

Introduction to Influence & Negotiation skills, Part 1

Lec.1

ENT623

College of Entrepreneurship and Innovation

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- **Share some defining and key concepts of negotiation and influencing**
- **Highlight some different between negotiation and influencing skills**
- **Have awareness about the importance of these skills.**



**Learning Outcomes of the
Lecture**



**Everyone negotiates on a daily basis
(Samina & Vinta, 2010, p. 26)**

Personal lives;

Who makes dinner, who
drinks/drives, holiday
destinations...

At work;

employees in organisations
negotiate and influence
vertically & horizontally with
colleagues, partners, customers,
clients and internal teams.

- **Negotiation and Influencing are skills, not a profession we can learn it through experience and training.**
 - **Vital personally and for organizations**

Negotiation skills & Influencing Skills

Influence and negotiation skills are crucial for success in both personal and professional life.

Influence involves persuasion and shaping others' perspectives, while **negotiation** focuses on reaching mutually satisfactory agreements through communication and compromise.

Mastering these skills helps individuals build strong relationships, resolve conflicts effectively, and achieve desired outcomes in various contexts.

Negotiation skills

are inherent qualities that help two or more parties agree to a common logical solution.

Other definition:

is a process of communication in which the parties aim to send a message to the other side and influence each other.



Negotiation skills

Negotiation is a discussion to settle disputes and reach agreements between two or more sides. **Negotiation is a “give and take”** process resulting in a compromise where each side makes a concession for the benefit of everyone involved.



Influencing skills

Influencing skills are your abilities to encourage and persuade others to adopt your ideas.

The skill to influence others can be beneficial for leaders to motivate people and make their teams more productive.



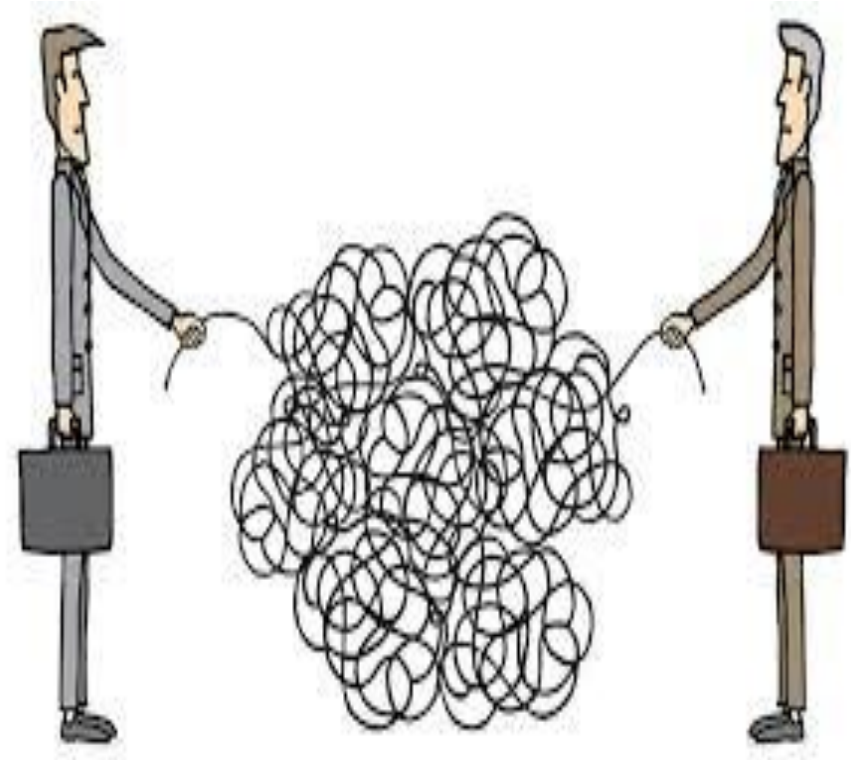
according to Dale Carnegie Training. These skills are crucial for leaders, sales professionals, and anyone who needs to motivate others in various settings



The importance of Influencing and Negotiation

NEGOTIATING involves being able to discuss and reach a mutually satisfactory agreement. INFLUENCING encompasses both of these.

