

Negotiation and Conflict Resolution Skills

FOR GSI

1

Housekeeping

The real world is still there – take the phone calls, answer the urgent messages, but please **keep your camera on while you are in the room otherwise**

Please do **vacate** your room **if a fire alarm sounds**

Toilets are where you left them this morning



2

Please ask questions as we go

Out loud or in the chat window

3

You will get a copy of the slides

And templates, handbooks and good websites via email

4

The event is being recorded

For quality control purposes.

5

Your 30 Second Intro

- Who you are
- What experience you have of applying for grants
- What your company does for customers
- What you want to get out of the day

6

We are **Anchored In** Responsible Innovation



We work with companies, academics and entrepreneurs to explore markets and funding opportunities to bringing their ideas into commercial practice.

Led by Anke Lohmann, our founder and chair, our team has years of experience working at the intersection of technology and business, helping SMEs, universities, funders, policymakers, and governmental bodies maximise their innovation investments and achieve their strategic goals.

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What do we do?


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The Anchored In Team







Anke Lohmann: Workshop design & facilitation, stakeholder engagement, consortium formation, market and sector research, taking products to market.




Nicola Musgrove: Lead trainer covering commercialisation, starting a company, taking products to market, marketing and sales, customer engagement, building a supply chain.




Sara Diegoli: Innovation and collaboration, consortium formation, strategic programmes, bid development, project management, workshop design & facilitation.



Ian Tracey: Lead trainer covering, funding and finance, pitching, building teams, networking, value proposition and innovation, science impact and knowledge transfer.

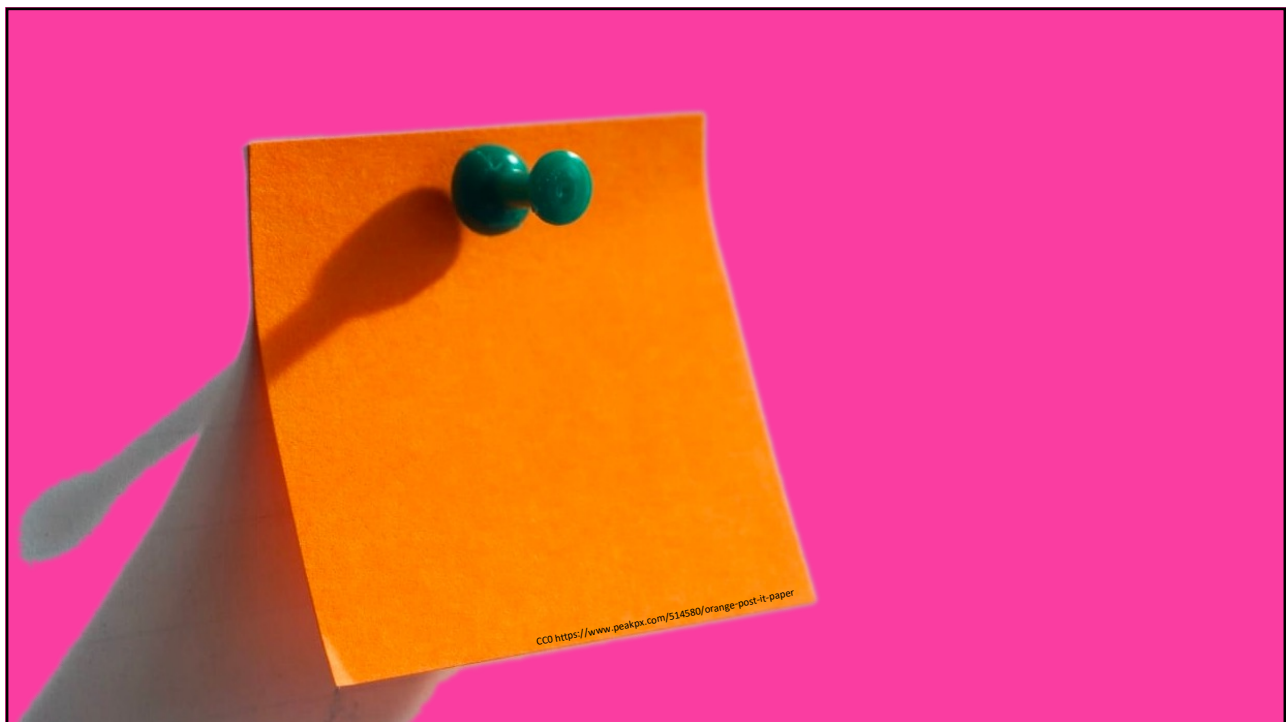


Viola Hay: Innovation and international programmes, project management, stakeholder engagement, strategy development, workshop facilitation.



Siwan Smith: Experienced and award-winning Equality, Diversity & Inclusion (EDI) professional with knowledge of working across complex industries in both private and public sectors.

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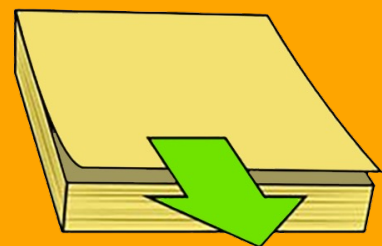
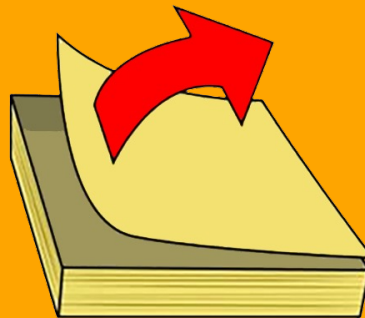
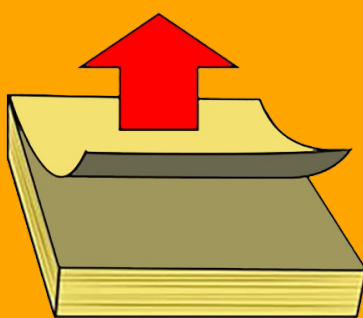
Correct Post-it™ Note usage is a life skill.

