
Negotiation Skills for Software Developers

Boston-SPIN

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Agenda

- Introduction
- Negotiation Exercise
- Developing a Negotiation Mindset
- Preparing to Negotiate
- Conducting a Negotiation
- Effective Communication
- Concluding Discussion

Developing a Negotiating Mindset

How do you define success:

Traditional:

- I got what I wanted
- I convinced the other person to agree with me
- I won and the other person lost

Collaborative:

- I got what I needed
- I created as much value as possible for myself
- The other person got enough to be happy too

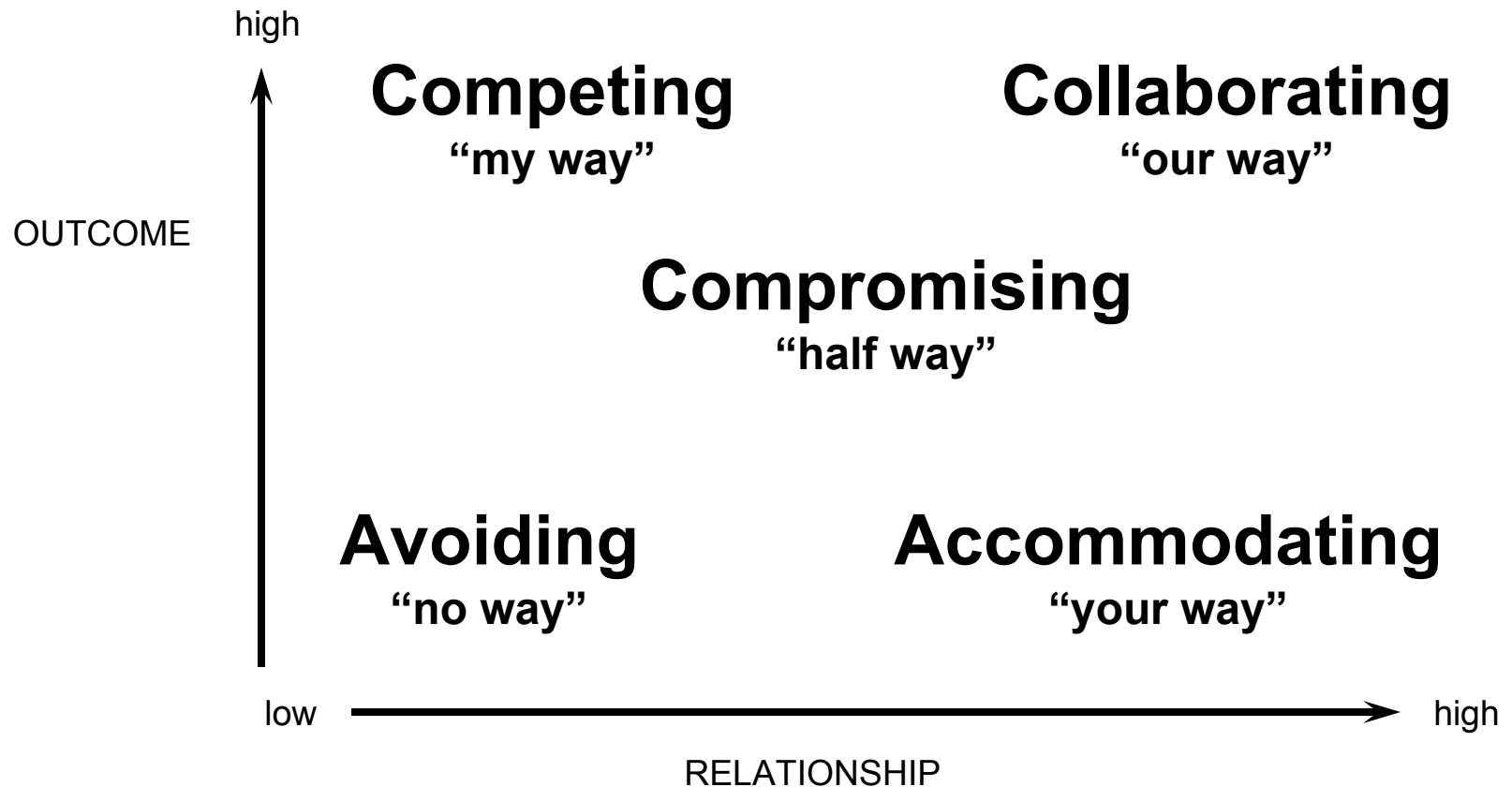
Developing a Negotiating Mindset

Avoid self-limiting assumptions:

Don't negotiate with yourself prior to the negotiation. Many negotiators make assumptions that limit what they ask for and consequently what they get in a negotiation.

