

ASTD 2008 International Conference & Exposition

Session SU 319 – Practical Negotiating for the Training Manager

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Session Learning Objectives:

1. Plan an internal negotiating situation for training resources.
2. Brainstorm currencies to meet the underlying needs of both parties.
3. Apply the Stages of Negotiation model to execute the negotiation successfully.



Session SU 319: Practical Negotiating for the Training Manager

Description:

Training managers must negotiate for budgets, resources, and metrics--not just for training's sake, but to drive learning as a key element of the organization's business strategy. So, why is it so difficult? Most Training Managers are neither skillful negotiators nor aware of the currencies available to them. In this highly interactive session, you will learn a simple model for negotiating, then analyze and role-play a business case study involving an internal negotiation between a training manager and executive with budget control. You will work in a team to plan your negotiating strategies and brainstorm positions and currencies to make the deal work for both parties.

Learning Objectives:

- Plan an internal negotiating situation for training resources.
- Brainstorm currencies to meet the underlying needs of both parties.
- Apply the Stages of Negotiation model to execute the negotiation successfully.

Word Association

When you hear the term "negotiation" what comes to mind?

- _____
- _____
- _____
- _____
- _____

Definitions

Conflict: a situation where two or more parties have interests or perceptions that differ.

Negotiation: a process of exchange to resolve conflict and reach a mutually beneficial agreement.

Table Discussion:

What challenges you as a training manager in negotiating for resources with your organization?

- _____
- _____
- _____
- _____
- _____

Select a spokesperson to share your group's responses.

Stages of Negotiation Model

STAGES	CRITICAL TASKS
OPENING	<ul style="list-style-type: none">• Set the climate and agenda• Establish the process• State and respond to opening positions
EXPLORING	<ul style="list-style-type: none">• Distinguish between wants and needs• Identify alternative currencies/options• Match currencies to needs
CLOSING	<ul style="list-style-type: none">• Summarize the agreement or contract• Communicate and implement

Planning the Negotiation

Even a simple negotiation involves planning steps

1. Distinguishing between wants and needs
2. Determining position and settlement range
3. Identifying currencies of exchange


1. Distinguishing Between Wants and Needs

WANTS	NEEDS	OPTIONS
<p><i>Example:</i></p> <ul style="list-style-type: none"> • Salary Increase 	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____
<ul style="list-style-type: none"> • Increase in training budget 	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____

2. Establishing Your Position and Settlement Range

Every negotiation involves one or more issues. Successful negotiators plan a settlement range of acceptable outcomes for each issue. The settlement range consists of three main points:

- **Desired Settlement Point (DSP)**
- **Opening Position (OP)**
- **Walk Away (WA)**

<i>Issue</i>	Walk-Away	Desired Settlement Point	Opening Position
			
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

3. Identifying Currencies of Exchange

Definition: Currencies are tangible or intangible resources that are perceived to have value by the receiving party.

Planning the Case

My Role: _____

Wants / Needs Assessment

WANTS	NEEDS	OPTIONS
<ul style="list-style-type: none"> • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____
<ul style="list-style-type: none"> • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____

Establish your Position and Settlement Range

<i>Issue</i>	Walk-Away	Desired Settlement Point	Opening Position
			
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

List Your Currencies

Determine and list the currencies that you could use in meeting the other party's needs in this negotiation.

Key points from the debrief of the negotiation

Tips for Negotiating Internally:

- **Highlight areas of agreement at the beginning and throughout the negotiation**
- **Convert the situation from a “me versus you” to an “us against the problem” approach**
- **Use facts and logic sparingly**
- **Offer currencies beyond the issue being negotiated**
- **Avoid inflating your wants and needs**
- **Resist escalation**

Job Aid for Practical Negotiating

Planning the Negotiation

1. Distinguishing Between Wants and Needs

WANTS	NEEDS	OPTIONS
<ul style="list-style-type: none"> • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____ 	<ul style="list-style-type: none"> • _____ • _____ • _____

2. Establish your Position and Settlement Rang

Issue	Walk-Away	Desired Settlement Point	Opening Position
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

3. List Your Currencies

Determine and list the currencies that you could use in meeting the other party's needs in this negotiation.

_____	_____
_____	_____
_____	_____

Executing the Negotiation

STAGES	CRITICAL TASKS
OPENING	<ul style="list-style-type: none"> • Set the climate and agenda • Establish the process • State and respond to opening positions
EXPLORING	<ul style="list-style-type: none"> • Distinguish between wants and needs • Identify alternative currencies/options • Match currencies to needs
CLOSING	<ul style="list-style-type: none"> • Summarize the agreement or contract • Communicate and implement