It can improve your REF score*

* It can not improve your REF score, it is a lie.

11

Sheer strength is your friend!



Don't

Do

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INTERACTIVE

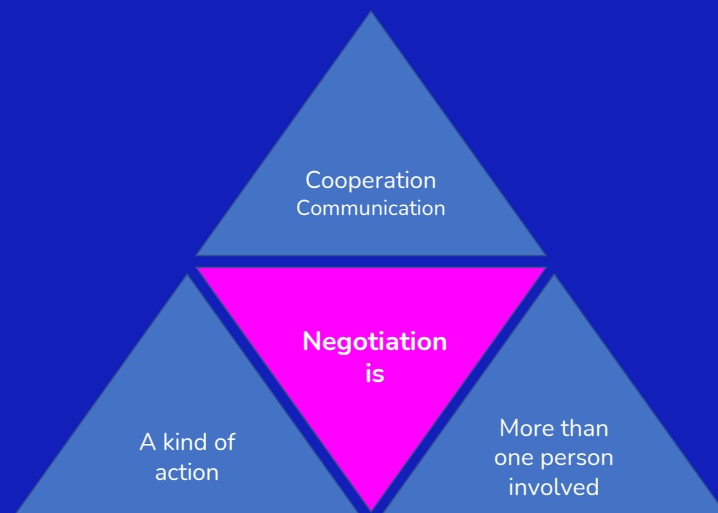
Definition

How would you define Negotiation?

What negotiation is?
and,
What negotiation is not?

13

Common positive ideas are



14

Major differences are



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A practical definition

Negotiation is a communication process between two or or more more people in which they consider alternatives to arrive at mutually agreeable solutions or reach mutually satisfactory objectives.

'Often involves both parties making concessions'

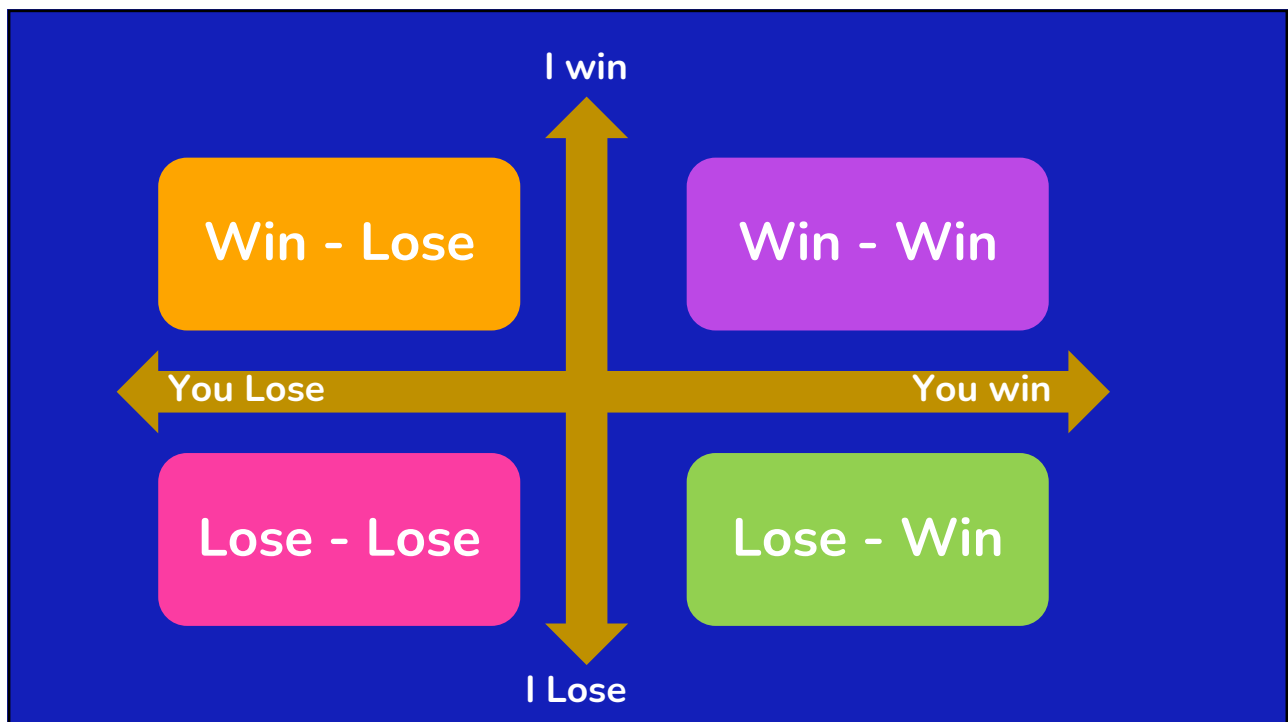
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A practical definition

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'Often involves both parties making concessions'

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Game time

Prisoners Dilemma

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Prisoners Dilemma

- You are suspects arrested for a crime and interrogated separately.
- **Possible outcomes:**
 - If one confesses and implicates the other, the confessor goes free, and the other gets a long sentence.
 - If neither confesses, you both receive a reduced sentence.
 - If both confess, you both receive the maximum sentence.