These skills are important in many jobs, especially areas such as marketing, sales, advertising and buying, but are also valuable in everyday life.



fixed someone agreement something reaching got discussion ability way flexible two right change expected development double aimed round effect literally positive behaviour things skills supplier gained context status getting Get preferred negotiate overnight able significantly elements result results

relationship skill negotiation recruitment positive recruiter influence



How important a skill is negotiation??

**Negotiation Is the pre- eminent form
of decision making in personal and
professional life**

William Ury

one of the world's best-known
experts on negotiation and mediation
co-founder of Harvard's Program on
Negotiation



Be Careful

A negotiator without influence has limited power—**influence is how you guide the other party toward your desired outcome.**



Common elements of Negotiation and Influencing



More than one party is involved

Both parties have shared interests (they are therefore committed to an extent) but there are also opposed interests

The parties are prepared to be flexible

communication, active listening

understanding interests and positions, building relationships, and managing emotions

Participants have the ability and authority to make decisions



Negotiating Skills

The 4 Fundamentals of Principled Negotiations



PEOPLE

*Separate People
from Problems*



INTERESTS

*Focus on Interests,
Not Positions*



OPTIONS

*Generate Options
For Mutual Benefit*



CRITERIA

*Use Objective
Criteria*

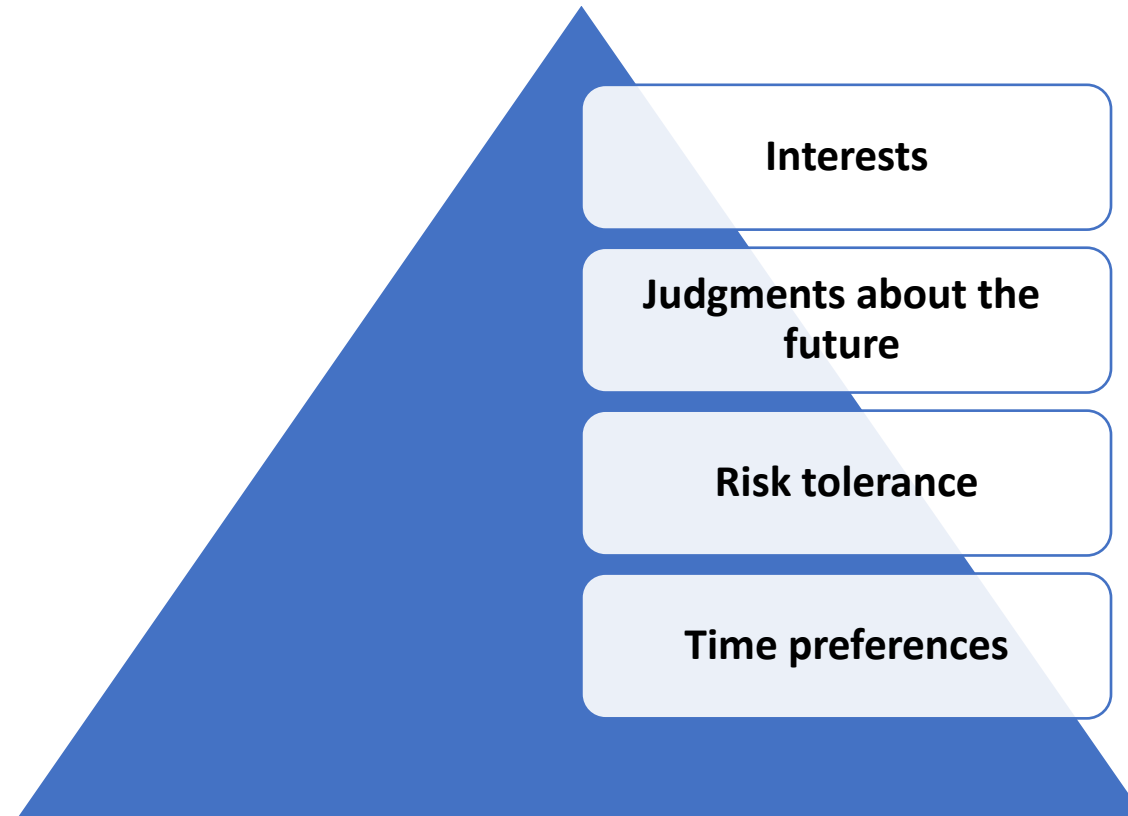


What is the role of the negotiator

A negotiator is a person **who either comes to an agreement with someone else, or one who helps other people reach such an agreement.**

When two people cannot see eye to eye, it's time to bring in a negotiator. When two businesses are merging, they can use the help of a negotiator to work out details of the plan.

