with the codes of practice as a condition of membership and may lose membership if found to be in violation of the code.

ORGANIZATIONS POLICY AND PROCEDURES FOR NEGOTIATIONS

Organisational policies and procedures provide guidelines for decision making processes and the way that work in an organisation should be carried out. The result of having clear, well-written policies and procedures are increased transparency, accountability, uniformity and stability

Negotiation is a method by which people settle differences. It is a process by which compromise or agreement is reached while avoiding argument and dispute. In any disagreement, individuals understandably aim to achieve the best possible outcome for their position (or perhaps an organisation they represent).

THE NEGOTIATION PROCESS

The negotiation process consists of five steps:

1. **PREPARATION AND PLANNING**
2. Definition of ground rules
3. Clarification and justification
4. Bargaining and problem solving
5. Closure and implementation

Decision making and conflict resolution strategies procedures

Conflict management, problem solving and decision making are topics that are generally considered to be distinct, but are actually interconnected such that they are used together to come up with the most feasible solution.

To come to the best possible outcome of a problem on the basis of sufficient information, certain problem solving steps need to be used. Some of these are as follows:

- Scrutinizing the problem
- Outlining the issue; solutions depends on the way it is outlined
- Detecting the main reasons which allowed the problem to occur
- Identifying the series of techniques to apply, and their outcomes
- Produce alternative options through processes such as brainstorming, discussions between groups and other discrete processes
- Choosing the simplest method that resolves the root cause
- Implementing the chosen method
- Monitoring and reviewing the execution

The flaw with this process is that it assumes there exists an ideal outcome, the information is available to reach this outcome, and the people taking part in the process are acting rationally. Unfortunately, this situation is extremely unusual.

Another flaw is the emotions of people involved in decision making. The core focus of conflict management is to reduce the effect of people's emotions and make them think rationally. The typical solution choices are:

1. **Forcing/Directing** – A method whereby a superior with autonomous power has a right to force the decision
2. **Smoothing/Accommodating** – Negotiating the matter and trying to settle down the dispute

3. **Compromising/Reconciling** – A give and take approach where each side surrenders something in order to come to a solution. The extent of dispute limits the generation of options.
4. **Problem-solving/Collaborating** – Refers to collective decision making to come up with a solution that is conventional
5. **Avoiding/Withdrawing/Accepting** – A method which may not settle the dispute but allows time to calm the emotions

Any of these approaches can be used for conflict management depending on the nature of conflict, although their primary focus is to control the level of the dispute. But, in due course, the underlying problems of the conflict need to be solved in its entirety .

To make the right decision, availability of sufficient and precise data needs to be present. Some decisions are not as simple, and data about them is not easily available.

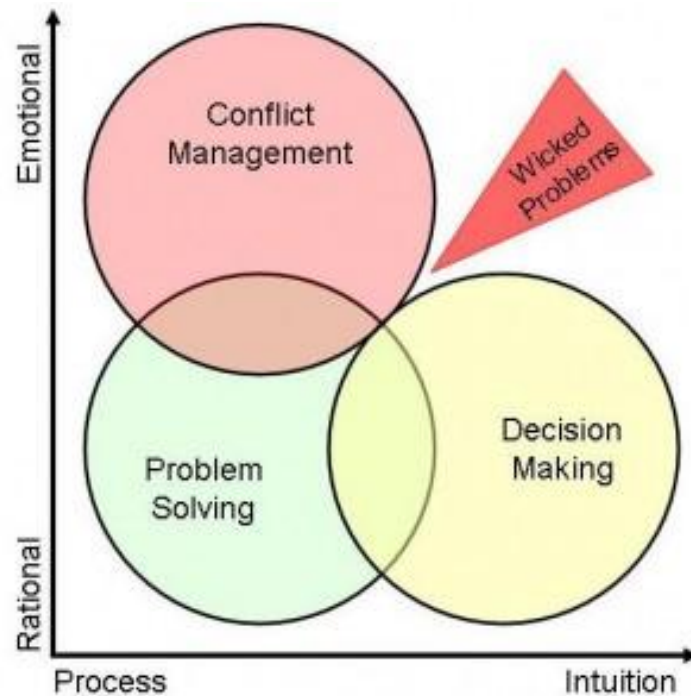
The problems you can face range from simple to wicked problems.

1. **Wicked Problems** are the kind of problems that continuously alter and demand the participant's complexity and emotions. An iterative approach is best for these kinds of problems, as decision to every step simplifies the problem.
2. In **Dilemmas**, you have to choose the solution which is the least worse as there is no right answer to these problems, but choosing a solution is always better than not making a decision.
3. **Conundrums** are complicated questions that have speculative or hypothetical answers.
4. **Puzzles and mysteries** need superlative judgment in certain circumstances. Lack of time to contract these decisions to simple problems is a constraint in this approach, although you can apply processes to a point.
5. **Problems** require hard work to be solved. Carefully and properly designed execution of problem solving processes can show the best outcomes.

In order to come to the best possible conclusion, an understanding and balance of the following points is essential:

1. Characteristics of problem at hand
2. Emotion and conflict of stakeholders
3. Features of different type of decisions
4. Pick up the single best decision using your best judgement in given circumstances

<https://project-management.com/conflict-management-problem-solving-and-decision-making/>



Problem solving strategies on how to deal with unexpected questions and attitudes during negotiation

#1: Linear Thinking

In problem solving, this strategy is known as the “Five Whys.” This is a linear technique for breaking down a problem until you find its root causes. The idea is simple: State the problem, and then ask: “Why?” Write down your best answer. Keep on asking until you arrive at an answer that feels like the causal issue.