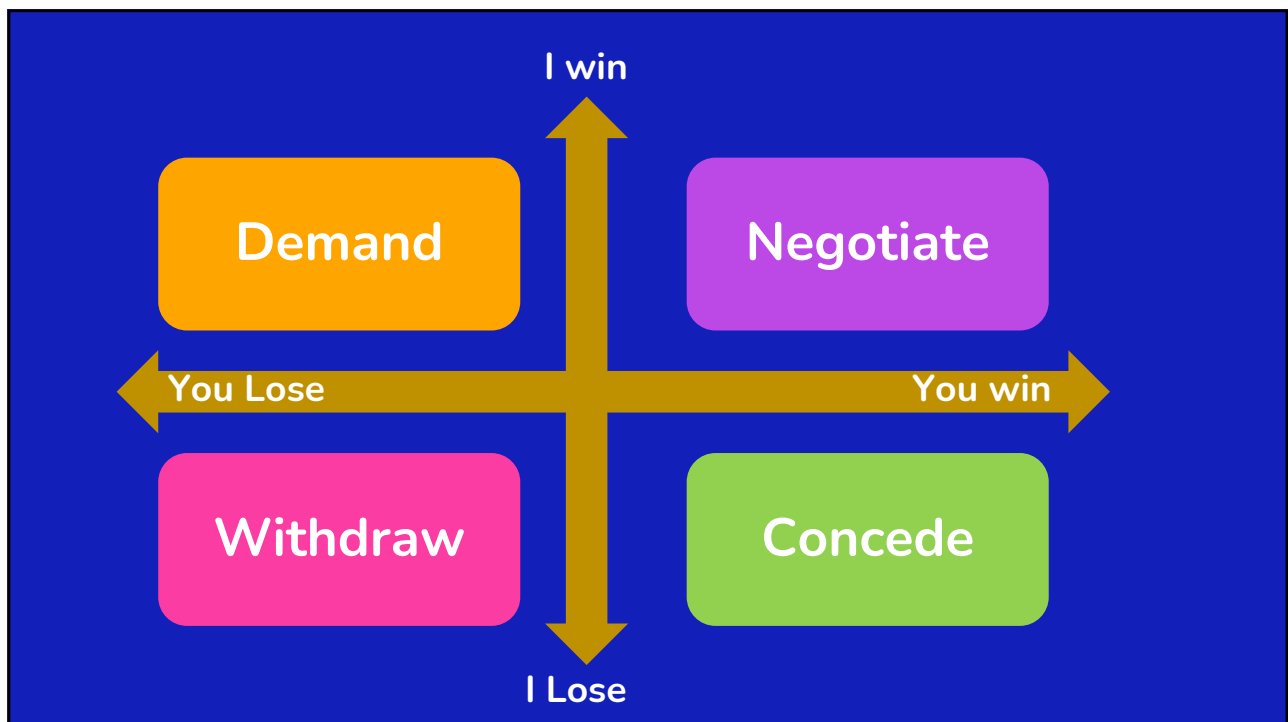


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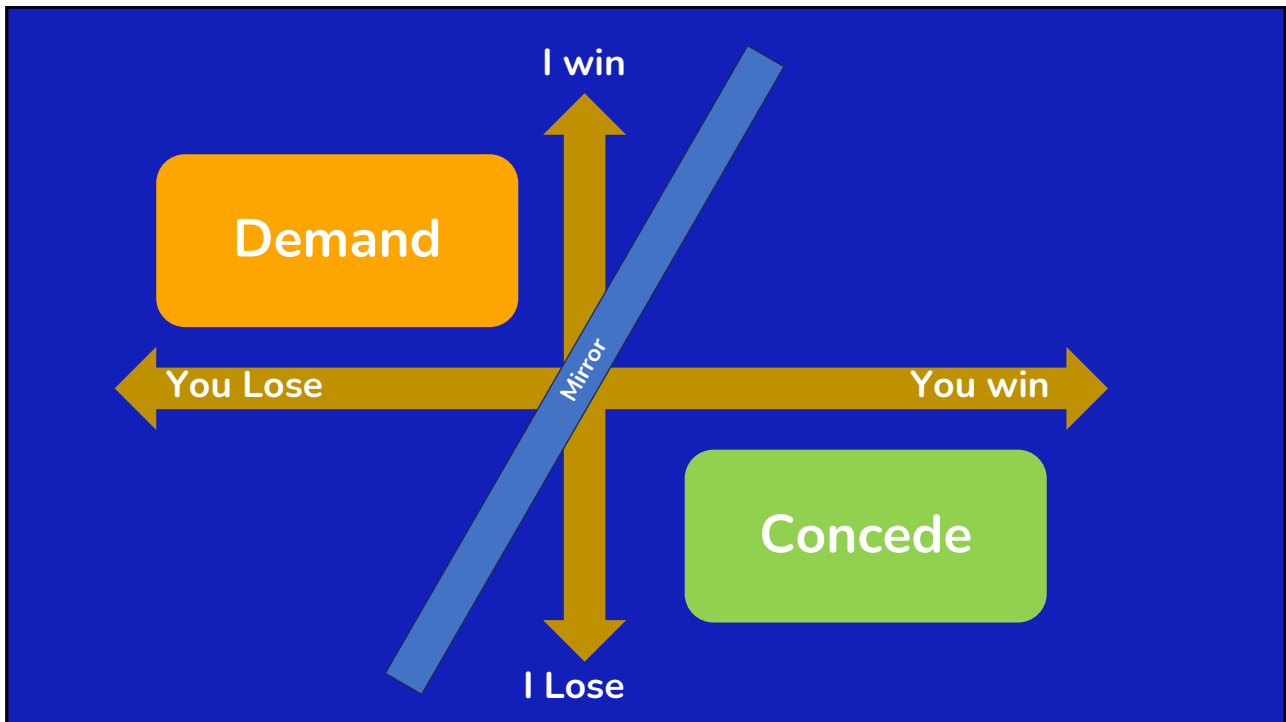
Prisoners Dilemma

Silence	Silence	Short prison time : Short prison time
Silence	Confess	Long prison time: Free
Confess	Confess	Long prison time : Long prison time