Differences between negotiators





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A **BATNA**, or **B**est **A**lternative **T**o a **N**egotiated **A**greement, represents the best option to one party in a negotiation if the talks fail. A strong BATNA means that that party has a reasonably attractive alternative to negotiation; if they fail to reach agreement, they can implement the BATNA with minimal disruption.

What is the meaning of (BATNA) in negotiation

BATNA stands for **Best Alternative To a Negotiated Agreement**. It's a term used in negotiation, referring to the best course of action you would take if you cannot reach an agreement with the other party. Essentially, it's your "Plan B" or fallback option.

Best
Alternative
To a
Negotiated
Agreement

Best
Alternative
To a
Negotiated
Agreement

- **BATNA:** The alternative you have if the negotiation fails and you can't agree with the other party.
- **Example:** If you're buying a car and can't agree with the dealership on the price, your BATNA might be to go to another dealership.



Why many people avoid even fear negotiation??

Because they may lack the simple skills, techniques, and experience to prepare and succeed at negotiation

Reasons of avoiding some people from negotiation

Fear of Failure and Rejection

Fear of being assertive or aggressive, which can damage relationships and hinder the negotiation process.

Feeling underprepared or lacking the necessary skills can also contribute to the fear of negotiating.

A lack of confidence in one's ability to negotiate effectively can make the process feel overwhelming and daunting.

Fear of losing or giving up something valuable in a negotiation. and Lack of Control

In some cultures, direct negotiation may be considered impolite or aggressive, while in others, it's seen as a necessary part of business and personal interactions.



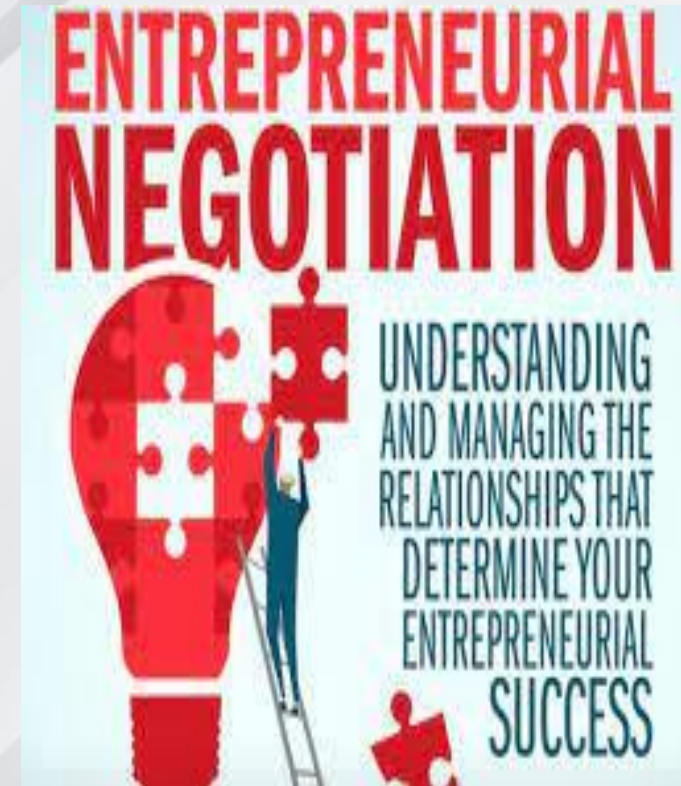
‘Always get to know the other party. Never negotiate with a stranger.’

connect listen
mirror
identify respect
rapport relate
explain build



the importance of negotiation in entrepreneurship?

Negotiating effectively can give clients, employees and employers a positive impression rooted in respect. By dealing with problems fairly, forming strong bonds with clients and securing mutually beneficial deals, more people will want to work with you because of your ability and value your insights.