#2: Design Thinking

Design thinking is an approach to problem solving methodology with the end user in mind. The first step is to empathize with the end user. After that, you’ll create testable prototypes for solutions that meet *their* needs

#3: Solutions-Based Thinking

Most people like to think of themselves as logical. Factual. Only interested in results. Solutions-based thinking turns that on its head. Rather than focusing on what we think should work, it shifts our focus.

Interpersonal skills to develop rapport with other parties

Interpersonal skills are the skills we use every day when we communicate and interact with other people, both individually and in groups. They include a wide range of skills, but particularly communication skills such as listening and

effective speaking. They also include the ability to control and manage your emotions.

It is no exaggeration to say that interpersonal skills are the foundation for success in life. People with strong interpersonal skills tend to be able to work well with other people, including in teams or groups, formally and informally. They communicate effectively with others, whether family, friends, colleagues, customers or clients.

Rapport is a connection or relationship with someone else. It can be considered as a state of harmonious understanding with another individual or group. Building rapport is the process of developing that connection with someone else.

Sometimes rapport happens naturally. We have all had experiences where we 'hit it off' or 'get on well' with somebody else without having to try. This is often how friendships start. However, rapport can also be built and developed consciously by finding common ground, and being empathic.

Observation skills

Observation skills refer to the ability to use all five of your senses to recognize, analyze and recall your surroundings. This practice is often associated with mindfulness because it encourages you to be present and aware of the details of your daily life.

Observation skills are dependent on several other abilities and attributes, such as:

- Communication
- Emotional intelligence
- Critical thinking
- Attention to detail

Negotiating skills

- Negotiate the process.
- Build rapport
- Listen actively.
- Ask good questions
- Search for smart tradeoffs.
- Be aware of the anchoring bias
- Plan for the implementation stage
- Effective verbal communication.



- Good Speaker.
- Reducing misunderstandings is a key part of effective negotiation
- Problem Solving
- Decision Making
- Assertiveness
- Dealing with Difficult Situations.

LO2. PARTICIPATE IN NEGOTIATIONS

ASSESSMENT CRITERIA:

1. Criteria for successful outcome are agreed upon by all parties
2. Desired outcome of all parties are considered
3. Appropriate language is used throughout the negotiation
4. A variety of questioning techniques are used
5. The issues and processes are documented and agreed upon by all parties
6. Possible solutions are discussed and their viability assessed
7. Areas for agreement are confirmed and recorded
8. Follow-up action is agreed upon by all parties

CONTENTS:

- Decision making and conflict resolution strategies procedures
- Problem solving strategies on how to deal with unexpected questions and attitudes during negotiation
- Flexibility
- Empathy
- Interpersonal skills to develop rapport with other parties
- Communication skills (verbal and listening)
- Observation skills
- Negotiation skills

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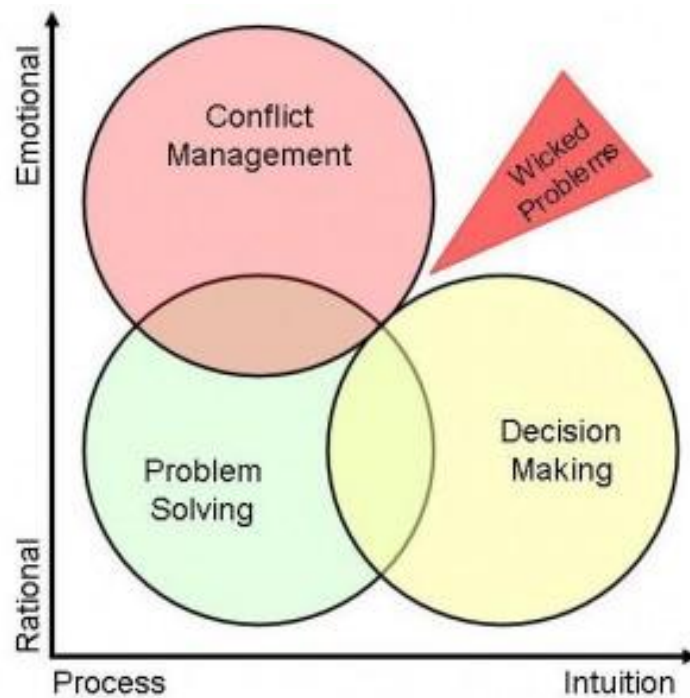
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Flexibility and Empathy

Workplace flexibility is a strategy of responding to changing circumstances and expectations. Employees who approach their job with a flexible mindset are typically more highly valued by employers. Similarly, employers who cultivate a flexible work environment are attractive to employees.

Learn more about workplace flexibility, its benefits, and the skills workers and employers use to stay flexible.

Workplace flexibility emphasizes the willingness and ability to adapt to change, particularly regarding how and when work gets done.

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Communication Skills (Listening and Verbal)

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breaks down and the sender of the message can easily become frustrated or irritated.

Verbal communication refers to the production of spoken language to send an intentional message to a listener. Verbal and nonverbal communication abilities are considered to represent a core deficit in the diagnosis of autism.

Verbal communication is the use of words to share information with other people. It can therefore include both spoken and written communication. However, many people use the term to describe only spoken communication. The verbal element of communication is all about the words that you choose, and how they are heard and interpreted.



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