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# Negotiation Styles – What makes for an effective negotiator and what has an impact on style, conduct and outcome?

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# Timeline of negotiation cascade – Problem is the issue

- 1666 - Samuel Pepys (English naval admin and member of parliament). Time of the great plague of London - Great fire of London.
  - 15-20 negotiations per day
- 1874 - Telegraph Messages
  - Western union ("the nervous system of commerce")
- March 7 1876 (patent number 174465)
  - Telephone invented by Alexander Graham Bell
- 1878 Bell Telephone Company
  - 38-43 negotiations per day
- 1902 - Universal suffrage Commonwealth of Australia

# Timeline of negotiation cascade – Problem is the issue

- 1950's - Internet (basic)
- Mid 1990's - Drastic impact on culture and commerce as internet usage explodes
- 2012 - Email, Instant Messaging / VOIP / Skype / Facetime / Podcast / Webinar / Google / Twitter / Facebook / Windows / Yahoo
  - 200 workplace negotiation activities per day / 4m+ per 38 year career / 15-20m+++ per lifetime

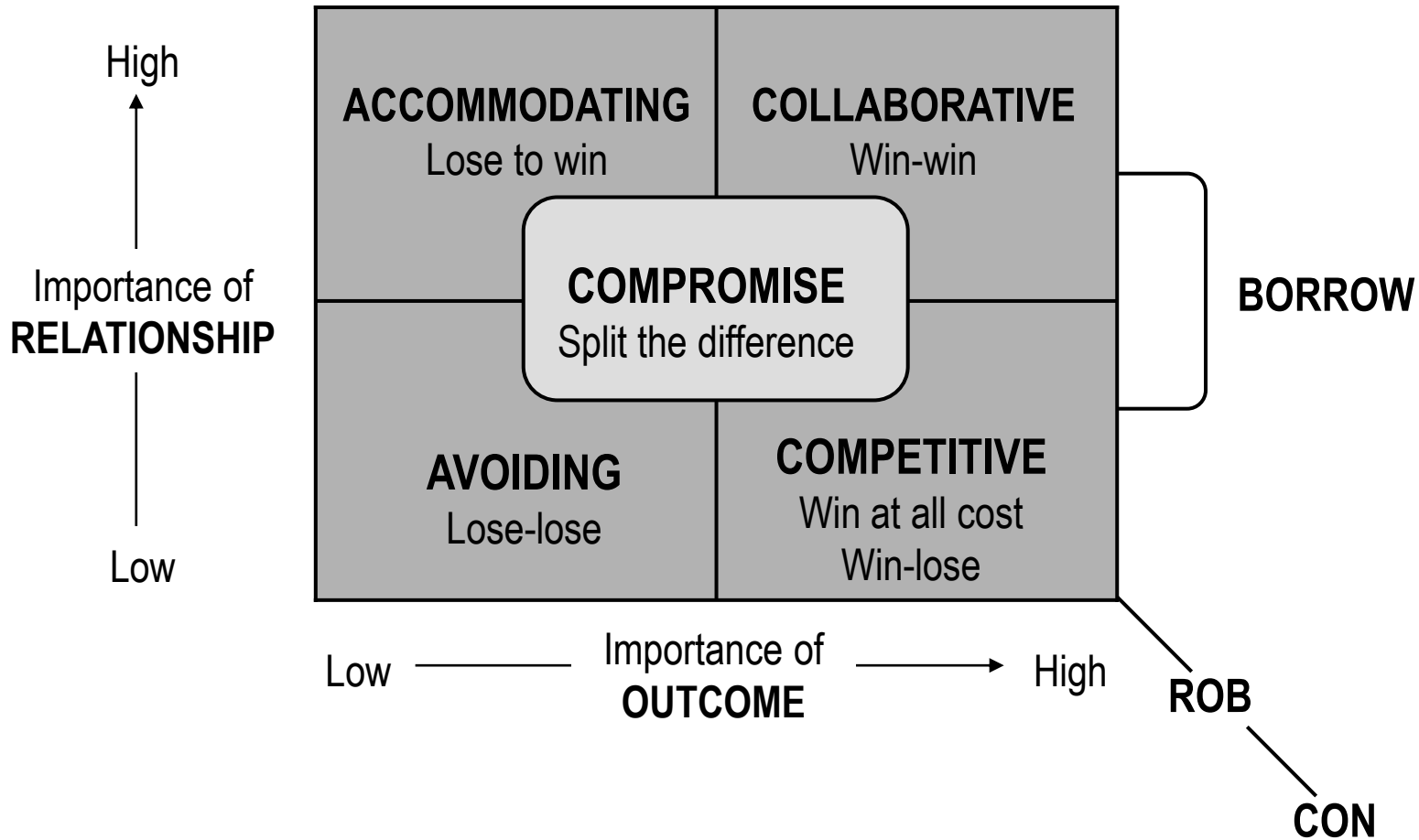
# Degree of complexity

1. Number of people
2. Number of issues
3. Degree of complexity
4. Time urgency
5. Political environment

# The principal tensions that we manage in negotiation

1. Tension between principal and agent
2. Tension between empathy and assertiveness
3. Tension of managing time
4. Tension of trying to achieve a win win outcome (definition of win win: a negotiator who creates value not just distributes value)
5. The tension of trying to achieve synchronicity of behaviour
6. The tension of asymmetry of information

