

Negotiation Coaching for Ombuds

Presenters:

Roy Baroff, Faculty and Staff
Ombuds, North Carolina State
University

Liz Hill, Associate Director Ombuds
Office, University of Colorado
Boulder



Session Agenda

- Intro and Warm Up
- Negotiation Concepts
- Ombuds as Coach
- Practice and Play



Learning Objectives

- Consider negotiation concepts and link to ombuds practice
- Discuss practical applications of ombuds as visitor negotiation coach
- Practice negotiation coaching
- Share favorite strategies



Introducing your coaches for today - -

Roy Baroff

**Faculty & Staff Ombuds
NC State University**

CO-OP®

Serving 2,400 faculty and 6,800 staff

**Opened the office early 2015
Roy opened the office for NC State**

Liz Hill

**Associate Director Ombuds Office
University of Colorado Boulder**

CO-OP®

Serving 35,000 students, 2,500 academic faculty, 2,200 research faculty, 4,500 staff and third parties whom have university related issues (parents, alumni, former employees, vendors, contractors, etc.)

Office opened in 1973, Liz has been there since May 2016

What is a negotiation? What is a coach?

A negotiation is an interaction aimed at reaching an agreement. Often people have some shared interests and others that are opposed.

An ombuds coach provides information and support to help people understand negotiation options and build negotiation competencies.

Warm Up - Let's Negotiate ! ! !

The Flat Screen

- Review your role.
- Negotiate!

Nuts and Bolts of Negotiation

- Make a plan - analyze your BATNA / MLATNA / WATNA
- Initiate engagement
- Build Rapport (we'll discuss more later)
- Ask good questions - be genuinely curious
- Find common ground and identify mutual purpose
- Change the frame from me v you, to us v the problem
- Identify interests + options for mutual and/or separate gain
- Seek agreements

Coaching Visitors to Address the First Obstacle - Themselves - "Expand the Pie"

Help the visitor:

1. Put them in their own shoes
2. Develop their BATNA
3. Reframe
4. Stay in the zone
5. Show respect
6. Give more

A little BATNA Humor



Some Negotiation Theory to Consider



"You say, 'off with her head,' but what I'm hearing is, 'I feel neglected.' "

Principled Negotiation / Fisher & Ury

Conflict about individual needs and interests not being met.

(there are other ideas too - Transformative = relational Narrative = conflicts are stories)

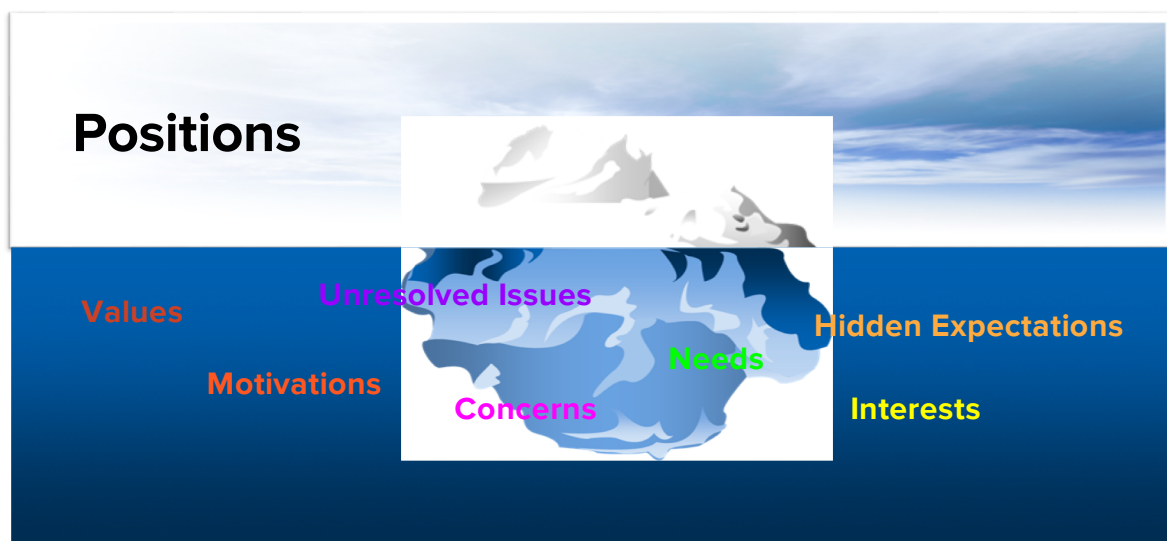
Focus on interests, not positions

Separate people from the problem

Invent options for mutual benefit

Develop objective (or agreed upon) criteria

Iceberg Theory



Breakthrough Model - Ury

- **Don't React: Go to the Balcony**
- **Don't Argue: Step to Their Side**
- **Don't Reject: Reframe**
- **Don't Push: Build Them a Golden Bridge**
- **Don't Escalate: Use Power to Educate**

Eight Essential Steps - Weeks

Step 1: Create an Effective Atmosphere

Step 2: Clarify Perceptions

Step 3: Focus on Individual and Shared Needs

Step 4: Build Shared Positive Power

Step 5: Look to the Future, Then Learn from the Past

Step 6: Generate Options

Step 7: Develop "Doables": Stepping-stones to Action

Step 8: Make Mutual-Benefit Agreements

How do Ombuds Prepare Visitors for Negotiation?

Talk through three areas of a negotiation:

Process

Substance

Emotions

Coach to the Process

- What is the goal/purpose of the meeting?
- What will help the visitor meet those goals?
 - Clarify the interests of both sides
 - Generate a range of possible options to meet those interests
 - What options might the visitor suggest?