Important aspects of negotiations

Is everywhere

Is a process

Entails a relationships

Various ways with their own risks and rewards

To do or not do something has value for us

Effective negotiation hinges on several key aspects such as:

Preparation is Key

Building Rapport and Trust

Focus on Interests, Not Positions

Adaptability and Flexibility

Effective Communication

Effective negotiation hinges on several key aspects such as:

1. Preparation is Key:

- **Define your goals and objectives:** Clearly articulate what you hope to achieve in the negotiation.
- **Research and gather information:** Understand the other party's perspective, their potential needs, and any relevant background information.
- **Consider your BATNA (Best Alternative to a Negotiated Agreement):** Know your fallback position if an agreement isn't reached.
- **Identify your interests and needs:** Go beyond just your stated position and understand the underlying reasons for your requests

Effective negotiation hinges on several key aspects such as:

2. Building Rapport and Trust:

- **Establish a positive relationship:** Create a collaborative and respectful environment where you can openly communicate and build trust.
- **Practice active listening:** Pay attention to the other party's perspective and concerns, showing that you value their input.
- **Use effective communication techniques:** Clearly articulate your points, ask clarifying questions, and actively listen to the other party

Effective negotiation hinges on several key aspects such as:

3. Focus on Interests, Not Positions:

- **Move beyond surface-level demands:** Try to understand the underlying reasons behind the other party's positions.
- **Explore common ground and shared interests:** Look for areas where both parties can benefit from a mutually agreeable outcome.
- **Generate creative solutions:** Brainstorm different options that address the needs of all parties involved.

Effective negotiation hinges on several key aspects such as:

4. Adaptability and Flexibility:

- **Be open to new ideas:** Be willing to explore different approaches and be flexible in your thinking.
- **Recognize the importance of compromises:** Negotiations often involve making concessions to reach a mutually acceptable agreement.
- **Stay adaptable throughout the process:** Be prepared to adjust your strategy as the negotiation unfolds and new information emerges.



Effective negotiation hinges on several key aspects such as:

5. Effective Communication:

- **Communicate clearly and concisely:** Use language that is easily understood and avoid jargon or technical terms that could be confusing.
- **Express your needs and concerns clearly:** Don't be afraid to articulate your position and expectations.
- **Use both verbal and nonverbal cues effectively:** Pay attention to your body language and the other party's nonverbal cues to ensure clear communication



Some Basic assumptions we need to keep in mind

- We can try to negotiate everything
- Negotiation is a skill
- Negotiation is not a magic pill
- There is no “ best ” way to negotiate
- It depends on strategy and implementation

Characteristics of Negotiation



Elements Of Effective Negotiation



The common elements in negotiation situations

In any negotiation, common elements include parties with differing needs or desires, a process of interaction, and the possibility of reaching a mutually acceptable agreement.

1. **Parties with Conflicting Needs**
2. **Interaction and Communication**
3. **Exploration of Options**
4. **Skill Development**
5. **Relationship Building**
6. **Emotional Intelligence**

Two or more
parties

Independence

Ability of
decision making

Common goals

flexibility

Basic types of negotiation (3Ds)

Deal Making

- Purchase of something (new home, new car...etc)

Decision Making

- Parties in a zoning case

Dispute resolution

- Litigation over property rights

While the three have subtle differences, all are forms of negotiations

One of the most important tips to be effective negotiators

Preparation for the 3 Dimensions

- Before you first meet parties with whom you are negotiating, take time to gather pertinent information.
- Focus on all dimensions: people, problem, and process — for your side and the other side. (See the chart “Preparing for the 3 Dimensions,” below, for details.)

Preparation for the 3 Dimensions

In negotiation, focusing on all dimensions (people, problem, and process) is crucial for effective outcomes. This means understanding the dynamics of the individuals involved, the specific issues being negotiated, and the overall process of reaching an agreement. The PPP model of negotiation is a conceptual tool that helps negotiators understand, prepare for, and conduct negotiations by addressing these three levels

