

How to Use Emotional Control and Observation Skills to Become a Better Negotiator!

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Abstract. The World of Supply Management is changing daily because of corporate mergers/acquisitions, global events, economic shifts, competitive pressures, political issues, technology and low cost/valued opportunities in emerging countries. The Supply Manager's personal skill sets are constantly being challenged to remain current, stay sharp and to continue producing successful business results. This supply management professional will always use the "Negotiation Process" as a major activity with outside parties to resolve problems, shift opinions and to create profitable business agreements. During this process, all parties involved can be subjected to stress, distractions and emotional, both good and bad, behavior. This situation can cloud your thinking, affect your judgment and create a combative environment, which negatively impacts upon the results you are seeking. If emotional control and focus is lost, your goals and objectives will never be achieved. Long-term success can only be gained when operating within an environment that is conducive to rational thought and critical thinking. This presentation will help improve your personal capabilities in managing your emotions, staying focused, turning perception into fact and using tools/techniques towards creating an environment for success and to manage the other party towards achieving positive results.

The Opportunity. By managing personal emotions and perceptions, your skill set will be upgraded which will cause the supply management professional to become a better negotiator. When using a variety of tools including the "Rational Thought Process Chart", you will learn to identify, understand and control your behavior and those embedded good/bad "hot buttons" which affects your thinking, drives behavior and produces results. A variety of practical hints and tactics will be described to help you stay focused and maintain an environment for successful negotiations. During this session, the following topics will be covered: Rational Thought and Critical Thinking, Perception and Observation, Listening Skills and Non-Verbal Signals. Learn to identify areas of discussion to avoid and learn to raise "the other parties" level of thought and behavior to achieve positive results during the "Negotiation Process".

Objectives. When the negotiating process is activated, the optimum objective is to create a mutually satisfying agreement in order to obtain successful business results. Negotiations can be defined by one of the following:

- To move or shift a belief, a position or course of action by creating a new set of values and behavior by providing relevant and believable information.
- A discussion of two or more parties' respective wants and needs which aims for a mutually satisfying agreement.
- To create a need to obtain a product or service in exchange for something of value.

In order to create the environment for successful negotiations, the outcomes must be highly acceptable to both parties. This is known as "Integrative Outcomes" (aka Win-Win).

Outcomes that have one party exceeding their goals and the other party falling short of their goals are called Distributive (aka Win-Lose or Lose-Win). Distributive outcomes create bad relationships, revenge, hurt feelings and a sense of competitive personal loss.

In order to prevent this Distributive situation, you must create the environment for success by maintaining excellent personal and professional behavior. This can be obtained by improving your skill set in the following three areas:

- Emotional Control
- Rational Thought
- Critical Thinking

The negotiating process can create positive and negative feelings. These feelings can include: joy, pain, happiness, anger, hate, impatience, competitiveness, bias, good vibrations, sadness, feeling bad, loss of face, enjoying a situation and stubbornness

When in the Integrative mode, you are more likely to be positive, seek options and be more congenial. When in the Distributive mode, you are more likely to be combative, insensitive, retaliatory and stubborn. Items that affect our emotional thinking are:

- Our personal needs
- Our upbringing and experiences
- The way we view life
- The value programming that we place on others and ourselves
- Our personality

As an exercise, do the following:

- List five items that some people exhibit or have that really turn you off
- List five items that some people exhibit or have that you really admire

Therefore, gain an understanding of your “likes” and “dislikes” because these are your “hot buttons” that can affect your thinking in negative ways when negotiating. These items can be the color of someone’s clothes, their manner of speech, words actually used, the way they sit, the way they shake your hand, their celebrity status, actions taken, their age or many other characteristics or behaviors. Hot buttons can be good or bad. For example:

- That new salesperson is a former professional athlete who was my idol when I was growing up. I can’t wait until I do business with him.
- He dresses too nicely. Must be making a fortune!

Learn to manage your thing. Always remember, **“Thinking Drives Behavior Equals Results!”**

If emotional control and focus is lost, you will never “ACHIEVE” your goals and objectives!

