



Executive Education

UCD Michael Smurfit Graduate Business School



# Influence and Negotiation Strategies



**Stephen Boyle**  
Programme Director  
UCD Smurfit School



**Damien McLoughlin**  
Director, Executive Education  
UCD Smurfit School





Executive Education

UCD Michael Smurfit Graduate Business School

# Influence and Negotiation Strategies

**Presenter:**

**Stephen Boyle**

**Moderator:**

**Damien McLoughlin**





Executive Education

UCD Michael Smurfit Graduate Business School

# Agenda

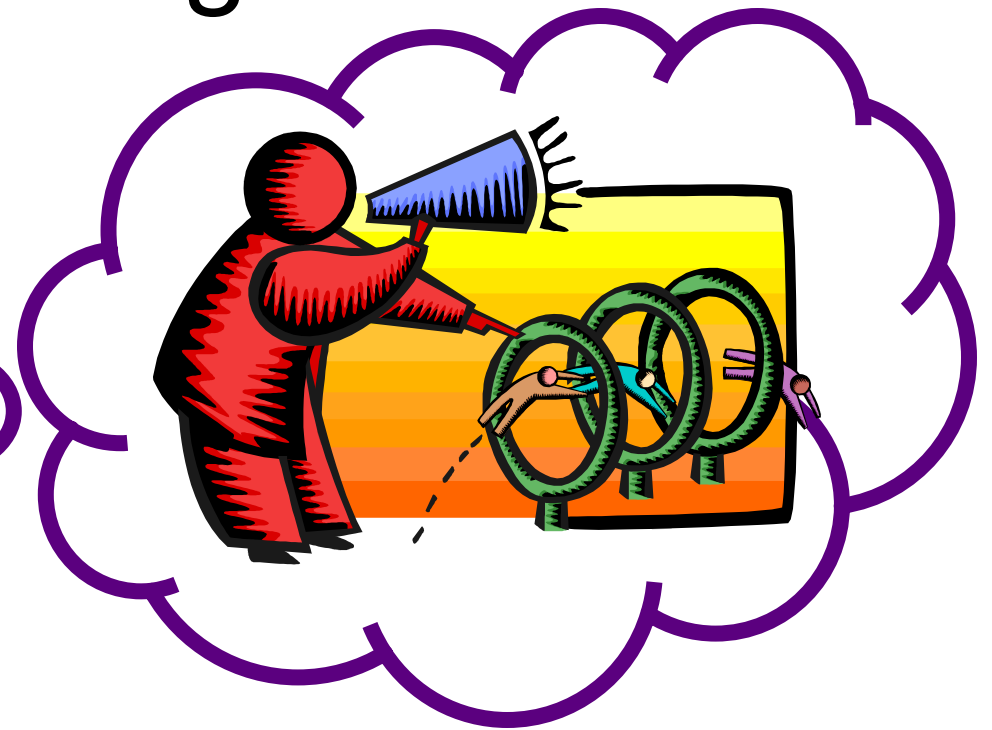
- Influence and negotiation strategies
  - 25 minutes
- Questions and Answers
  - 15 minutes



