



Negotiation Skills Needed

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Presented by:
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About Me...

Francisco T. Avalos, MBA, PMP, SAFe



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Francisco T. Avalos is a seasoned Business Process improvement Consultant executing strategic and tactical initiatives in Business Operations initiatives and Technology. Mr. Avalos's acumen revolves around customizing the PMO/PM framework to ensure governance, project execution, budgeting, risk mitigation, and communication align with the strategic vision of the corporation's goals and objectives.

Mr. Avalos has spent 25+ years in business and IT roles for top-ranked companies and various domestic and global entities, including managing initiatives in healthcare, banking and finance, SaaS, news media, government, and non-profit entities.

Mr. Avalos earned his undergraduate degree in Information Systems from California Polytechnic Pomona and his MBA from Chapman University. Mr. Avalos serves in Executive roles for several non-profits and is active in the triathlon Ironman community.

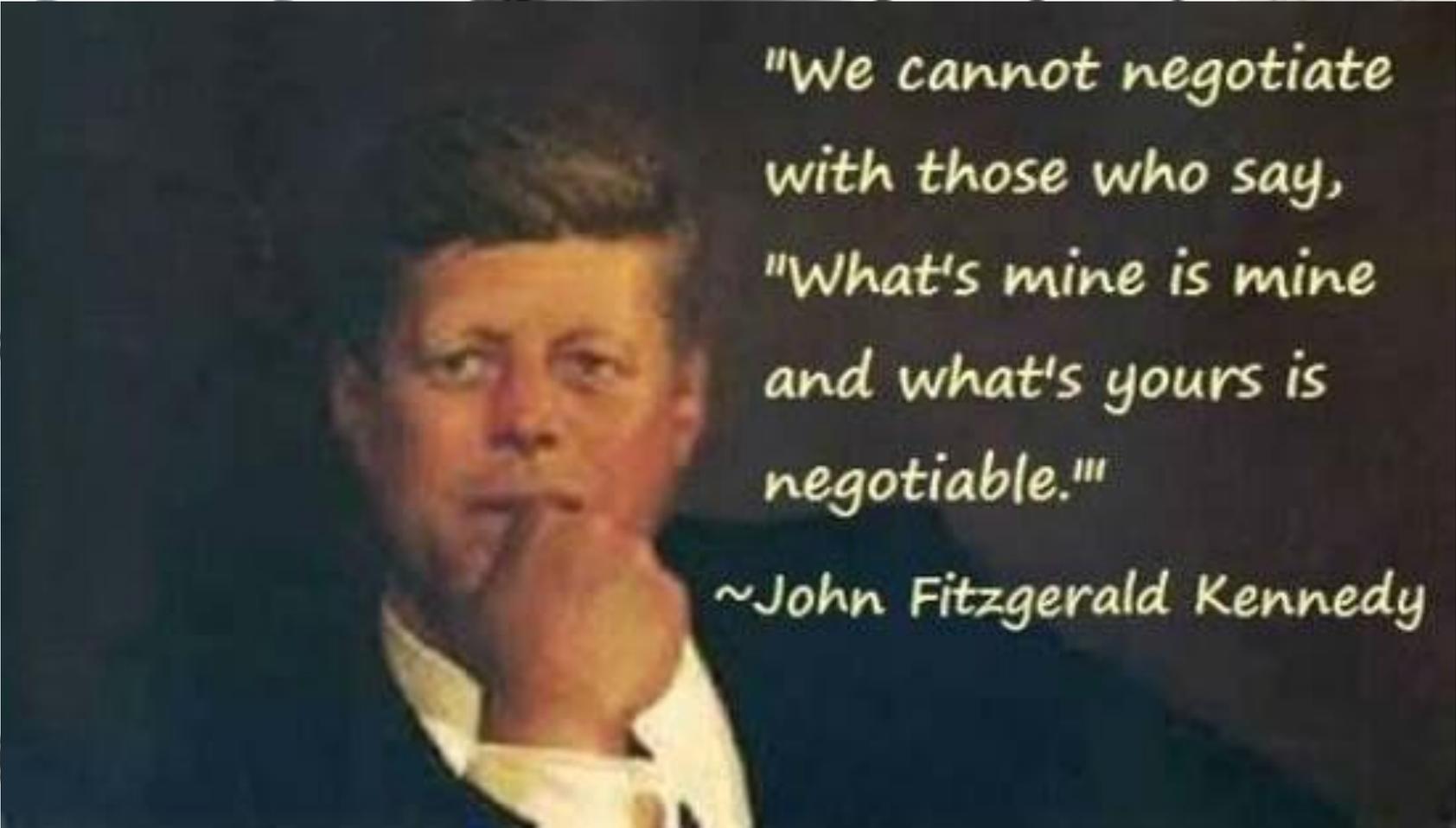


Learning Objectives

Negotiation is like a game of chess!