Preparing for the 3 dimensions

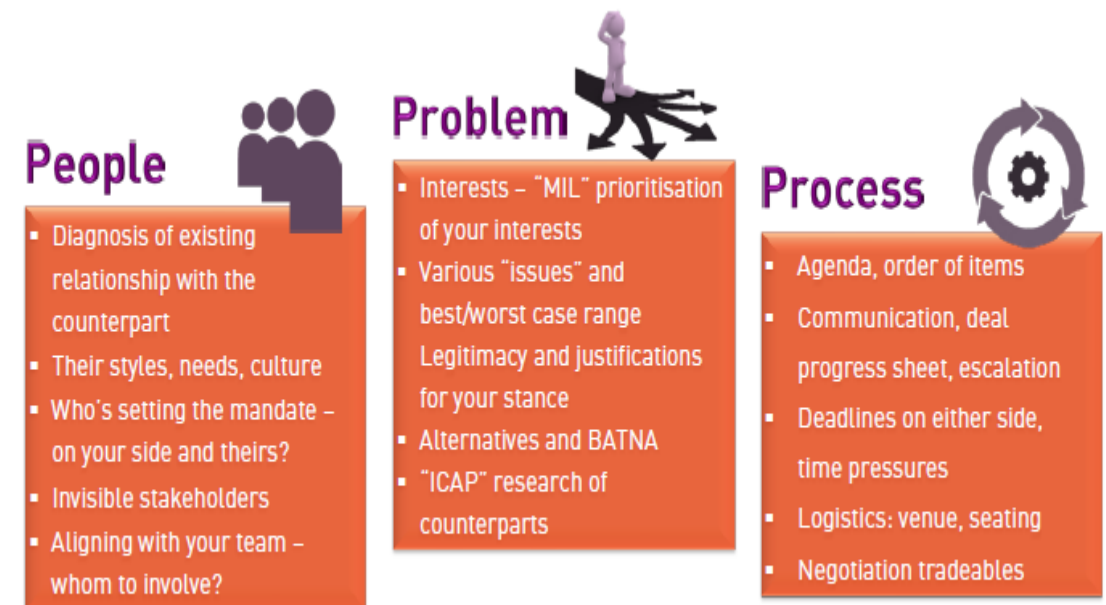


Source: Ecsel Consulting.

Preparation for the 3 Dimensions

- **People:** This dimension focuses on the individuals involved in the negotiation, including their personalities, motivations, and power dynamics. Understanding the other party's perspective, including their goals, needs, and underlying interests, is essential for building trust and finding common ground.
- **Problem:** This dimension refers to the specific issues or problems being negotiated, including their content, complexity, and the potential for creative solutions.
- **Process:** This dimension focuses on the structure and flow of the negotiation, including the agenda, communication methods, decision-making rules, and overall approach to resolving the problem. A well-defined process can help manage time, address disagreements, and ultimately facilitate a more productive outcome.

Preparing for the 3 dimensions



Source: Ecsel Consulting.

Advantages Vs. Disadvantages of Negotiation

ADVANTAGES

- ◆ Can be efficient
- ◆ Allows for quick communication
- ◆ Operational
- ◆ Convenient for sole treaties
- ◆ Suitable if you have a good "BATNA"
- ◆ Sometimes customs don't allow for another form of communication

DISADVANTAGES

- ◆ Rewards deceit and stubbornness
- ◆ Joint gains are lost
- ◆ It is likely to have arbitrary results
- ◆ It can take longer in complex situations
- ◆ Can damage the relationship

ADVANTAGES

- ◆ Better communication and understanding
- ◆ Facilitates joint gains
- ◆ Legitimate results
- ◆ Allows you to stay strong and flexible
- ◆ Improves the relationship
- ◆ Consistently achieves better results

DISADVANTAGES

- ◆ The preparation takes longer
- ◆ May require more skill
- ◆ The other party may misunderstand your openness as a weakness
- ◆ The other party may feel uncomfortable
- ◆ You may feel uncomfortable

Advantages of Negotiation

Finding mutually beneficial solutions

- Negotiation can help parties find solutions that benefit everyone involved, leading to more harmonious relationships and improved outcomes

Enhancing communication skills

- Through negotiation, individuals can improve their communication skills, including active listening, persuasion, and conflict resolution.

Resolving conflicts:

- Negotiation can help resolve disputes by finding common ground and reducing tension between parties.

Building relationships

- Successful negotiation can establish strong relationships built on trust, respect, and mutual understanding.

Disadvantages of Negotiation

Time-consuming

- Negotiation can be a time-consuming process, as it requires both parties to communicate effectively, listen to each other, and find common ground.

Risk of failure

- Negotiation can fail if parties cannot find common ground or if one party is unwilling to compromise, leading to a breakdown in communication and further conflicts.