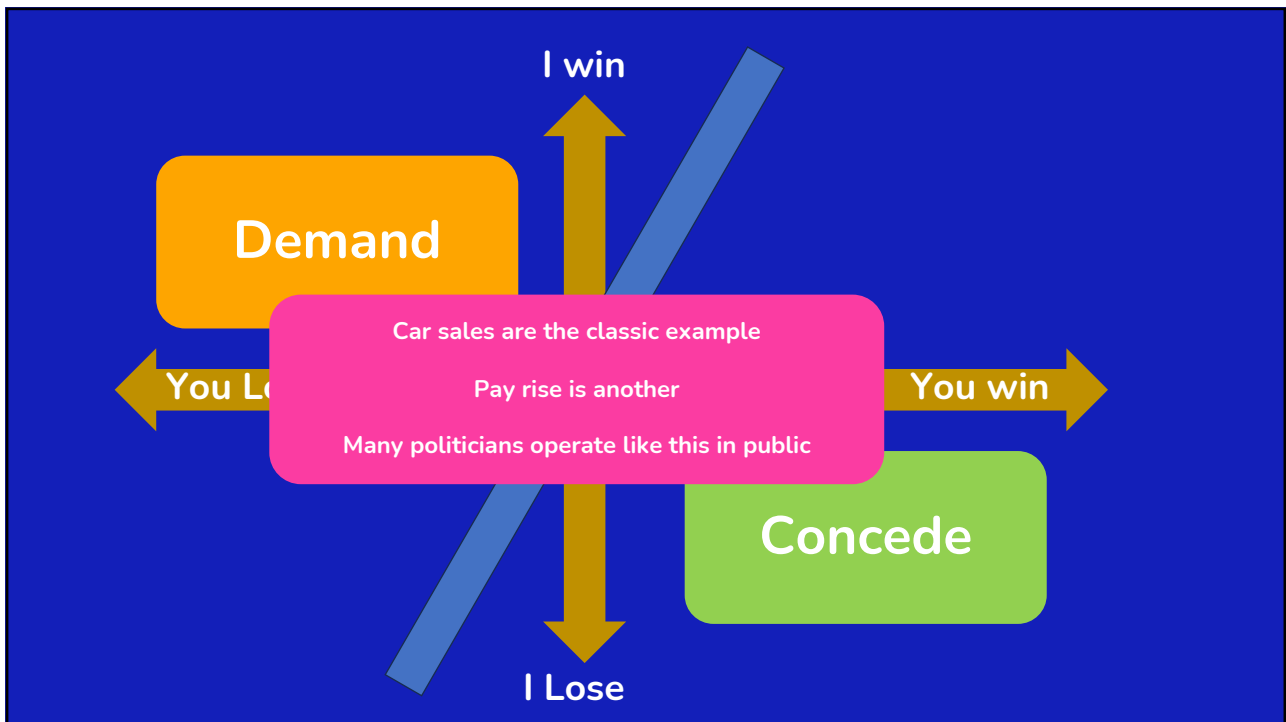
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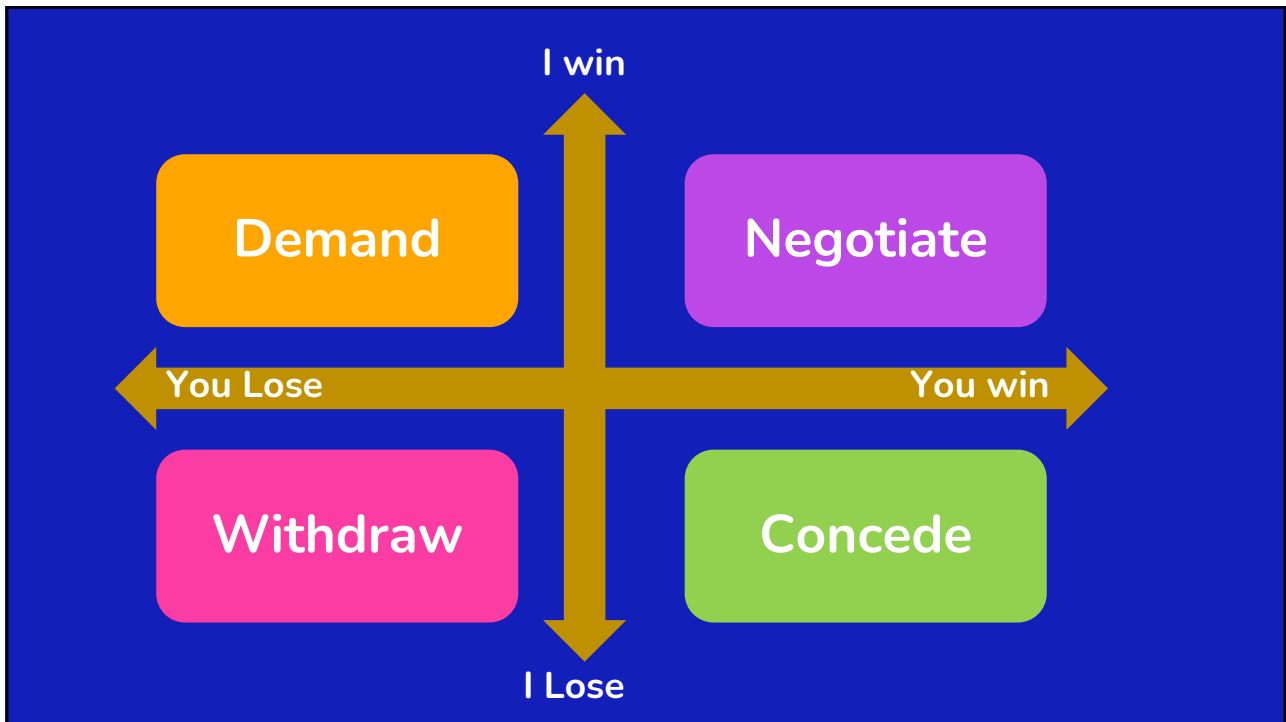
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Prisoners Dilemma

Silence	Silence	Win : Win
Silence	Confess	Win: Lose
Confess	Confess	Lose : Lose

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INTERACTIVE

The context of negotiation

Consider these key questions.



