



NEGOTIATIONS ACTIVITY

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General Information:

- Number of people: 4 to 12 persons per negotiating session. It is possible to run more than one session in parallel.
- Time needed: 45min for a short version; 90 minutes for a session at a comfortable pace.

Implementation:

1. One negotiation session can involve between 4 and 12 persons. Participants are invited to split up into 4 teams of 1 to 4 persons each. The ideal number of persons per session is 8. In case more than 12 persons are present, 2 or more negotiations can run in parallel.
2. Facilitator(s) share the negotiation strategies with each team and invite different participants to read the strategies aloud. After each read, facilitators shortly discuss the respective strategy with participants, asking them whether they are familiar with the strategy, whether they have examples of application, etc.
3. Each team receives one of the following instructions and is given 5-10 minutes to get ready. The Mediators / Commission will then initiate the negotiations.



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Negotiating Team 1

You are representing an NGO applying for funding in the framework of the Citizens, Equality, Rights & Values Programme of the EU.

- In your team, think about and agree on what your project is about. What are its objectives? Why is it important?

Alternatively (in case there is little or not enough time), the group can simply adopt the following project idea: your project aims to help and support persons who recently had to flee from Ukraine, supporting them in finding accommodation, a job, education opportunities, and further assistance.

Your team may adopt the following features for your project idea, or adjust the numbers to your needs:

- You aim to apply for the amount of 230.000 EUR.
- Your project would start in 5 months and run for 2 years.
- You would involve 5 partner organisations from 4 EU countries that would participate in the implementation of your project.
- Your organisation has 11 years of experience relevant to your project objectives.



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Negotiating Team 2

You are representing a CSO (Civil Society Organisation) applying for funding in the framework of the Citizens, Equality, Rights & Values Programme of the EU.

- In your team, think about and agree on what your project is about. What are its objectives? Why is it important?

Alternatively (in case there is little or not enough time), the group can simply adopt the following project idea: your project aims to integrate job seekers in new employment opportunities related to the field of “circular economy”. The circular economy is a model of production and consumption involving sharing, leasing, reusing, repairing, refurbishing, and recycling existing materials and products as long as possible.

Your team may adopt the following features for your project idea, or adjust the numbers to your needs:

- You aim to apply for a project funding of 190.000 EUR.
- Your project would start in 6 months and run for 3 years.
- You would involve 6 partner organisations from 3 EU countries that would participate in the implementation of your project.
- Your organisation has 15 years of experience in the field of circular economy



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- You will open the negotiation session by asking both negotiating parties to present themselves and their project.
- Thereafter, you will invite both negotiating parties to state why they think their project is particularly important (possibly more important than the project of the other party).
- You then ask both parties to state the amount of funding they would like to apply for. You will then inform the negotiating parties that the total available budget from the programme is 300.000 EUR (or an amount which is lower than the total of their budgets). It will thus not be possible to grant both projects with the amounts both parties plan to ask for.
- You continue the negotiation by trying to find out which project idea is more thought-through, more realistic, or which project would achieve a bigger impact or make more of a difference.
- In the end, you will ask negotiating parties if they can come up with an agreement on how to split the available budget.



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- You can intervene during the negotiations:
 - If you see that the negotiations are running too smoothly, try to ask some “tricky” questions to both parties, making the negotiation more difficult for them. For example, you could ask organisations what exactly they will need their funding for. You can also ask whether they have checked if there are other organisations already fulfilling the mission they would like to take on, etc.
 - If you see that negotiations are stuck or that both parties have difficulties to progress or find a consensus, you can help by asking questions such as:
 - Can you cooperate in some ways in order to save costs?
 - Can you mutually support one another?
 - What are the benefits you could bring to the other party in case they agreed to let go of a part of their planned budget.



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Mediators / Commission

- Once time is up or when both parties have come to an agreement, you invite the observers to present their final report on how often and how successfully each party has applied the negotiation strategies.
- You then invite both negotiating parties to comment on their application of the negotiation strategies.
- You may then also comment on their application of the strategies yourself.
- Finally, you close the session by thanking everybody for their positive spirit and enthusiasm.



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Observers

- Your mission is to observe how successfully each team is using the negotiation strategies:
 - Which strategies is each team using?
 - How often are they using each strategy?
 - How successfully are they using each strategy?
- About 15min into the negotiations, you can ask for a short “Time-Out” in order to comment on the application of the strategies by each team. Make sure to be constructive and polite in the way you provide suggestions to each team or team member. You could also give praise to the negotiators and to the teams.