Power imbalance

- Negotiation can be unfair if one party holds more power than the other, leading to an unequal outcome that favors the stronger party.

Emotional stress

- Negotiation can be emotionally stressful, especially if parties have a history of conflict or if the negotiation involves high-stakes decisions

Benefits Of Developing Negotiation Skills



**Conflict
Resolution**



**Improved
Communication**



**Enhanced
Relationship
Building**



**Conflict
Prevention**



**Achievement
Of Goals**



Case Study and role model

صلح الحديبية

صلح الحديبية عهد واتفاق، تم بين المسلمين وقريش في ذي القعدة من السنة السادسة للهجرة قرب موضع يقال له الحديبية قبيل مكة. ففي ذلك العام رأى رسول الله - صلى الله عليه وسلم - في منامه أنه يدخل هو وأصحابه المسجد الحرام، وأنهم يطوفون بالبيت، فأخبر رسول الله - صلى الله عليه وسلم - أصحابه بذلك، ففرحوا فرحاً شديداً، فروى الأنبياء حق، وقد اشتد بهم الحنين إلى تأدية النسك والطواف بالكعبة ودخول مكة، موطنهم الأول ومسقط رأسهم.

صلح الحديبية

هو صلح مشهور عُقد بين المسلمين وقريش في ذي القعدة من العام السادس للهجرة في منطقة الحديبية وهي بئر قرب مكة، وبالقرب منه عُقدت هدنة بين الطرفين مدتها عشر سنوات فنقضت الهدنة نتيجة اعتداء بني بكر على بني خزاعة

ومن أهم هذه النتائج

(١) انتشار الدعوة وتوسعها، مما أدى إلى دخول الكثير من الناس في الإسلام	(٢) كسر شوكة المشركين والمنافقين وكبرهم، وزيادة هيبة المسلمين في قلوبهم
(٣) كان هذا الصلح تمهيداً للدعوة خارج الجزيرة العربية؛ حيث جهز ﷺ لغزوة مؤتة	(٤) كان الصلح مقدمة للفتح العظيم فتح مكة وهو يعد ثمرة عظيمة لهذا الصلح الذي كان يحذر المسلمون في البداية
(٥) مكن هذا الصلح المسلمين من إرسال الرسائل إلى ملوك الفرس، والروم، والقيط، لدعوتهم إلى الإسلام	(٦) توقيع قريش على المعاهدة، واعترافهم بوجود الدولة الإسلامية، وقد تأثرت بذلك القبائل المؤيدة لهم

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أشهر عملية تفاوض في التاريخ

خرج النبي - صلى الله عليه وسلم - ومعه زوجه أم سلمة في ألف وأربعمائة مسلم، متجهين إلى مكة لقضاء أول عمرة لهم بعد الهجرة، وحملوا معهم السلاح توقعاً لشر قريش، فلما وصل إلى ذي الحليفة أهل مُحْرَما هو ومن معه، وبعث النبي - صلى الله عليه وسلم - بسر بن سفيان إلى مكة ليأتيه بأخبار قريش وردود أفعالهم. وحين وصل المسلمون إلى عسفان (مكان بين مكة والمدينة)، جاءهم بسر بأخبار استعدادات قريش لصد ومنع المسلمين من دخول مكة.

فاستشار النبي - صلى الله عليه وسلم - أصحابه، فأشار أبو بكر - رضي الله عنه - بالتوجه إلى مكة لأداء العمرة والطواف بالبيت، وقال: (فمن صدنا عنه قاتلناه، فقال - صلى الله عليه وسلم - : امضوا على اسم الله) (البخاري).

وصلى الرسول - صلى الله عليه وسلم - بأصحابه في عسفان صلاة الخوف، ثم سلك بهم طريقاً وعرة، متجنباً الاصطدام بخالد بن الوليد - وكان لا زال على الشرك - حيث خرج من مكة بجنود ليمنع النبي - صلى الله عليه وسلم - من دخولها.. فمضى النبي - صلى الله عليه وسلم - ومعه أصحابه باتجاه مكة حتى إذا اقتربوا من الحديبية بركت نافته، فقالوا: خلأت القصواء (امتنعت عن المشي)؟، فقال - صلى الله عليه وسلم - : (ما خلأت القصواء وما ذلك لها بخلق، ولكن حبسها حابس الفيل) ثم قال - صلى الله عليه وسلم - : (والذي نفسي بيده، لا يسألونني خطة يعظمون فيها حرمان الله إلا أعطيتهم إياها) (البخاري)