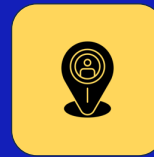
Who



When



Why



Where



What

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The context of negotiation

Who negotiates?

- You can safely say that everyone negotiates.

When?

- All the time

Why negotiate?

- It helps us to meet our goals and objectives.
- To satisfy our needs.
- To resolve conflicts

Where do negotiations occur?

- Negotiations can and do take place almost anywhere.

What's negotiable?

- Everything is negotiable!

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The Elements of Negotiation

The Goal of Negotiating

Critical Elements in negotiation

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The goal of negotiation: Developing agreement

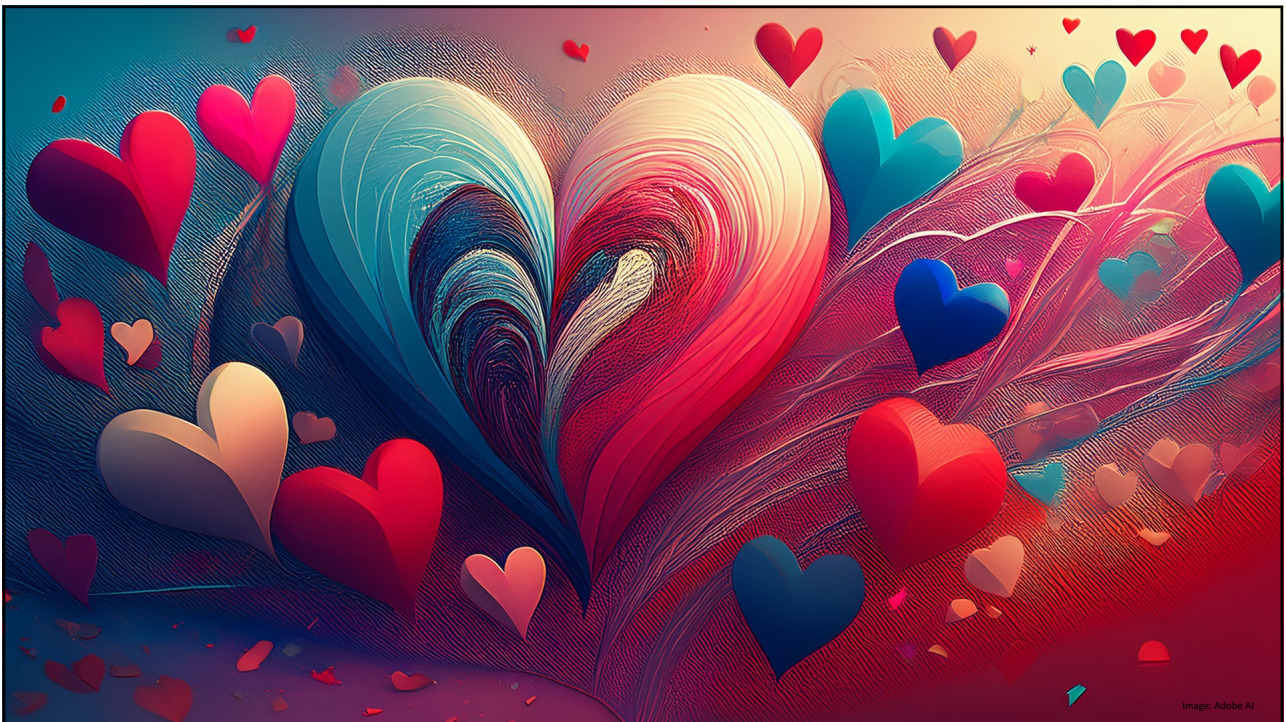
- Negotiation might be considered both an art and a science.
- It is the science of cooperative compromise.
- It is the art of collaborative agreement.

Win-Win Negotiation

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Are you a rational
person ?

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This is actually work



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The goal of negotiation: Developing agreement



Remember that negotiation is cooperation
Cooperation usually leads to: conflict resolution.

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The Harvard Method 7 Elements of Negotiation



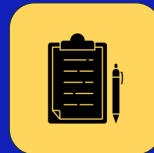
Options



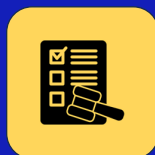
Relationship



Alternative



Interest



Legitimacy



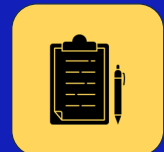
Communication



Commitments

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Interests



Interest

- Interests differ to positions.
- Understanding a party's interests is key to integrative negotiation.
- Asking 'why' increases the chance of a mutually beneficial outcome.
- Understanding the other party's interests can then be a powerful negotiation tool.

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Alternatives (BATNA vs. WATNA)

BATNA = Best Alternative to a Negotiated Agreement

WATNA = worst alternative to a negotiated agreement

Understanding your alternatives – as well as the other party's – will be determinative in a successful negotiation.



Alternative

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Options

Options are the different combination of possible outcomes. They differ from alternatives, which explore what happens if you cannot reach an agreement.

When you have reached this element of a negotiation, it means you are progressing towards reaching an outcome.

Discussing options is intended as a brainstorming exercise. The idea is that you create options first and evaluate them second.

Discussing options can empower both parties as they have a say in resolving the issues.

Avoid expressing judgment or drawing conclusions too early.



Options

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Relationship



Relationship

Relationships can help determine how fixed your stance is on certain positions, how aggressive you can be on certain issues, and what negotiation approach you can take.

Before engaging in a negotiation, you should always ask: how important is the relationship with the other party to me?

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Legitimacy



Legitimacy

You need some objective standard of fairness for the claims made.

Legitimacy not only solidifies your offers, but it can weaken the other party.

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Communication



Communication

Communication tips to remember:

- Ask open-ended questions to gather as much information as you can
- Listen mindfully
- Think carefully about your body language / non-verbal signals as well as what you say

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Commitment



Commitments

The final element of negotiations is ensuring that there is a commitment by both parties. Commitment is two-pronged. Firstly, you want to ensure that the outcome that you have agreed to is realistic. Secondly, both parties must be able to uphold their end of the bargain.

