Elizabeth Umphress: So today we're going to be talking about multi party negotiations and we're going to start off with a pre-negotiation Plan Review. So, before any negotiation, you know that you need to do a plan. We learned that from the first session, and on the website that Jason’s sending to you, you also have a pre-negotiations plan template or a template that you can use in order to develop your own pre-negotiation plan. We're going to go over the pieces of that plan and why each piece is really important.

And then we’re going to talk about team tactics. So sometimes we go into our negotiations and we have to negotiate, or we want to negotiate, with a teammate. So, in our organizations, in our personal lives, sometimes we have a teammate. What should we do? How should that teammate be composed? We're going to talk about answering those questions. And then sometimes we negotiate with more than one other person. So, all of the negotiation strategies we've been talking about so far, apply to just having one other person that we negotiate with. But I acknowledge that the world is much more complex sometimes, and sometimes we have lots of people to negotiate with; our coworkers, many clients, sometimes different agencies.

So, we're going to talk about those tactics and then we're going to conclude. I'm going to try to wrap it all up together and send you off ready to negotiate into the world.

So, here we are with our session framework. We started off with introduction to negotiations, then single issue, then multiple issue. Last time we talked about influence tactics, and also developing a point schedule. I encourage you to look at all of these previous videos. Now we're at the top of that pyramid, and we're wrapping up with a really strong multi-party negotiations and team negotiations.

For our pre negotiation plan, again most negotiations will be either one or not one based on your planning before the negotiation, so that pre negotiation plan is going to be absolutely vital in your negotiation.

The first thing you need to know is what are you going to do if this negotiation doesn't work out? Or, your BATNA -- your best alternative. So, what you're going to do is write down all the different things that you might do if this negotiation doesn't work out, and the best one of that list is going to be your BATNA. So, the first piece of your pre-negotiation plan is your BATNA.
Then, I want you to highlight what your interests are in the negotiation. So, if you were to have the best ideal deal in this situation, what would it look like? Write down all of the different pieces that would be a part of that ideal deal for you. And those are going to be what we call your interests.

Then you're going to develop your point schedule, and, again, last time we talked about how to develop your point schedule. Basically, what your point schedule does is it tells you what you care about most, second, third, fourth, and helps you operationalize how much you care about each thing, and the different values that you place on each one of those issues.

From that, you're going to determine what your reservation point is. So right now, how many points does your BATNA have? So, reservation point is the point at which you walk away from the negotiation. If you can't do better than your reservation point, then I'm going to walk away. So that's a really important part of your planning for your negotiation.

Then we need to have your target. This is going to be the best-case scenario for you. So, it's hopefully going to be all the points. It's going to be meeting all of your interests. So that's going to be your target. We're going to do a lot of research on that. we're going to figure out what it can be, and we're going to make it as high as possible for somebody like you in an organization like this, or somebody like you in this personal life situation that you're negotiating.

Alright, so another part of your pre-negotiation plan is we want to determine what your first offer is. We talked a lot about that during the first and second sessions. So, I encourage you to look at those videos for your first offer.

When you make your first offer, you're going to be sharing what your interests are. Your interests are what you want in the negotiations, that's absolutely key to share.

Then, in your pre-negotiations plan, I want you to write down questions that you're going to have for the other party. The reason why is because when the other party is talking I want you to be really carefully listening to what they're saying, and not thinking of the really smart thing you're going to say next, which is what we tend to do when we're not prepared.

And so instead I want you to write down all the questions that you think are going to be important to ask during that negotiation, and that way you don't have to think of these questions on the fly; they're right there in front of you, you can ask them during the negotiation because you're already prepared. The questions are going to be getting to the interest of the other party.
So, you might ask, what would a great deal look like to you? And that way you find out what their interests are. So, if they say, you know, “Location is really important to me” then ask “Alright, if location is important, what location would you like to be in? What would be the ideal location for you?”

So, ask questions of the other party in your pre-negotiations plan.

And finally, we want to think about problems and solutions. And so, we want to think about what are some potential problems that might happen in this negotiation? We want to proactively think about those beforehand, and then write down some potential solutions. So, if that does happen, this potential problem, here are some solutions.

So, this is just thinking about -- you've had this negotiation in the past, maybe with this person, or something else, someone else, and I've encountered these problems, this is what I would do if I encountered that next time. So, your planning before the negotiation, again, is absolutely key. And these are the different pieces of your planning puzzle that I want you to have ready before you engage in that negotiation, and that way you'll be ready for that negotiation.