You could for example give advice along the following lines:

- Team A: you have not used many strategies yet. You could try to diversify your negotiation strategies.
- Team B: congratulations on your application of the strategy to
. As observers, we think it has worked really well.
- etc.

Note: in case you would like to suggest specific strategies to the teams, make sure to ask for a private time-out with them, so that the other team does not hear your advice (as otherwise the application of this strategy might lose its strength, given that the other party would expect the strategy to be applied).



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Room Set-up



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NEGOTIATION STRATEGIES

Share information

We often approach negotiation being very guarded and wary of showing our cards. Yet, while we believe this is a smart approach, it has a negative impact on our outcomes and inhibits trust. People tend to be matchers and “follow the norm of reciprocity, responding in kind to how we treat them.” If we want to be trusted, we must first offer it.

Studies have shown that revealing some information, even when it's unrelated to the negotiation, increases the outcome. You don't have to put all of your cards on the table at the outset. Simply putting something of yourself out there – your hobbies, personal concerns, or hopes – can set a positive tone that's conducive to gaining agreement.

Listen and understand the other party's issues and point of view

Some of the worst negotiators I have seen are the ones who do all the talking, seeming to want to control the conversation and expound endlessly on the merits of their position. The best negotiators tend to be the ones who truly listen to the other side, understand their key issues and hot buttons, and then formulate an appropriate response. Try to gain an understanding about what is important to the other side, what limitations they may have, and where they may have flexibility. Refrain from talking too much.



Make the first offer (anchoring bias)

Research on the anchoring effect suggests that the party who makes the first offer in a negotiation can gain a powerful advantage by steering talks in her favour. First offers should be quite aggressive but not absurdly so.

Barter

Can you offer anything else which could be interesting for your counterpart? Could you offer some services that would be of value to him/her? Consider making a trade to eliminate or significantly offset the need for high compensation. The idea is to use creativity in order to reach a deal that might otherwise not come to fruition.

Understand the deal dynamics

Understanding the deal dynamics is crucial in any negotiation. So, be prepared to determine the following: Who has the leverage in the negotiation? Who wants the deal more? Who has greater support? What timing constraints is the other side under? What alternatives does the other side have? Are you dependent on the other party or are they on you?

Use Silence and Time as a Tactic

Never respond too quickly to an offer or proposal. Pausing or even suspending negotiations can convey that you're not desperate to close the deal and that you have other options. Silence can force a surprising amount of pressure on the other party as well.



Keep It Light

You never want to let negotiations become too tense. Always feel free to smile and inject some humour in the conversation. Lightening up the mood can ingratiate you with your opponent while also conveying your negotiating strength. If you do not appear to be taking the negotiation extremely seriously, your opponent may conclude that you are ready to move on (without an agreement) if you don't get what you want.

Find a Win-Win Situation

Another negotiation tactic is to come up with a win-win situation for both parties. Imagine you're on vacation, and you want to do an activity that fits in your budget. You may decide that you're interested in an activity that typically costs 100eur for two hours. If you have a budget of 50eur to spend, you might ask if you can pay 50eur for half the normal amount of time spent doing the activity. This offer presents a scenario where you get what you want and stay within your budget, and the other party is still compensated at their normal rate.

Ask Questions

In a negotiation, never underestimate the importance of asking questions. This helps you buy time to think but also gives you more information to inform your strategy. Try lines of questioning that get at why or how certain decisions were made. Another option is to simply ask for help. Some examples are listed below:

- “I'm trying to understand why my medical bill is so high. Would I be able to see an itemised receipt?”
- “Could you please explain to me in which ways the method you are proposing is innovative compared to projects which are already being implemented?”



Build rapport

Although it's not always feasible to engage in small talk at the start of a negotiation, doing so can bring real benefits, research shows. You and your counterpart may be more collaborative and likely to reach an agreement if you spend even just a few minutes trying to get to know each other. If you're negotiating over email, even a brief introductory phone call may make a difference. This is one of the most valuable negotiation skills to master.

Present multiple equivalent offers simultaneously (MESOs).

Rather than making one offer at a time, consider presenting several offers at once. If your counterpart rejects all of them, ask him to tell you which one he liked best and why. Then work on your own to improve the offer or try to brainstorm with the other party an option that pleases you both. This strategy of presenting multiple offers simultaneously decreases the odds of impasse and can promote more creative solutions.

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Source: <https://www.pon.harvard.edu/daily/negotiation-skills-daily/top-10-negotiation-skills/>



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