Key questions to consider at the beginning of the negotiation might be:

- What kind of commitment can I expect at any future negotiations?
- What is the other party's level of authority?
- How authorised is the other party?

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Four elements of principled negotiation

- Separate the people from the problem.
- Focus on interest, not positions.
- Invent options for mutual gain.
- Insist on using objective criteria.

Source: *Getting to Yes*, Fisher, Ury, and Patton

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Four elements of principled negotiation

- **1. Separate People from the Problem**
 - Strong emotions can cloud negotiations.
 - Address emotional or personal issues separately from the main problem.
 - Use active listening and empathy to understand feelings before tackling the actual disagreement.
 - The aim is understanding, not “winning.”
- **2. Focus on Interests, Not Positions**
 - Instead of arguing over fixed positions (“I want X”), explore the reasons behind them (“Why do I want X?”). Understanding underlying needs and motivations helps find solutions that satisfy both sides.

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Four elements of principled negotiation

- **3. Invent Options for Mutual Gain**

- Don't settle for the first acceptable deal. Brainstorm multiple options before deciding. Look for creative solutions that benefit both parties.
- *Example:* In a job offer, a candidate who wants higher pay might agree to fewer holidays if the employer can meet their salary goal.

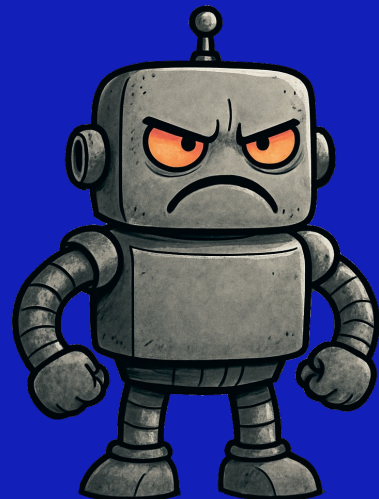
- **4. Use Objective Criteria**

- Avoid personal opinions or biased "facts."
- Agree on neutral standards — like market value, expert advice, or industry norms — to guide decisions.
- Decide together which criteria to use and commit to respecting the results.

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I want this deal to work for both of us, if I say anything that feels unfair, correct me immediately.

Play the Fair card early.



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Four stages of the negotiation process

Prepare

Bargain

Close

Harvard: <https://online.hbs.edu/blog/post/steps-of-negotiation>

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Four stages of the negotiation process

Prepare

Bargain

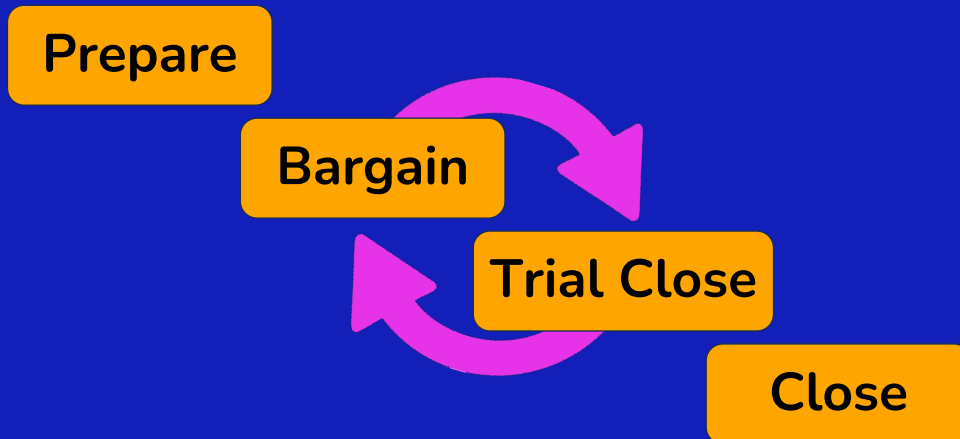
Close

Learn

Harvard: <https://online.hbs.edu/blog/post/steps-of-negotiation>

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Four stages of the negotiation process



Harvard: <https://online.hbs.edu/blog/post/steps-of-negotiation>

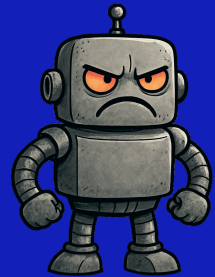
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Why do Negotiations Fail

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Why do negotiations fail?

- Getting too emotional
 - Focus on personalities, not issues
 - Not trying to understand the other person (too focused on our own needs)
- Wanting to win at all costs
 - Regard negotiations as confrontational



53

Academics can be hard people to negotiate with...

A research PhD makes you the global expert in something so unique and obscure that no one else researched it before you

54

Academics can be hard people to negotiate with...

1. Commitment to Rational, Evidence-Based Thinking
2. Strong Personal Identification with Ideas
3. Focus on Precision and Nuance
4. Preference for Autonomy

55

Open, honest, sincere & credible
Respectful of other peoples values
Show empathy, and understanding

A successful negotiator needs to be:

56

Professional Committed to a WIN:WIN result

A successful negotiator needs to be:

57

Continually enhancing their skills

A successful negotiator needs to be:

58

Coffee break

59



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Tends to see negotiators as friends
Sees agreement as the goal
Prepared to make concessions to cultivate the relationship
Soft negotiator

61

Is willing to
trust the other side
modify position at an early stage
Soft negotiator

62

Discloses “bottom line” early in discussions
Avoids contests of will on particular points

Soft negotiator

63

Sees negotiators as opponents or adversaries
Sees victory as the goal
Expects to win contests of wills
Applies pressure

Hard negotiator

64

Demands concessions to establish a relationship
Tends to mistrust the other side
Is reluctant to alter position in any way
Misleads as to “bottom line”

Hard negotiator

65

Misleads as to “bottom line”

Hard negotiator

66

Where do you sit?