Alright, so now let's talk about team negotiations.

So, I think that it's really, really cool to negotiate with a teammate. I personally tend to negotiate with one other teammate if I'm going to be negotiating something that's important to me, and if it's appropriate to bring in a teammate for that negotiation.

But I'm going to be careful about who I bring in as a teammate. So, how many people should we have? Now, this is something I want you to guess at: how many would be the ideal team for us to have? What is the maximum number of people that we want as a team?

So, go ahead and put your guesses in the chat box, I'll be interested to look at him. What is the ideal number of teammates to have? So, we have Kevin saying three to five. Jay is saying three to five. Vandinboss says three. Long says one. Just one more from Natasha. Alright, so I think what I'm loving about all these answers is that we're talking about low numbers, we're not talking about 15 people or 10 people.

So, what the literature shows is that pretty much five is how many we want to have. So, we're not going to want to have more than five people at the negotiation table, and that's because as you add more people, it becomes much more complex to do that preparation and the focus tends to come off; people don't have a job to do if you go with more than five, and it becomes just
really confused and it's hard to organize. Human beings are pretty good at a lot of things, but being a teammate where we have more than five, we're not very good at.

So, the other side might feel like it's intimidating or it's beneficial for them to bring in lots of people, but when I see lots of people on the other side of the table who are negotiating against me and my team, I actually am happy, because I know that they're not going to be able to be coordinated and they're probably not going to do as great a job. I also know, by the way, that it might take a little bit longer for that negotiation. So, we want to have five or less people on our team.

Here are some different roles that you would assign in a team negotiation.

So, we're going to capitalize on the benefit of having teammates by assigning different roles. We're not just going to walk in the door and say, "We're just going to do our best." Instead, each person is going to have a different role in that negotiation.

So, we want to have one person who does the speaking. So, one person is going to have that role, and that person is going to be the person who is the very charismatic person in your group, the very extroverted person in your team. That's the person you want to choose as a speaker.

Then we're going to have the note taker. This is going to be someone who makes note of all the offers and all the concessions. This person also is going to have their pre-negotiation plan for your team right in front of them. So, they're going to be making sure that we're hitting all the things that we should be hitting.

Then we're going to have our math wizards. This is someone who's really good at all the math and is keeping track of how we are in terms of our point schedule.

And then we're going to have someone who's going to be watching the non-verbals. So this is the role that I tend to occupy when I do consulting in negotiations, I tend to sit and watch all that nonverbal communication, because most of communication is nonverbal communication, and we need to be looking and seeing what people are communicating with their faces and also with their tone of voice.

Really important is that if you're going to have a team negotiation, you want to make sure to prepare together. So, before we engage in this negotiation, we're going to have a solid pre-negotiation plan. What that means is, sometimes we have a negotiation before the negotiation in that we negotiate as part of a team on what our BATNA, our reservation point, and our target
are, and then we go into that negotiation with a solid plan. We have a plan that all of us contributed to, we know that this is our BATNA, we know this is our reservation point, and we know this is our target. We also know where our first offer is going to be, so, basically, we're going to do all of that planning together.

The team negotiations that don't do well are the ones that don't have goal and strategy alignment. And also, unfortunately, it's when people aren't trained negotiators, so the people that are really good teammates for you are going to be people who are trained negotiators, so people who have been trained in the same topics that you have.

So, I think these videos are really going to be good to share for people who are future or current teammates for you and your negotiation, so they can get this training and know that it's inappropriate, for example, to share your BATNA with the other side or to share your reservation point with the other side.

But, this personally, I've been in a negotiation where my teammate did share that information. And that was not a good negotiation, no, that that was a bad thing. And so, we want to make sure that our teammates are as prepared as us.

We also are going to have breaks. So, when you're individually negotiating, I want you to plan breaks when you're by yourself. Also, when you're a part of the team, you need to plan breaks. So, let's plan breaks and then we'll have our huddle. So, we'll get around the table and talk to one another, “How’s negotiation doing?”

This is when our nonverbal expert is going to be sharing, saying “I saw this party react this way when you provided this outcome, so I think that they really are kind of sensitive about that outcome.” This is when our notetaker is going to highlight, “You know what? We’ve made a lot of concessions on this issue, so next time we're going to be asking for more reciprocation from the other side.”