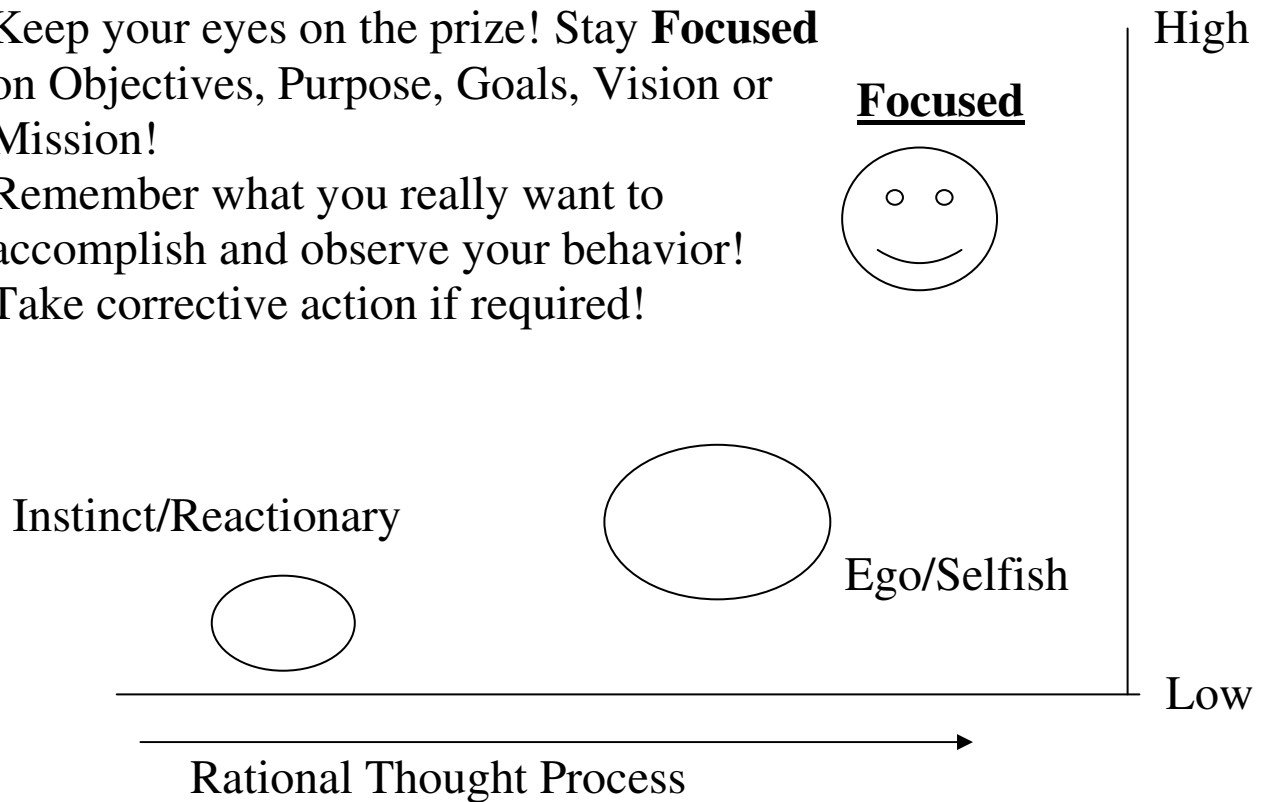
To help manage your thinking, please look at the following “Rational Thought Process Chart”.

Controlling Your Thoughts and Emotional Responses!

Keep your eyes on the prize! Stay **Focused** on Objectives, Purpose, Goals, Vision or Mission!

Remember what you really want to accomplish and observe your behavior!

Take corrective action if required!



*Maslow's Hierarchy of Needs

Human beings think in three dimensions as you can see on the chart. To be in control of our emotions, we must always be “Focused” and must always be conscious of our thinking and behavior of others and ourselves. When you observe that you have fallen off the path, take the appropriate corrective action.

Your thinking effectiveness can also be influenced by “Observation and Perceptions”. What you see is not what you always get! Therefore, don't go for the obvious. Ask questions, take a hard look and challenge what you are being told or what you think you are observing! Be aware of everything that is around you, don't get distracted and stay “Focused”! It is important to understand if the negotiating parties are saying one thing, but meaning something else. Don't be afraid to listen! Ask yourself if you are talking too much to listen to others? Silence is Golden and can be used to be a powerful negotiating too! Learn how to listen and not to evaluate.

A skill set that is invaluable is your ability to identify and be aware of “Non-Verbal” observations. These are defined as any information that your senses perceive that is not written or spoken. Examples: Physical Gestures and Attitudes

Identifying and understanding the significance of some of these observations will go a long way towards building confidence in any relationship and will make your critical thinking more effective during the dynamics of the negotiating process with the other party. Here are some examples of gestures and attitudes:

- Not looking you in the eyes (mistrust, fear)
- Watching the clock/watch (impatient or going somewhere)
- Yawning (Bored, not focused, inattentive)
- Sitting on edge of seat (paying attention, interested in what you are saying)
- Arms folded across chest (defensive)
- Stroking Chin (evaluating)
- Packing their bags (I'm out of here!)
- Stepping aside or backing away (deference)
- Head in palm of hand (bored)
- Hands on Hips (ready, set, go)
- Hands behind head and leaning back (territorially dominant, has answers already)

Now that you have learned about yourself and have received some tools to manage your emotions and to upgrade the thinking process, let's look at some helpful negotiating hints and techniques. When negotiating, keep all discussions around the Purpose/Goals of the meeting. If discussions go off-track to a personal or emotional level, bring them back to the Purpose/Goals. Always keep the conversation at the organizational level versus the individual level. Make certain you stay away from the personality and behavior issues at this time. Avoid reacting to "smart snide remarks"! Stay focused on the **Purpose** and your position. Take the high road by ignoring and disarming them by not reacting to rants and ill-advised remarks. Always try to resolve the easy stuff first. If you hit a snag, move to another item and park the difficult one for later on in the meeting.

When you have a difficult point, ask these questions:

- What is the basis for your position on this issue?
- What are your perceptions or beliefs around this issue?

Probe their comments with questions that indicate genuine interest and understanding. Discuss faulty perceptions/beliefs, as a shift in time, conditions, resources or faulty facts. Share your own beliefs and get that person to walk in your shoes. Try to resolve again.

Now that you have been exposed to some new concepts, tools and techniques, start practicing what you have learned. The more you practice and remain focused, the more your personal skill set will improve. Always keep in mind the following key points:

- Thinking Drives Behavior Equals Results
- Understand Your Own Emotional Hot Buttons
- Be A Good Listener
- Silence is your Friend
- Be Observant and Understand
- Stay Focused on your Goals

The information in this presentation will help you use "Emotional Control and Observation Skills" to become a better negotiator!

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