Use Curious Inquiry to Gain Perspective

Relationship: How might we build rapport and obtain a favorable response?

Communication: How do you demonstrate listening? What points do you communicate?

Interests: What are the interests of each person? Those in common and those in conflict can both help support solutions.

Options: What might be acceptable to everyone?

Criteria of Fairness: What standards might apply?

BATNA: What is each person's best alternative if no agreement is reached?

Commitments: What are some feasible commitments for each person?

Emotions are Powerful

We cannot stop having emotions
any more than we can stop having thoughts.

The challenge is learning to stimulate helpful emotions
in those with whom we negotiate - and in ourselves.

- Roger Fisher

Acknowledge the Emotion

- Don't ignore it!
- Name the emotion
- Understand where it is coming from
- Empathize
- Emotions happen: Be ready and have a plan

Coach to Consider Five Core Concerns

1. Express Appreciation
2. Build Affiliation
3. Respect Autonomy
4. Acknowledge Status
5. Choose a Fulfilling Role

Based on Beyond Reason

by Fisher and Shapiro

Influence in Negotiation - build relationships



Build Rapport - Behavioral Change Stairway Model

Active Listening

Empathy

Rapport

Influence

Behavioral Change

Using NLP in Negotiation

Representational language -

Visual

Auditory

Kinesthetic

Thinking frame

- Macro – big picture “what’s the proposal” - not interested in how they got there
- Micro – detail focused, step by step, how you get there is important

From “I hear what you say, but what are you telling me?” Barbara Mondonik

Go Slow, to Go Fast when Negotiating !

1. If it seems that going too fast will “scare” people from negotiating, then, break up the steps into smaller pieces.
2. If someone is completely turned off by your proposal, consider offering it as an experiment – can this be a pilot project?
3. Go slow early to help speed implementation.

Ombuds Scenario

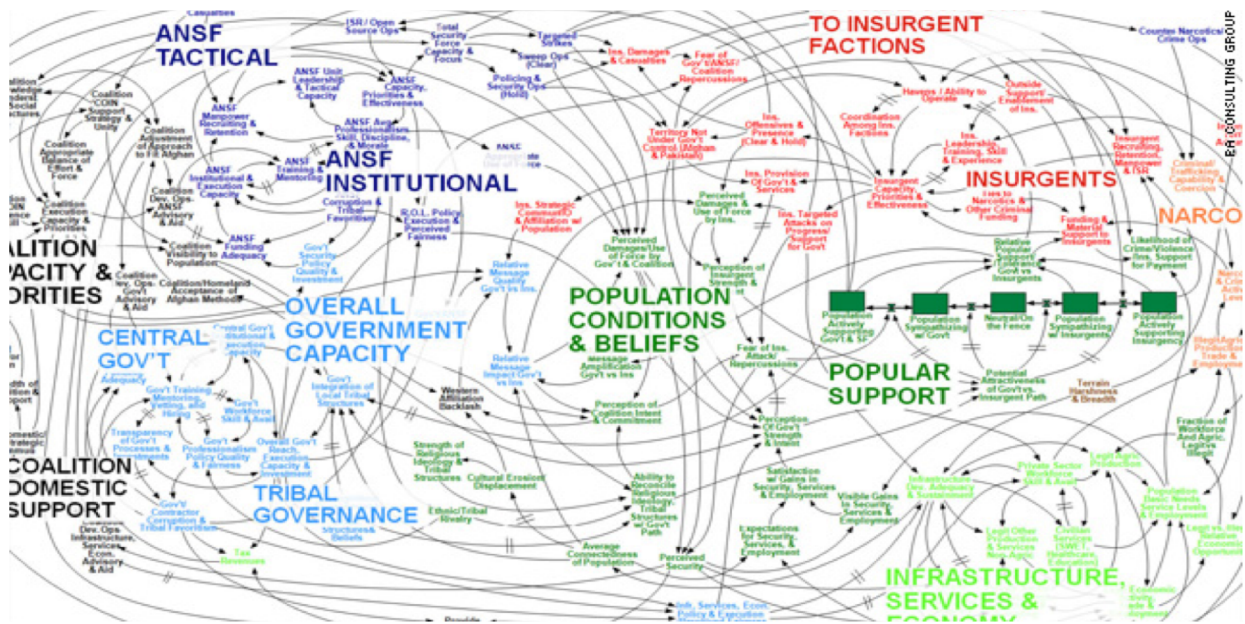
Let the negotiation coaching continue!!

Moment of Reflection

How do we as ombuds provide negotiation coaching while remaining impartial?

What was your partner's feedback?

How the ombuds really coaches !



Negotiating Strategy - Not for Ombuds !!



What are your favorite coaching strategies?

Resources

Getting to Yes with Yourself - William Ury
Getting to Yes - Roger Fisher and William Ury
Beyond Reason - Roger Fisher and Daniel Shapiro
Getting Past No - William Ury

Frogs into Princes - NeuroLinguistic Programming - Richard Bandler and John Grinder 1979

I hear what you say, but what are you telling me? The strategic use of nonverbal communication in mediation. Barbara Madonik 2001

First Impressions – What you don't know about how others see you. Ann Demarais and Valerie White 2004

The Eight Essential Steps to Conflict Resolution. Dudley Weeks, 1992

Harvard Negotiation Program - <https://www.pon.harvard.edu/daily/negotiation-training-daily/must-read-negotiation-books/>

It's a Wrap

Questions?

Comments? Make it “easy” !

Take aways?

Dinner?