Executive Education

UCD Michael Smurfit Graduate Business School

# How can you increase your influence in negotiations?

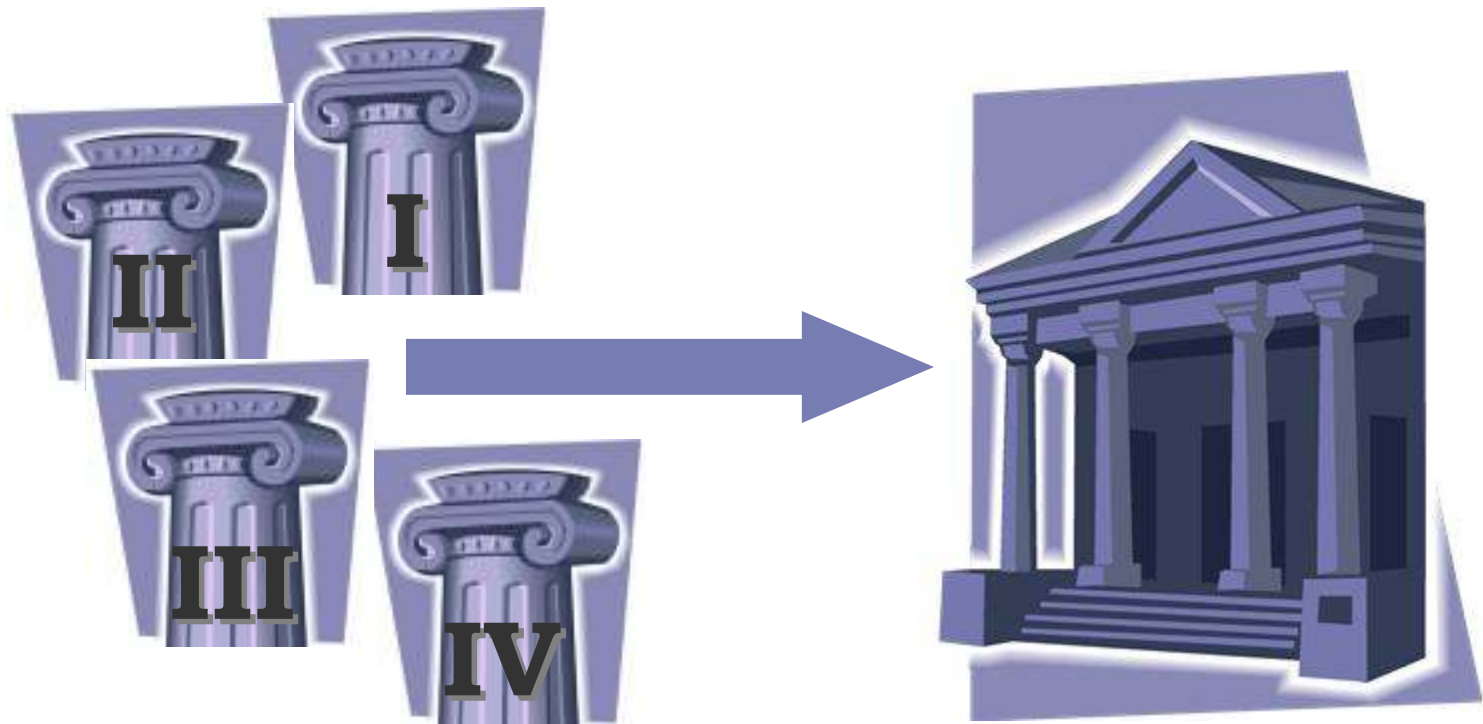




Executive Education

UCD Michael Smurfit Graduate Business School

# The elements of influence





Executive Education

UCD Michael Smurfit Graduate Business School

# 1. Reason





Executive Education

UCD Michael Smurfit Graduate Business School

# Right words, right way

- Put your best foot forward if selling an idea
  - Don't draw undue attention to the downside
- Open, positive communication encourages reasonable discussion
  - Try to avoid exaggeration or commands
- Avoid attribution errors
  - Stick to ***facts about behaviour***,  
not ***assumptions about intentions***

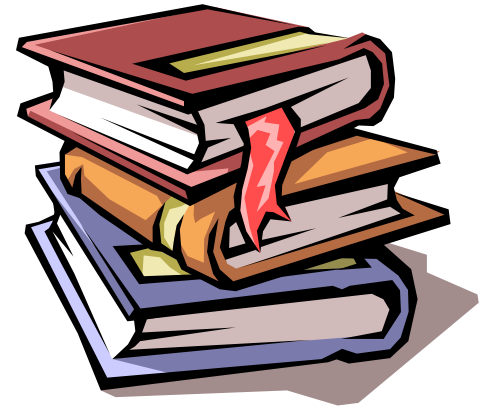


Executive Education

UCD Michael Smurfit Graduate Business School

# Some facts are more persuasive than others

- Independent, objective standards often guide decisions and can be a powerful influence
- Use standards that best support your argument; for example:
  - Common practice
  - Precedent
  - Independent experts
- Follow the rule of three