Developing a Negotiating Mindset

Balance outcome and relationship:



Preparing to Negotiate

Focus on interests – yours and theirs:

Interests are the reasons behind the positions you take. They represent your underlying needs, fears, desires, etc. Think of negotiation as an opportunity to meet your interests and to understand and satisfy the other side's interests as well. They may be compatible.

Preparing to Negotiate

Consider your alternatives:

Understand what might happen if there is no agreement. Look at the possible outcomes, and pick your fall-back in case things don't work out in the negotiations.

Be realistic about your alternatives. Do not pretend that they are better than or worse than they really are. Look to improve your alternatives.

Preparing to Negotiate

Research and gather objective standards:

Do your research into objective criteria such as industry standards, precedents, and comparables that you can use to discuss options and alternatives during the negotiation.

Conducting a Negotiation

- Start with relationship
- Inquire about interests
- Develop and consider multiple options
- Ask for and present objective standards
- Communicate effectively
- Be willing to walk away to your best alternative

Effective Communication

Perspectives:

- When we look around us, we think that we and the people around us see the same world
- In reality, each of us perceives the world through the lens of unique perspectives
- Their world likely differs significantly from ours
- Understanding the other party's perspectives makes us more effective negotiators

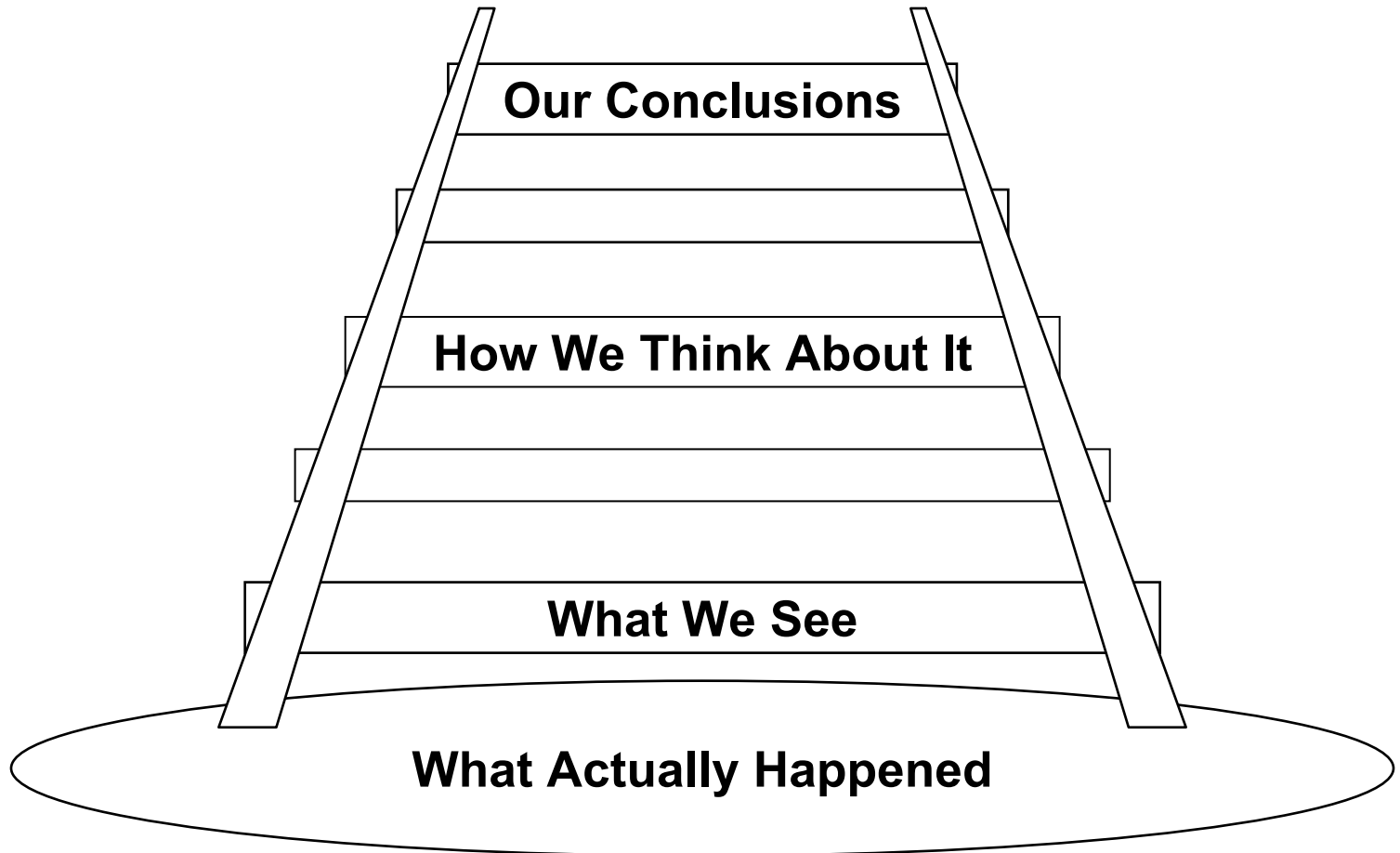
Effective Communication

Each conversation we have with others is really composed of three conversations:

- Facts
- Feelings
- Identity

Effective Communication

Ladder of Inference:



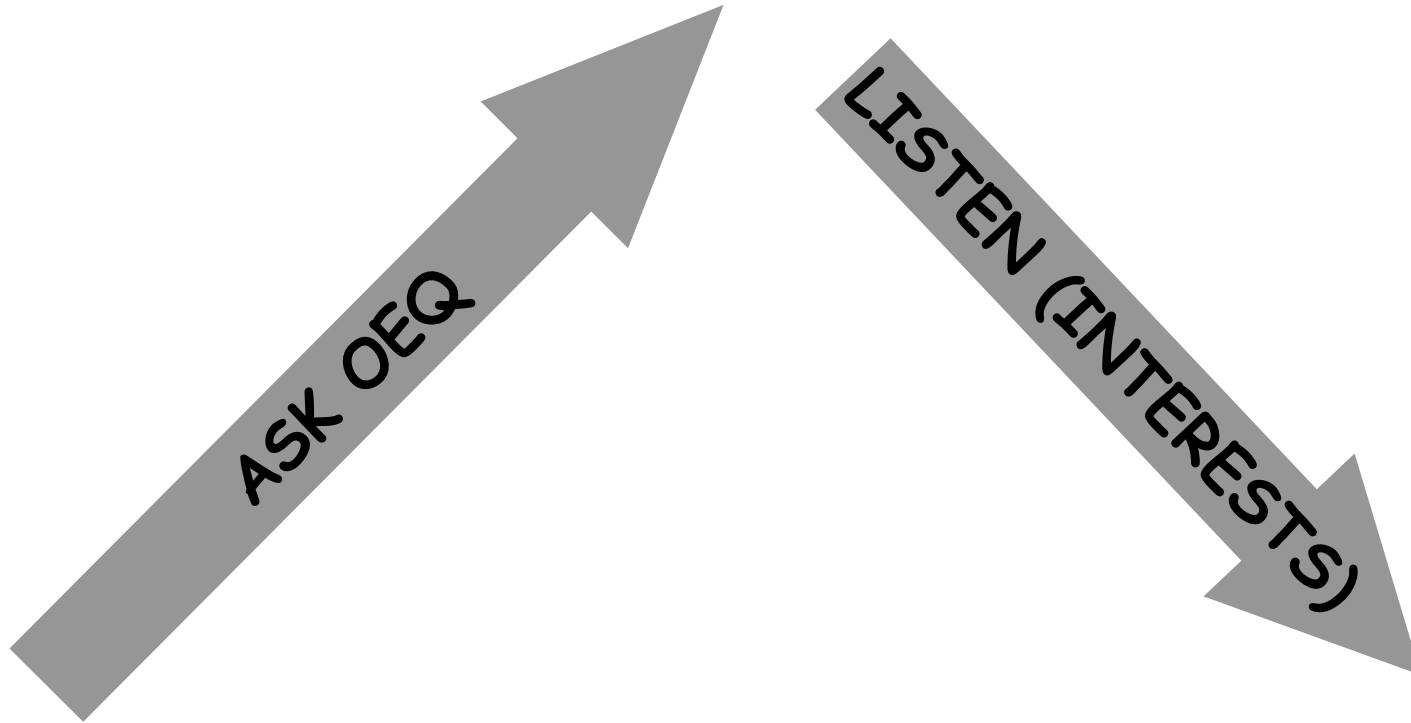
Effective Communication

Interactive listening:



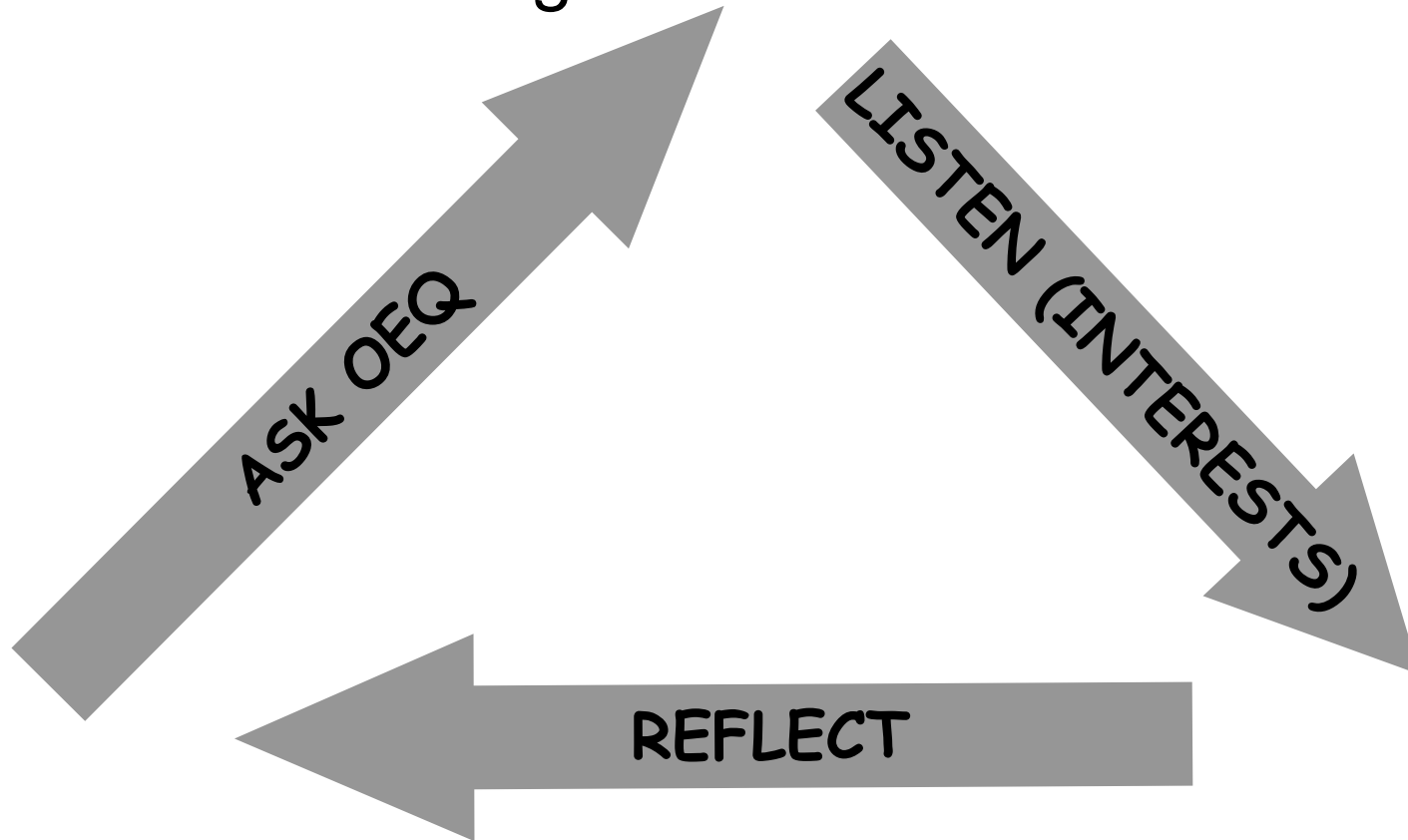
Effective Communication

Interactive listening:



Effective Communication

Interactive listening:



Resources

Getting To Yes: Negotiating Agreements Without Giving In, Roger Fisher, William Ury, Bruce Patton

Getting Past No: Negotiating With Difficult People, William Ury

Difficult Conversations, Douglas Stone, Sheila Heen, Bruce Patton