أشهر عملية تفاوض في التاريخ

فلما نزل الرسول - صلى الله عليه وسلم - بالحديبية أرسل عثمان - رضي الله عنه - إلى قريش وقال له: أخبرهم أنا لم نأت لقتال، وإنما جئنا عماراً، وادعهم إلى الإسلام، وأمره أن يأتي رجالاً بمكة مؤمنين ونساء مؤمنات، فيبشرهم بالفتح، وأن الله عز وجل مظهر دينه بمكة..

فانطلق عثمان فمر على قريش، فقالوا: إلى أين؟، فقال: بعثني رسول الله - صلى الله عليه وسلم - أدعوكم إلى الله وإلى الإسلام، ويخبركم: أنه لم يأت لقتال، وإنما جئنا عماراً..

ولكن عثمان احتبسته قريش فتأخر في الرجوع إلى المسلمين، فخاف الرسول - صلى الله عليه وسلم - عليه، وخاصة بعد أن شاع أنه قد قتل، فدعا إلى البيعة، فتبادروا إليه، وهو تحت الشجرة، فبايعوه على أن لا يفروا، وهذه هي بيعة الرضوان التي نزل فيها قول الله تعالى: {لَقَدْ رَضِيَ اللَّهُ عَنِ الْمُؤْمِنِينَ إِذْ يُبَايِعُونَكَ تَحْتَ الشَّجَرَةِ فَعَلِمَ مَا فِي قُلُوبِهِمْ فَأَنْزَلَ السَّكِينَةَ عَلَيْهِمْ وَأَثَابَهُمْ فَتْحًا قَرِيبًا} (الفتح:18).

وأرسلت قريش عروة بن مسعود للتفاوض مع الرسول - صلى الله عليه وسلم -، ثم أرسلت سهيل بن عمرو لعقد الصلح، فلما رآه النبي - صلى الله عليه وسلم - قال: قد سهل لكم أمركم، أراد القوم الصلح حين بعثوا هذا الرجل. فتكلم سهيل طويلاً ثم اتفقا على قواعد الصلح.

صلح الحديبية

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أشهر عملية تفاوض في التاريخ

وأُسفرت المفاوضات عن اتفاق سُمِّيَ في التاريخ والسيرة صلحا، يقضي بأن تكون هناك هدنة بين الطرفين لمدة عشر سنوات، وأن يرجع المسلمون إلى المدينة هذا العام فلا يقضوا العمرة إلا العام القادم، وأن يرد محمد - صلى الله عليه وسلم - من يأتي إليه من قريش مسلما دون علم أهله، وألا ترد قريش من يأتيها مرتدا، وأن من أراد أن يدخل في عهد قريش دخل فيه، ومن أراد أن يدخل في عهد محمد - صلى الله عليه وسلم - من غير قريش دخل فيه.

وفي هذا الصلح المبارك ظهرت أهمية الشورى، ومكانة المرأة في الإسلام، وأهمية القدوة العملية في موقف واحد.



أشهر عملية تفاوض في
التاريخ

Nelson Mandela will certainly be remembered as one of the best negotiators in history. And the greatest negotiator of the twentieth century

Robert H. Mnookin

Harvard Law School professor and Program on Negotiation Chairman

In his Book “ Bargaining with the Devil, When to Negotiate, When to Fight ”



He was a man of peace.
He had a powerful presence and disarmed enemies with his smile.
He showed the world what forgiveness looks like.
He was positive, thinking about what could be.
He was a visionary and could see the big picture.
He was focused on goals and a mission beyond himself.
He had remarkable endurance.
He showed grit and determination.
He was humble.
He was full of hope, not hate.
He was patient.



Chapter

01

**Qualities of Nelson Mandela
as an Extraordinary Leader**

"One of the most difficult things is not to
change society but to change yourself."

—Nelson Mandela



"ليس أفضل من أن تكون ذلك القائد الذي يقف
في الخلف ويضع الآخرين في المقدمة وقت
الاحتفال بالانتصار، بينما تقفز لأول الصف
وقت الخطر".



Thank You