So, we're going to get – at least once an hour, we're going to sit, and we're going to have that discussion and have that break of just our team. We're going to share that information. Alright, and we also want to signal for when something happens in the negotiation and someone feels like we need to have a break. Now, my husband and I were in a negotiation and we didn't plan the signal beforehand, and so his signal to me was like “We need to have a break.” So, this is not a good signal because that's that tells everyone that something just happened that he was pretty concerned about. So, let's have a signal that's a little less obvious maybe, and plan what it is. Everybody knows it, we know when we see that signal that we need to plan a break.
We want to be accountable to our teammates as well. And so, we need to check in on our teammates and make sure that our teammates are doing the jobs that they're supposed to do, and if they're not, we can always switch roles; we can always do different roles in the negotiation. We want every teammate to feel like they are part of our team, they're contributing to our team in a positive way.

All right, so now we have question time. Any questions?

**Alyssa Marie Krueger**: Yeah, it looks like we have a few questions. We're getting them both in the Q&A and Chat, which is perfect, I can maneuver both. So, I think there's a lot of questions specifically from JJ just about broader things than negotiation. “Is a job interview considered a negotiation process?” “Does ethics play a part in negotiation?” I think a lot of those can probably be answered from the previous sessions. I don't know, I can't think of the top of my head which ones you should watch for which questions, but I don't know if you get –

**Elizabeth Umphress**: So, I don't think I understand the question, can you say that again?

**Alyssa Marie Krueger**: Yep, so there's a few. “When, in a meeting, negotiation is plausible?” and “What are the indicators in negotiation?” and then the process of negotiation. I think most of those are covered in the first session, right?

**Elizabeth Umphress**: Yeah, so I think a process of – so, we're not going to ever say when we first sit down, “Now we will commence the negotiation.” And so, you're in a negotiation, probably, if you're interacting with another party and you're talking about anything that might be considered controversial or you're talking about your interests. So, you're in a negotiation.

The process of negotiation: so, it might look like, at least, what we learned in kindergarten, which is taking turns. So, I'll provide an offer, then the other party provides an offer.

And the ethics – did he talk about ethics of negotiation?

**Alyssa Marie Krueger**: Yeah what was the ethics like.

**Elizabeth Umphress**: This is big, and I think that – you know, JJ, this is a really important point: that when we evaluate the ethicality of ourselves, we tend to feel – we tend to take this view that's very self-interested. So, all of us think that we are strong, ethical, we’re also very good drivers, by the way, but – at least, that's our perception – but we can't all be equally ethical, and all be great drivers.
What evidence shows is that what we tend to do is make ethical lapses that are inconsistent with what our own ethics are in certain situations, and one of those situations tends to be in a negotiation, unfortunately, because we think that in a negotiation we don't necessarily have to engage in the same ethics. However, the other party doesn't believe that.

So, while you might think that it's okay to lie or shade the truth in a negotiation, the other party does not believe that that's okay. And that means, at the same time you're having a cognition that “it's okay for me to lie, but not okay for anyone else to lie,” and you can see how that's inconsistent and creates problems in a negotiation. So, I want to encourage you to be very high in your standards of ethics because as we learned from the first sessions and the first couple of sessions, really, that maintaining trust in negotiation is absolutely vital.

Now, if the other side engages in untrustworthy behavior, I want to encourage you to still retain your trustworthy behavior. So, just because the other party did something that's negative doesn't allow you to, because what happens is this “negative spiral.” So, if you do something unethical, then I'll do something unethical, and then we'll each just have more negative, negative spirals. So, the only way to stop that is to retain your ethicality and, you know, don't lie. Don't do unethical things in the negotiation.

I hope that helps. That's really important in negotiation because retaining that trust and that sense of trust is absolutely vital in negotiation.

Alyssa Marie Krueger: I think that's a good reminder too, yeah. JJ has some more questions, I'm going to go on to some other people, and then if we have a long questions later, I'll come back to you, JJ, but Natasha wants to know “If you're on the phone with a nonverbal person on the team, would that person examine speech patterns?”

Elizabeth Umphress: Yeah, so, tone of voice is really very clear, and – okay, so, as human beings, this is one thing – we can only focus on one thing at a time, and so that's why it's really good to have one person do the nonverbals, because the person who's going to be speaking, that person is focused on the next thing they're going to say, they might not be listening to what the other party is saying, and that's why having a teammate is so useful.