We all have certain tendencies influenced by our socialisation, our personalities, and above all by our managerial histories....

Do you rate yourself as 'hard'; or 'soft'?

Does your preference work for you?

67

Negotiator Types



Avoid



Compromise



Accommodate



Compete



Problem
Solve

68

Someone enters and announces:



"I will give €1,000 to the first person who can persuade the person sitting opposite them to come and stand behind them."

How would you approach this negotiation?

69

Negotiator Types



Wont Play



500 Each



Moves to the
other side



Holds Tight



Swaps Chairs at
the same time –
1K each

70

The winning combination

- Separate personality from issues
- See the other side's case objectively
- Avoid confrontation

71

The winning combination

- **Separate personality from issues**
 - Don't take issues personally — they don't reflect on you as "hard" or "soft."
 - Make important points with conviction and confidence, without worrying about image.
- **See the other side's case objectively**
 - Stay calm and unemotional.
 - Being objective about both sides helps you serve your client better.
- **Avoid confrontation**
 - Confrontation weakens both hard and soft negotiators.
 - Hard negotiators risk losing face or failing to reach agreement.
 - Soft negotiators risk giving in to pressure.
 - Stay composed and focused on the outcome.

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Advice

1. Always be genuinely constructive.
2. Enter negotiations with the mindset:

‘I see you as an equal partner; I respect your right to have different views; I will remain open and receptive.’

73

Your interpersonal Skills:



You have a set of cards that contains skills useful to negotiation,

Which ones do you have ?
Which do you wish you had.

74

Core Negotiation Skills

Interpersonal Skills

- Communication
- Listening
- Empathy
- Rapport-Building
- Questioning

Emotional & Personal Qualities

- Confidence
- Patience
- Emotional Intelligence
- Resilience
- Objectivity

Professional Conduct

- Integrity
- Assertiveness
- Flexibility
- Observation
- Composure

Strategic Skills

- Preparation
- Problem-Solving
- Decision-Making
- Adaptability
- Creativity

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Aim High

Key Ideas

People who aim higher tend to achieve better results.
 Expect more — you're likely to get more.
 Successful negotiators are optimists.

Strategy Tip

Open with an ambitious position.
 Sellers: Ask for more than you expect to receive.
 Buyers: Offer less than you're prepared to pay.



76

Be Patient!

Patience can be challenging — many people want to “get it over with.”

Flexibility with time creates power in negotiation.

The more patient negotiator often holds the advantage.

Patience can unsettle an opponent who feels rushed.



77

Know When to Walk Away

Always have options — never negotiate from a place of dependence.

If you need the deal too much, you lose your power to say “No.”

Confidence comes from knowing you can walk away.



78

Stay Calm, Confident, and Curious

Stay calm and maintain a positive tone.

Emotions can cloud judgment and lead to subjective decisions.

Approach the situation with curiosity — it helps you stay relaxed and focused on what truly matters.



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INTERACTIVE

Question

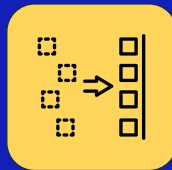
Are you aware of other cultural, social, or linguistic differences that could impact your ability to communicate in upcoming negotiations? Jot down some examples of cultural differences that you have observed or that you expect to encounter in future negotiations.

80

5 Key Elements for Smart Negotiation



Trust



Team
Alignment



Right
Environment



Focus
Proposal



Long Term

81

Body Language

82



83



86

You are just guessing what they mean

Unless you know someone very well

87

Make it easy for people to read us

It is our job to

88

We might want to play to our stereotypes

In an international situation

89

Ladies and gentlemen, this is your captain speaking. We have a small problem. All four engines have stopped....

BA 009, Over a Volcano, 175KM from the nearest airport.

90

...We are doing our damndest to get them going again. I trust you are not in too much distress

BA 009, Over a Volcano, 175KM from the nearest airport. In a plane that could glide 170 KM

91

Changes by country, upbringing etc.

Body Language

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What are the classic body language tells?

93

**Convey emotions instantly
(e.g., happiness, anger, surprise).**

**Authentic smiles engage both the mouth and
eyes (“Duchenne smile”).**

**Raised eyebrows can signal openness or worry
depending on context.**

The face

94

If you like the deal:

Smile

The face

95

Image © **NEW YORK POST**



96

Indicates confidence, attention, and honesty.
Too little: may seem disinterested or evasive.
Too much: may feel intimidating or aggressive.
Maintain natural eye contact 50–70% of the time.

Eye Contact

97

Open posture (arms uncrossed, body facing forward) shows engagement.
Closed posture (crossed arms/legs, turned away) suggests defensiveness.
Leaning slightly forward demonstrates interest.

Posture

98

Emphasize or clarify spoken words.

Avoid fidgeting or excessive movement—it can indicate nervousness.

Steepled hands or open palms project confidence and honesty.

Gestures

99

Body Language



100

Arms Akimbo
Putting your hands on your hips with elbows out could say that you are displaying dominance, authority, or self-confidence.

Feet Facing Directly Towards Someone
Facing someone with feet forward could say that you are interested in what someone is saying.

Mirroring
Mirroring someone or imitating someone else's body language could say that you are interested in that person and also comfortable with their presence.

Shaking your Legs
Moving your legs a lot could say that you are nervous, impatient or anxious.

Lowering your Head
Lowering your head could say that you're ashamed of something, or that you're shy, or maybe hiding something, like the truth.

Power Posing



Arched Eyebrows
Raised Eyebrows could say that you are intrigued with what the person is saying.

Direct Eye Contact
Looking into a person's eyes could say that you are interested in what they are saying.

Blinking to much
Blinking your eyes too much could say that you are nervous or anxious.

Squinting
Squinting your eyes could say that you feel threatened or unhappy.

Arms Crossed
Crossing your arms in front of you could say that you are uncomfortable or defensive.