* Why Negotiations is important...

- Knowing your Counter-Part
- Negotiation Styles
- You only get one shot
- Trust your instincts



*"We cannot negotiate
with those who say,
"What's mine is mine
and what's yours is
negotiable.""*

~John Fitzgerald Kennedy

Negotiation

Defining Negotiations

Negotiation has been defined as any form of direct or indirect communication whereby parties who have opposing interests discuss the form of any joint action that they might take to manage and ultimately resolve the dispute between them(1)

Use Case

"I Would Have Done It
For The Experience"
(Sandler, Madison)

(1) The Law Society of Upper Canada "Short Glossary of Dispute Resolution Terms" (Toronto: 1992) at 6.

Negotiation Styles

Defining Negotiations

Styles

- Competitive (Power, Hard)
- Collaboration (Both seeking the best outcome)
- Avoid (I lose, You lose)
- Other styles...

Use Case

- Project Selection and Planning
- Budget Allocation
- Resources
- Regulatory
- Other...

Negotiation (The Foundation)

All Negotiations have a foundation...

Foundation

- People
 - Focus on the Problem or Opportunity, not the People.
- Position
 - The position of where each person stands is not as important as the “Interest.”
- Alternatives
 - Generate alternatives (Options) for Mutual gain.

Key to Negotiations

- Information is King (like, cash 😊)
- Know their point of view and improve yours.
 - Scope Creep
 - Scheduling
 - Regulatory
 - Budget (Reserves)
- Timing
 - Science has it that most successful negotiations should be executed in the mornings.
- Approach
 - Always start with a story or something positive (e.g., sport, something happened, etc.)

Negotiation - Expectations



Negotiations (The Language) in Project Management

What they say vs. what they really want

Shadowing The Conversation

- What's driving the negotiations? What is the context?
 - “You” sound/seem/look - feels like
Identify the root cause in the negotiation
- Get in their heads by targeting what is between their ears.
 - “What I’m hearing is....” - This makes them feel that you understand their point of view and fosters trust.
- Use categories to shape their thinking
 - It sounds like, it feels like, it seems like...

Repeat their words

- Rewire their brain in a way that will make it different. This then unpacks more information.
- Repeat their exact words – What this does is it re-addresses the issue and will surface more information.
 - What do you mean?
 - Or repeat their exact words

Negotiations (“Saying No – Is destructive”) in Project Management

Either you do this, or else....

Expectations

- Whether it is budget, scope, or timeline, unrealistic requests always creep up.
- Preventive Tactics
 - Never Say “No”
 - Outline risks/opportunities to identify other possible outcomes.
 - The more you ask, the more you get to the root cause.

Managing Risks

- Outline Risks instead of saying “No”
- Who’s ultimately responsible for owning the risk(s)
- Assign accountability for assuming the risk

Negotiations (Illusion of Control) in Project Manage

Knowing when you have the upper hand... what and how

Who's in Control?

- Normally, the Stakeholders/Managers have the illusion of control (e.g., title, role)
- How do you know what is being said to you is the truth?
- How do you know the actual budget, timeline, and Scope?
- Example:
 - How many times have you been given everything that is required from our stakeholders?

Get Control...

- Understand that going into the table, you never get all the information upfront...
- Go Fishing – Give compliments
- Use Silence
- Body Language
- Change “Why to What”
 - Example: Nobody likes to feel like a child
 - Ask: “What’s important to you?”
 - Timing is essential because this is an exhausting question. Best to approach negotiations in the morning..
 - “Asking a few keywords, “What & How”

Negotiations (Summary)

- Understand all negotiations options before you negotiate.
- Be the first to Anchor Expectations
 - Leading without Authority
- Leverage all facets of communications
 - Collaboration
 - Understand your negotiation style
 - Identify people who support the decision-makers
- Learn the language of negotiations
- Don't assume you know the all the Project Elements.
- Practice, Practice, and Practice some more...



Let us never negotiate out of fear. But let us never fear to negotiate.

JOHN F. KENNEDY

Thank

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