Alyssa Marie Krueger: And then Kevin wants to know how far that you should go into detail about your negotiations with your team?
Elizabeth Umphress: I think that anything that you can imagine that would come up in the negotiation, that is something to talk about with your teammate before the negotiation starts. So, if there's going to be any surprises, if there's going to be an outcome that's talked about that other people don't think there's going to be talked about, talk about that with your team. So, you don't want your teammates to be surprised by anything in the negotiation.

That doesn't mean, by the way, that surprises don't happen in a negotiation, because they do, and I know that you know that they do, Kevin. So, that's why we want to be as prepared as possible before that negotiation.

Alyssa Marie Krueger: Great. And then one more Natasha just sent relating to the ethics discussion we were just having: “Should we call the other side out on unethical issues or would that harm the negotiation?”

Elizabeth Umphress: Okay, so this is something that we want to encourage – that we want to – alright, so there's two different things happening here. One is that we might be giving them some sort of negative feedback which is reinforcing to them. So, maybe they've acted in a negative way in the past, or in an ethical way in the past, and that negative feedback they received is attention, and people like attention. And so, really being silent about a negative action could be more helpful to you then calling it out.

Another reason to not call it out is to save face. So, we want to have the other party retain their sense of self, and attacking someone's ethicality can really harm a person's sense of self. And so, we want to be careful, like sometimes we're going to have to call things out, and I recognize that. Sometimes we're going to have to say something, but I want you to be careful about how you say something.

So, let's say someone has lied in the negotiation. We're not going to say that that person is a liar, instead – of course you're not going to say that – instead, what you might say is that “This is my understanding of what happened.” So, we’ll correct it, but we're not going to attack the other party.

Alyssa Marie Krueger: Great, okay. We have a few more, but I feel like maybe we should move on, and then come back to questions later if we have time?

Elizabeth Umphress: I feel like we're going to have more time at the end. I wanted to make sure that we got to all the questions. So, I think that we’re – let's take maybe one more question, and then we can move on.
**Alyssa Marie Krueger:** Okay, JJ is wondering what the markers of successful negotiation are.

**Elizabeth Umphress:** Oh, that's a really good question. So, how do we know we're in a successful negotiation? Because we got closer to our target.

So, we have a target. That means that we're more likely to be successful to begin with, because most people don't have targets before they enter a negotiation. So, we know what our target is, we know what our goal is in negotiation, and we got closer to that target. Another, which is kind of an odd thing, is that you might feel bad. So, research shows if you set a specific difficult target, then you're more likely to feel bad in that negotiation, or having a negative mood right after that negotiation, and the reason is because you didn't quite get to that target.

So actually, after a negotiation, if I walk away and I'm feeling a little bit bad, I know that I had a good negotiation. And so, that's why we do certain rituals after negotiation. So, people go to dinner – not right now, but people might engage in a virtual happy hour. They might, you know, have ice – mine's ice cream. If you've been watching these sessions, that's how I reinforce myself, and that's what I feel really good about. So, after the negotiation do something positive to help that negative mood.

**Alyssa Marie Krueger:** Great. Okay, do we want to move on for now.

**Elizabeth Umphress:** Yeah, let's go ahead.

**Alyssa Marie Krueger:** Thank you.

**Elizabeth Umphress:** Thank you.

**Elizabeth Umphress:** Alright, let's talk about strategies for multi-party negotiations. Multi-party negotiations are when you're having a negotiation with three or more parties.

First of all, we're going to know who's going to be at the table. As you can tell from the first sessions, your planning and preparation is key. That also means you need to take notes after the negotiation with anyone you've negotiated with, and we're going to call that a post-negotiation analysis; what you discovered during that negotiation, just about learning about that person, and what you would do differently the next time you negotiated with that person.
So, what I do is I have kind of folders set up in my computer for each person that I might negotiate with, or each company I might negotiate with, and in those folders, I'm going to have my pre-negotiation plan. I'm going to have my post-negotiation analysis.

And then, when I negotiate with that person again I'm going to open up that folder – or that company again – I'll open up that folder and I'll look at: “Okay, well, this is what happened last time I engaged that negotiation. These are the mistakes I made. I'm not going to make those mistakes next time.”

So, I want to look at my folders before I engage in that negotiation, if it's going to be with a company that I've negotiated with before. If it hasn't – if I haven't negotiated with them before, then I'm going to find out information from trusted parties that might have negotiated with that person or that organization before. I want to know who's going to be at that table, I want to know what their interests might be. I might want to talk to them before the negotiation starts, just introduce myself, as we learned last time maybe include a little bit about my authority, or my LinkedIn page, other things that they can find out information about me.