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Interpreting Body Language

Faltering eye contact

- Boredom, fatigue or lying

Intense eye contact

- Fear, confrontation, anger or trying to intimidate

Rocking

- Fear or nervousness

Still posture

- Discomfort or nervousness

Prolonged silence

- Disinterest

Fidgeting

- Disinterest or nervousness

Touching the face

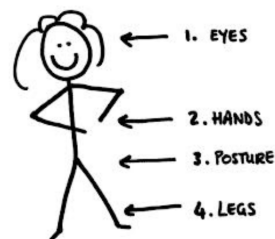
- Nervousness, lack of confidence or submission

Nodding

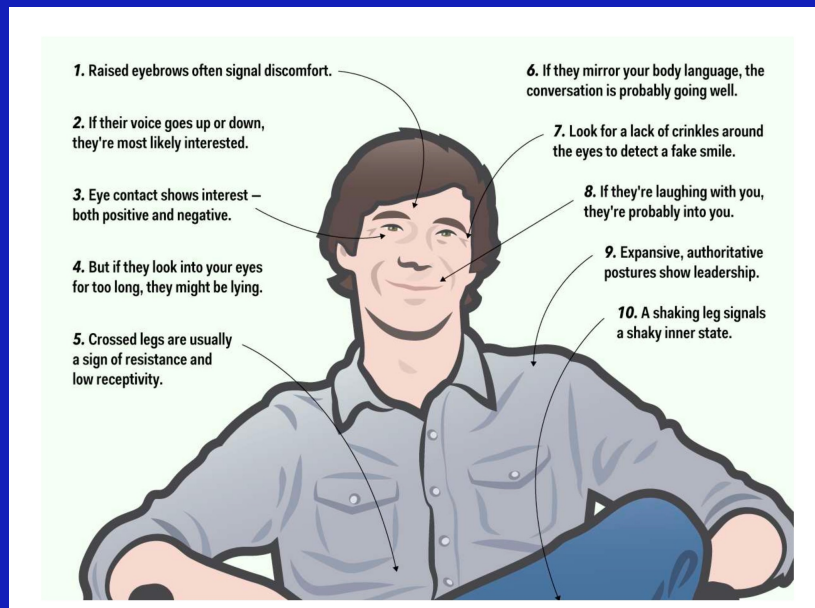
- Agreeing, willing to compromise

Shaking head or turning away

- Frustrated, in disbelief or disagrees



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INTERACTIVE

GAME TIME

Ugli Oranges

104

LUNCH BREAK

105



106



Conflict can be described as a disagreement or struggle between individuals with opposing needs, ideas, beliefs, values, or goals

107

Conflicts are great catalysts for growth.
Without conflict, growth is limited.

Without conflict, there is no real reason to change.

Is Conflict essential ?

108

**“ Show me a workplace without
conflict and I’ll show you a workplace
where no one gives a damn! ”**

-Alexander K.

109

**We need to manage our differences
(conflict) as we all want to succeed,
even if we have different positions**

So we care and are passionate

110

**If we do not manage our differences,
we will pay the price in creativity and
productivity**

So we care and are passionate

111

I am conflict

Game Time

112

5 Different Strategies for Conflict Resolution:



Avoid



Compete



Accommodate



Compromise



Collaborate

Source: <https://online.hbs.edu/blog/post/strategies-for-conflict-resolution-in-the-workplace>

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Avoiding



Avoiding is effective:

- When the issue is relatively trivial.
- When you know you can't be satisfied.
- When the costs of conflict outweigh the benefits of resolution.
- To allow "cooling off".
- When it's important to have more information.
- When others can resolve the issue more effectively.
- When the conflict is tangential to something more important.

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Competing



Competing is effective:

- When quick decisive action is needed.
- When unpopular action must be taken on important issues.
- When issue is vital and the right course is clear.
- To protect against people who take advantage of noncompetitive behaviour.

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Accommodating



Accommodating is effective:

- When you are wrong, learning is important, or demonstrating reasonableness is critical.
- When creating goodwill is paramount.
- To build social credits for later use.
- To stop unproductive or damaging competition.
- When harmony is important.

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Compromising



Compromising is effective:

- When goals are less important than avoiding the disruption caused by more assertive conflict resolution styles.
- When opponents have equal power and commitment to mutually exclusive goals.
- To temporarily settle complex issues.
- To quickly achieve an expedient solution.
- As a back-up style when collaboration or competition fails.

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Collaborating



Collaborating is effective:

- When it's important that both sides be integrated.
- When you want to learn and fully understand others' views.
- To merge different perspectives and insights.
- To gain commitment through consensual decisions.
- To work through hard feelings that have interfered with interpersonal relationships.

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INTERACTIVE

GAME TIME

How do you see it? (Big book – pages 25 onwards)

119

INTERACTIVE

GAME TIME

Positive spin? (Big book – pages 29 onwards)

120

The process (or art) of trying to resolve a conflict (or dispute)

Conflict Resolution

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How to resolve conflict?

There are seven steps to successfully negotiating the resolution of a conflict:

1. Understand the conflict
2. Communicate with the opposition
3. Brainstorm possible resolutions
4. Choose the best resolution
5. Use a third party mediator
6. Explore alternatives

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Conflict Resolution

Whatever style you use, here are some basic skills for conflict resolution:

- Manage anger
- Listen actively
- Avoid assumptions
- Find something on which to agree
- Be cautious with criticism
- Negotiate

123

Start Today

- Act now!
- Address conflicts early before they escalate, as they tend to worsen over time.
- Be open to resolving issues promptly.

124

Mediation

- Mediators facilitate the process by:
 - Understanding each participants perspective.
 - Setting ground rules for communication.
 - Equalizing power.

125

Ian Tracey Anchored In

Doing the right thing
and making it look easy

Not the easy thing
and making it look right

Connect with
me on
Linked In



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