# Negotiation styles – Selecting a strategy



Lewicki, Hiam, Olander

# 34 characteristics of an effective negotiator

1. Preparation and planning skill
2. Knowledge of the subject
3. Ability to think clearly and rapidly under pressure and uncertainty
4. Ability to express thoughts verbally
5. Listening skill
6. Judgement and general intelligence
7. Integrity
8. Ability to persuade others

# 34 characteristics of an effective negotiator

9. Patience
10. Decisiveness
11. Ability to win respect and confidence of opponent
12. General problem-solving and analytical skills
13. Self-control, especially of emotions and their visibility
14. Insight into others' feelings
15. Persistence and determination
16. Ability to perceive and exploit available power to achieve objective



# 34 characteristics of an effective negotiator

17. Insight into hidden needs and reactions of own and opponent's organization
18. Ability to lead and control members of own team or group
19. Previous negotiating experience
20. Personal sense of security
21. Open-mindedness (tolerance of other viewpoints)
22. Competitiveness (desire to compete and win)
23. Skill in communicating and co-ordinating various objectives within own organisation

# 34 characteristics of an effective negotiator

24. Debating ability (skill in parrying questions and answers across the table)
25. Willingness to risk being disliked
26. Ability to act out skillfully a variety of negotiating roles or postures
27. Status or rank in organisation
28. Tolerance to ambiguity and uncertainty
29. Skill in communicating by signs, gestures and silence (non-verbal language)

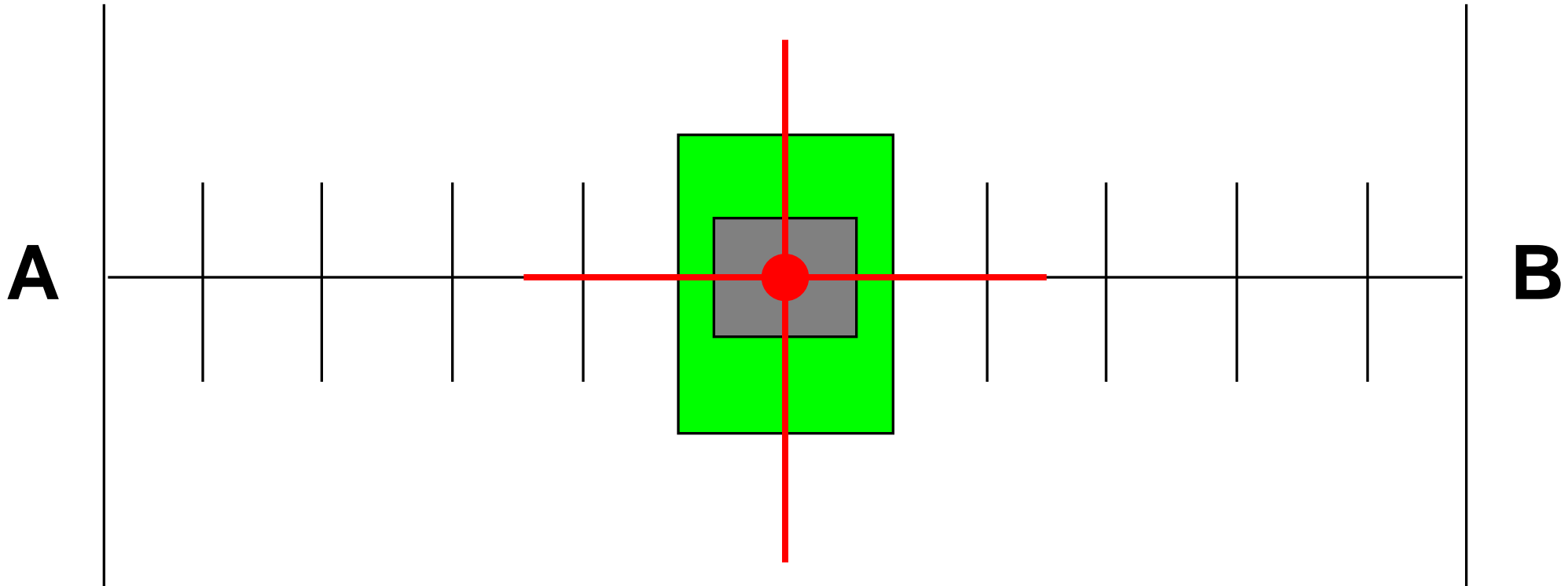
# 34 characteristics of an effective negotiator

- 30. Compromising temperament
- 31. Attractive personality and sense of humour (degree to which people enjoy being with the person)
- 32. Trusting temperament
- 33. Willingness to take somewhat above-average business or career risks
- 34. Willingness to employ force, threat or bluff

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Additional material

# ZOPA



The average negotiator reaches agreement at the midpoint between the first reasonable offer and the first reasonable counter offer.

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# Negotiation Skills Training Program

Michael Klug is one of Australia's best-known speakers and trainers on the topic of negotiation.

For details of his Negotiation Skills Training Program please contact us:

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