

Negotiating the Project Management Rapids_K

How to get what you want, help others get what they need, and preserve relationships

Narrative

Bargaining, bartering, influencing, selling, arranging, contracting, developing, selling are all names suggesting a negotiating process. Anytime one person reaches for an agreement, a change, a commitment, an action, a result, or a price from others, negotiating is taking place.

Without skill in negotiation, the project vision is rarely fulfilled. Too much is promised or too little is delivered. The unique nature of projects involves a constant stream of negotiation. Often, we negotiate the sale of something that doesn't exist, the completed project, and then must negotiate with a wide range of others to make it happen. Negotiating is an hourly event on projects.

Project personnel can switch from buying to selling many times in a day. On one side, we negotiate the definition of scope, results, and performance for the project and then we negotiate the means of fulfilling that contract.

Negotiating is an hourly event on projects.

Successful negotiation involves internal and external dimensions. Externally we must negotiate with those not part of the project team either to bring them on the team or to cause them to remove obstacles to our accomplishing the project vision.

Within the project team, we must negotiate for agreement, for support, and for resources. Typically, the most difficult negotiations take place inside an organization or inside an existing business relationship.

Often, you cannot walk away. No deal is no option. Project negotiation cannot be viewed as a zero-sum game. Attempts to create winners and losers are sure to yield only losers.

The toughest legal contracts can be negotiated and signed. They may mean nothing. Attempts to reduce to paper the relationships and the trust required for project success can destroy them.

Negotiating skill is a core competency of project management! Commitment, communication, coordination are the essence of effective projects and the result of continuous, productive, negotiation. Good negotiations produce good agreements.

In this seminar, we review the principles of negotiation. We show the application of these principles internally and externally. Our goal is for you to learn a negotiating process that will give you more of what is best for you, your projects, and your organization.

Throughout the seminar, we will apply the learning in simulations and exercises. Everyone's needs must be met to achieve success in simulations or in projects. Everyone means project management, engineering, suppliers, production, accounting, information services, and the customer. Negotiating is part of human transactions. Consider all the times you needed what other people controlled for your mission, for your project, for your work, for your travel. Negotiation had to produce an acceptable result – a “meeting of the minds” – for you to be successful.

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Objectives

- Define negotiation. Examine the processes of negotiation.
- Establish and internalize the values and principles of effective negotiation.
- Plan, practice, prepare, and prepare again for beneficial results.
- Conduct productive project negotiations – internally and externally.
- Experience the interaction of responses during negotiation through simulations, exercises, and role-playing.
- Mentally rehearse your action, others' response, and your counter-response during the negotiating process.
- Develop a personal action plan for improving your negotiation skills.

Results

A participant will be able to:

- Examine negotiating issues from two or more perspectives.
- Clearly state the outcome or result desired from negotiating.
- Define and advocate values that build relationships.
- Prepare options and flexibility for the issues.
- Understand personal responses to the stress of negotiating.
- Predict others' response to issues.
- Deal with others' tricks, tactics, and tantrums.
- Prepare and conduct negotiations with multiple parties over different aspects of the issues and at different times.
- Accomplish, document, and debrief negotiations leading to successful outcomes.

Outline:

Time	Duration	Activity	Outcome
8:00	30 minutes	Introduce workshop	Introduce People, Instructors, and Workshop.
8:30	40 minutes	The Many Forms of Negotiating – even when you did not know a negotiation was taking place. (Overview)	<ul style="list-style-type: none">▪ Beliefs About Negotiating (examining the myths and our biases). <i>Who are good negotiators and what is successful negotiation?</i>▪ Enunciating Values and Principles for Negotiation▪ Examining differences based on target (Internal versus External)▪ Commitments - love, honor, and negotiate▪ Negotiating Process – Bargaining 101▪ The Key to Success – <i>Planning, Practice, and Preparation</i>
9:10	10 minutes	Break	
9:20	70 minutes	Exercise One Content	<ul style="list-style-type: none">▪ Perception of Issues▪ Identifying Assumptions▪ Desired Results

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Time	Duration	Activity	Outcome
		Each person will analyze his or her own specific situation.	<ul style="list-style-type: none"> ▪ Interests ▪ Options ▪ Power ▪ Time Line
10:30	90 minutes	Exercise Two Context Participants will work in three person groups to learn the differences. Orange Negotiation	<ul style="list-style-type: none"> ▪ Language ▪ Criteria / Values / Beliefs ▪ Emotional State ▪ Learning ▪ Behavior ▪ Decision Process ▪ Physical Setting ▪ Reaction to Time
12.00	60 minutes	LUNCH	
1:00	75 minutes	Exercise Three Conduct Role Play	<ul style="list-style-type: none"> ▪ Begin with Rapport ▪ Measure Outcome ▪ Areas of Agreement ▪ Issues to be Resolved ▪ Tactics ▪ Time and Distance to Agreement ▪ Maneuver Space ▪ Alternative to Agreement
2:15	10 minutes	Break	
2:25	90 minutes	Exercise Three Conduct	Negotiate Specific Situation – two rounds
3:55	30 minutes	Exercise Four Complete	<ul style="list-style-type: none"> ▪ Share Understanding ▪ Record Agreement ▪ Maintain Relationship ▪ Fulfill Agreement ▪ Time Line ▪ Closure / Celebration
4:25	30minutes	Exercise Seven	Each participant will write commitments for their personal change to negotiate better agreements in their projects.
4:55	5 minutes	Closure	Certificates