Source: Fisher, Ury & Patton (2003), *Getting to Yes*



Executive Education

UCD Michael Smurfit Graduate Business School

# Learn from the professionals

- Repetition
  - Say what you're going to say
  - Say it
  - Say what you just said
- Say upfront what you want
  - When trying to sell an idea, open with your key argument, evidence or idea
- Rehearse





Executive Education

UCD Michael Smurfit Graduate Business School

# The wrong way

- The battering ram
- Establishing a strong position in direct opposition to that of the other party
  - Invites opposition and provides a focus for a counter-attack
- Seeing it only your way
  - There's rarely only one way to see things





Executive Education

UCD Michael Smurfit Graduate Business School

## 2. Empathy





Executive Education

UCD Michael Smurfit Graduate Business School

# Why negotiators *really* agree

- Contrary to what they might like to believe, negotiators do not reach agreements simply because of what they *think*  
– they agree when they *feel* right

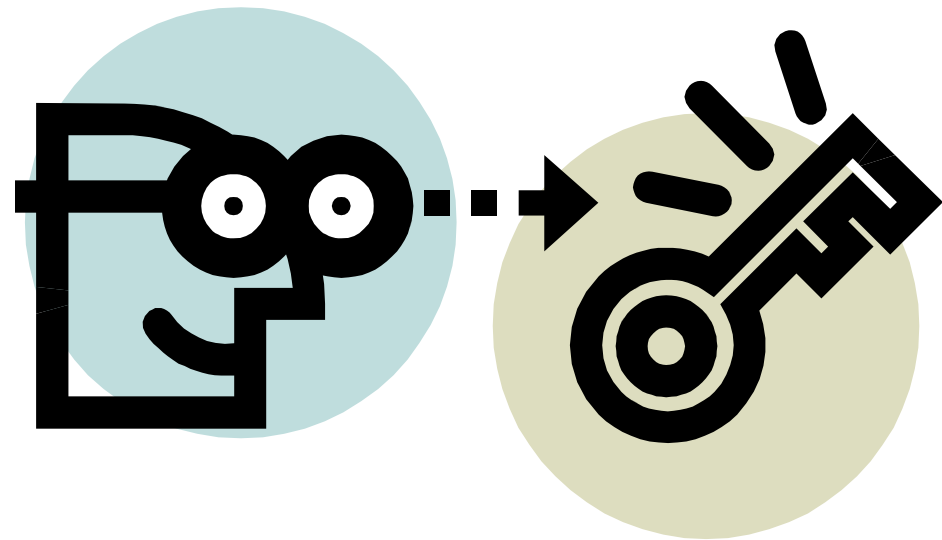


Executive Education

UCD Michael Smurfit Graduate Business School

# Understand their interests and feelings

- Put yourself in their shoes





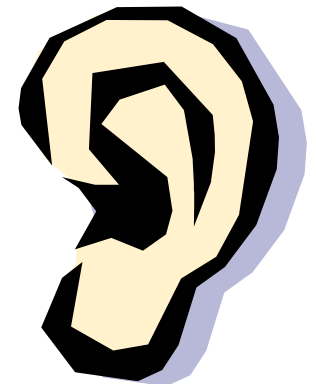
# Active listening skills

## Verbal Skills

- Focusing on speaker
- Encouraging
- Paraphrasing
- Clarifying
- Summarising

## Non-Verbal Skills

- Body language
- Physical positioning
- Facial expressions
- Eye contact
- Taking notes





# Manage the emotions

## ***Yours***

- Take responsibility for nurturing the relationship
- Don't use threats or negative tactics
- Don't reciprocate negative tactics
- Remain calm: take a break if needed