Alright, so I want to know who's going to be at the table. The second thing I want to know is, during the negotiation, I need to manage the information. This is really, really complex. Now, in a two-party negotiation, I'm going to have preferences of the other side, and then I'm going to have my preferences, in my order of importance. So, my pre-negotiation plan is going to have what my preferences in order of importance are, but during a multi-party negotiation, you might have multiple people who are having different preferences in different order of importance, so you need to manage that information. You need to find a way to depict it such that everyone can see it.

So, if we’re doing a Zoom negotiation that’s a multi-party negotiation, what I would do is I would share a document or a screen, and then I would put in “Alright, Alyssa, what are your top three of these different issues that we’re going to be negotiating? So, what's your number one, what's your number two, what's your number three?” And so, then I'll put down, “Well, Alyssa cares the most about issue number one and then number two is going to be issue number four.” So, I'm going to indicate the preferences for each person.

I'm going to start off in a multiplayer negotiation providing that information first, and the reason why I provide it first is because it's going to be pretty strange to a lot of people, you providing this much information about what you care about during the negotiation. But what people tend to do is reciprocate, which means that if I provide it, then the other party's also likely to provide it.
The other thing that this helps us do is that it helps us keep people honest about – it helps increase the ethicality of the negotiation. So, if someone claimed that their number one was issue number four, as is in this example, then they went back and then they said, “No, really my number one issue is number two,” then I can say, “Well, you know, it was your number five last time we chatted, but now all of a sudden it’s your number one issue. So, what is your first issue?”

Now, again, we’re not going to tell the other person that they’re lying, but we will highlight, you know, “This was not your number one issue previously.” And so, that helps us not only understand their interest, but also keep everybody honest at the table. Now, it could be that someone actually changed their interest, and that’s fine, but if they’re changing their interest every time that you meet then something else is happening. And so, calling it out makes it so that people want to be consistent. Remember, from the Cialdini tactics that we talked about last time, consistency is really important. So, once they state their interest, they’re more likely to be consistent with them.

Alright, so we want to manage the information and we’re going to put this up to where everybody can see it. This isn’t going to be hidden, it’s not going to be something that I just see, it’s going to be something the entire group can see.

The other thing we want to do is make it systematic proposal making. So, we're going to make it such that all of us are going to record – and again, this is going to be something else that’s going to be visible to the group – each offer that is given on the table.

As human beings, we tend to underestimate – vastly underestimate – the number of possible solutions to any negotiation, whether it be multi-party negotiation or one-on-one negotiation. I’ve seen in a case, where – if we have – in any negotiation, if you have five different issues and you have six different parties, then in one of my cases I have 55 possible solutions. So, 55 possible agreements in this situation. People think there might be one or two solutions, but really there are 55. So, you will tend to underestimate the number of possible solutions to any negotiated outcome. And for that reason, we want to make it very systematic everything that we proposed, and make sure that we haven't lost sight of a potential solution.

The other thing that making systematic proposals and actually writing them down so we can see what we proposed, is that people tend to repeat the same types of options. So, we make one offer and then, maybe the next day, or an hour later, we make the same offer again. Maybe we do that deliberately, or maybe we do it because we were not keeping track. Well, when you make it systematic, we make it such that, “Okay, we know we already addressed this previously.” And
not only that, but maybe we've made a note that, "No, person number four thought that this wasn't going to be good for this reason." So, this makes it such that we know we're not losing sight of potential solutions.

Alright, so the third reason this is really helpful is because what happens in any type of negotiation, be it a two-party or multi-party negotiation, is that once people come to an outcome that seems satisfactory, they stop. They stop negotiating.

But when we're in more of a brainstorming session – and so that's what this type of putting systematic proposals up on a board or up on a document helps us do, it helps us create more of a brainstorming norm, to where we're still going to be searching for the best option. Even though we just found one that's pretty good, maybe we can find a better one. So, we keep on searching for that better option.

Now, of course, everything is time-limited, and we have to stop at some point. So, I'm not encouraging you to negotiate until the end of time. So, keep within your time limit. But also, if you have time, then keep going. Maybe there is a better solution.