## ***Theirs***

- Don't rely on them to nurture the relationship
- Don't tell them to calm down
- Identify the cause of negative emotions
- Use active listening to reduce tension



# The wrong way

- Soft negotiators mistake empathy for accommodation
- Tough negotiators don't care about the feelings of others
- Neither is the best solution
  - The most effective negotiators genuinely put themselves in the shoes of others to find ways to meet the interests of all parties



Executive Education

UCD Michael Smurfit Graduate Business School

# 3. Credibility





Executive Education

UCD Michael Smurfit Graduate Business School

# Establishing trust

- Be trustworthy
- Don't lie to the other party
  - If there's information you don't want to share, don't lie about it: just don't share it
  - Don't misrepresent your interests
- Don't be afraid to acknowledge areas of disagreement



Executive Education

UCD Michael Smurfit Graduate Business School

# Reputation

- WHAT you can do (expertise, education)

+

- HOW you do it (**ethical capital**)

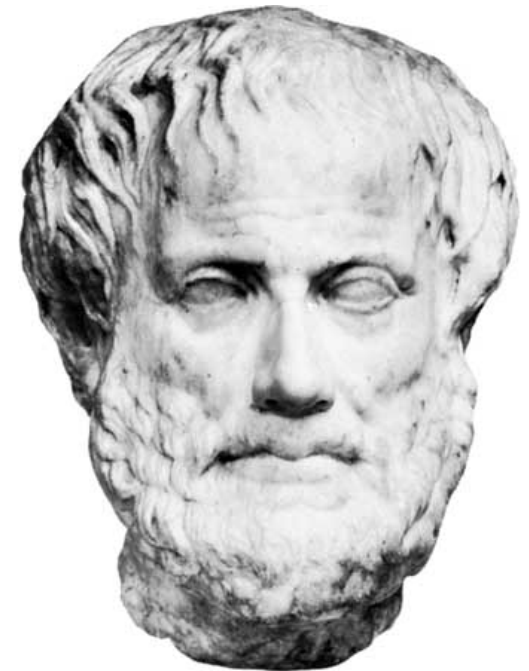


Executive Education

UCD Michael Smurfit Graduate Business School

# Aristotle's elements of influence

- *Logos*
  - Words and logic
  - Appeal of **reason**
- *Pathos*
  - Emotions
  - Appeal of **empathy**
- *Ethos*
  - Ethics or reputation
  - Appeal of **credibility**



Aristotle  
384-322 BC



Executive Education

UCD Michael Smurfit Graduate Business School

## 4. Focus



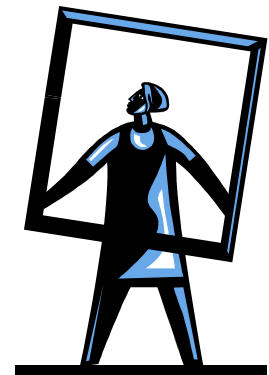


Executive Education

UCD Michael Smurfit Graduate Business School

# Framing

- How the issues are perceived or presented
- Frames strongly affect perceived value or fairness
- Avoid focusing **only** on the area of conflict
- Frame for the other side:  
focus on gains, benefits
- Frame for yourself:  
focus on targets, interests





Executive Education

UCD Michael Smurfit Graduate Business School

# Intent

- Self-belief
- Intent to persuade
- Persistence



Executive Education

UCD Michael Smurfit Graduate Business School

# Conclusion

- Consider all four elements of influence
- Make your influencing effort part of a well-planned negotiation strategy





Executive Education

UCD Michael Smurfit Graduate Business School

# Questions and Answers

**‘Winning Negotiation Strategies’, a 2-day training programme led by Stephen Boyle, takes place on 13-14 April**

**Please contact Gillian Brown,  
Programme Manager at (01) 716 8818  
or email [gillian.brown@ucd.ie](mailto:gillian.brown@ucd.ie)**