Alright. Another thing for multi-party negotiations is that we need to use brainstorming wisely. It turns out that individuals tend to think of really great ideas, and groups tend to really improve upon those ideas. And so, you might ask people, you'll have your first meeting with your multi-party negotiation partners – you'll have your first meeting – and then for your next meeting, ask people: “Go and let's brainstorm. Let's brainstorm some potential solutions to this one issue. We're having some trouble on this issue, let's brainstorm some solutions.”

So, you separate and then the next time you meet then you provide all those ideas. So, when you're providing the ideas, just write them down on the board or document, and don't start critiquing those ideas until all the ideas are written down. That's because, let's say you have two ideas written down, and then the group, kind of as a bandwagon, decides and says all the reasons why the second option is not a good option.

That'll encourage group members to not provide any more ideas. So, you might have a really exciting idea that's provided by person, number four, but it's never going to be presented because you've been so negative. So again, we're going to present all of the ideas and then the group is likely to take some of those ideas, and sometimes, they'll take, you know, idea number four, idea number five, merge them together to idea number 74 and now this is a great, great idea that's really going to help you solve this group problem.
Alright, so again, brainstorming: individuals generate great ideas on their own, and groups improve upon them. So, what we're going to do is brainstorm individually then come together as a group, list all of the ideas, and then after all of them are listed we'll start critiquing them and start pulling them together.

Alright, so, I mentioned during a team negotiation we want to assign certain roles. During a multi-party negotiation, we need also roles. So, we need a recorder, we need a timekeeper, and a process manager.

So the process manager is going to make sure that we keep on time. That process manager is also going to let us know if there – we have a pre-settlement settlement. And so that was covered in the second session, which it might include things like the order in which people are allowed to talk. Our Process Manager is going to make sure that we keep that order, and also make sure that each person has an allocated amount of time to talk if we have that in a pre-settlement settlement.

Alright, this last strategy is pretty important, which is avoiding coalitions. Now, before, you might have thought that having a coalition is really good for you in a multi-party negotiation. What research shows is that that is not the case. If you want this group to come out with a negotiated outcome, then you should avoid coalitions.

Now, that being said, sometimes coalitions – and this is when, let's say, there's six group members, it's when two parties form a group and they say, we're going to stick together on this, and we're going to go against the other four. Let's say you don't want an agreement. Let's say that you're entering this negotiation, and you don't want anyone to come to an agreement, then form a coalition.

Or, let's say coalitions are also good when your interests are not being heard in the multi-party negotiation. So, let's say you're someone of what other people deem “low-status” and other people are treating you negatively in the multi-party negotiation. That's a really good point to form that coalition, and you want to form coalitions with people who have similar interests than you, and you also want to form coalitions with people who might not have very many interests, and you can support those interests. So, two different desirable characteristics of a coalition partner: one is they are they are – you share the same interests, and the second is they just don't have very many interests, so their interests are easy to support.

All right, so if you do have a coalition, you want to make it early on, or they're more successful if you make it early on in that negotiation process. You also want to see commitments from the
other party. So, a coalition is seen as an affront or an abandonment of the multi-party negotiation, and so you're already violating a norm by forming a coalition, and you want to seek a commitment with that person, such that, you now have trust in that party, that coalition partner. Now, they also break that coalition with you, then they violated two different norms and the group will probably want to disassociate from them. So, it's really important when you do form that coalition to keep true with your commitments. It's another reason, by the way, not to form a coalition, because you do have to hold true to those commitments moving forward.

Alright. So, are there questions on multiparty negotiations or anything else?

Jay Lyman: We were caught up from the last questions, but if folks have more please put them in the chat or the Q&A.

Elizabeth Umphress: So, I tend to have a lot of questions about coalition formation because people tend to think that coalitions are really important for negotiations, especially for multi-party negotiations, but they're not. Coalitions are not a good idea unless, again, your interests aren’t being heard and your – or you're being disrespected by specific partners of the negotiation table, and that's when you might form a coalition.

So, as I mentioned, coalition formation is negative for a multi-party agreement, and what that means is if you want to have an agreement move forward, then you want to try to make sure that coalitions aren't formed, and this is something that I think managers and supervisors don't do a good job of.

So, if you want no coalitions in these multi-party agreements, what you want to make sure, as a supervisor or a leader, is that everyone gets heard, and you might make a pre-settlement settlement, or an agreement, during the negotiation that if something's discussed everyone's going to stick at the negotiation table.

And that, of course, you know, when things – that there are not going to be people discussing this topic outside of the negotiation table, because then people have the perception that a coalition is formed. So, let me give you an example from my own personal experience.

So, I am a woman faculty member at a business school. So, you can imagine there's not a lot of women in people like me, and in the position that I have. And so, early on in my career, I was at a faculty meeting. And faculty meetings are just like every other meeting: they go on forever, and I wish they were much more effective, which is kind of interesting because it was a management
department faculty meeting, and management professors actually know how to hold effective meetings, but for some reason we don't actually operationalize it.

So anyway, we were at this faculty meeting, and something really important was being discussed and we were trying to make a decision about how to move forward. But we’d been doing it a really long time, and so it was time to take a break. So, we took a break and then people came back.

I’ll let you know that I was only one of two women in the room. And when we came back, people had made a decision.

So, what happened is, people continued having this discussion when they went to the restroom, and they weren't going to the women's restroom, they were going to the men's restroom. And when they came back to the room, they had made a decision, and I was not included in that decision.

At the time, I didn't say anything, but I noticed, “Well, this is interesting.” And then it happened again, so we were about to – this is another meeting that happened about few months later –we were talking something – about something that, again, was really important. But again, our faculty were talking a lot, and then we decided to take a break. And before we took a break, I just reminded people, I just said, “You know what, I think it's really important, let's – let's just keep our discussions about this topic in the room,” and not make it such that we talked about it in the hallway or in the restroom, or anywhere else. We want to make sure that everyone's included.

And so, we came back to the table and people hadn't made a decision, but I highlighted that because I knew that there's this tendency, when you're talking about something, you don't look and see who's not there. You just start talking. And that's a natural thing to start talking, but I want to highlight that you do need to figure out who's there: who is at the table, who's not at the table. We want to make sure that everyone's included. So, as a leader, having these one-off discussions when it is a group decision can be really harmful, and can encourage coalition formation which causes a lot of problems moving forward. So, I’d encourage you not to do that. I know it's natural for human beings to do that; instead, what I would encourage you to do is, when you're a part of this multi-party negotiation, just tell people “You know, we're going to discuss this when everyone is at the table. If some other information is provided, or not at the table, then let's make sure that we send an email to make sure that everyone is on the same page. We all want to be included.”

Jay, do you have an example of this?
Jay Layman: Yeah, I can – yeah, I've had experiences where yeah, like, you come back, like “Oh, I guess, I guess I wasn't in the loop on this.” There's, there's a couple questions that came up, too. One is a little bit related here, too, with personality types. Like, well, personality types play a major role in multiple multi-party negotiation, and if the team is missing certain skills and personality types.

Elizabeth Umphress: I think that's something to consider in your team-building. So, the extroverts, I mentioned, should be the person who's doing the talking. That's probably going to be your extrovert.

But you also want to have your introvert, that's going to be the person who's analyzing things, and really, introverts tend to be pretty good at nonverbal communication. And so, we want to be very careful about who's on our team and pick the teammates that fill in the gaps of things that we don't have.

So, for example, I am not great at doing math in my head, I'm just not. It amazes me that people are good at that. So, I am not good at that. So, I'm going to have someone who's doing the math, and I'm going to have someone probably doing it on the computer. So that's why I tend to bring someone who's good at math along the way. So, we want to bring in people that fill in the gaps with the skills that we don't have.

Jay Lyman: Another comment was, “It seems like this is a heavily facilitated exercise.” Is that what – are we reading that right?

Elizabeth Umphress: Okay, so it might not be facilitated, this multi-party negotiation. So, if you are negotiating – a multi-party negotiation member, a member included in this negotiation, and other people don't have this training so other people don't step up to do this, then that's your role. This is – sorry, this is your role now. Because you know how to do it, you are the facilitator, and you'll also be a role model about how to share information about your interests, put stuff on the board. So, you'll become a leader, and in these multi-party negotiations, people do look for leaders. I'm sorry, but if you're an introvert, this is going to be a role you're not going to like. But, it is something that's really important. You could, by the way, before that multiparty negotiation, you can refer them to this lecture and say that, “You know, this is – this is information that Professor Umphress recognizes is important, so you can feel free to send them this, and then maybe you wouldn't have to be that facilitator. Maybe the entire group will take that responsibility, but likely you're the only one with negotiations training. So, it's going to be your job.
Jay Lyman: So maybe you have to have, like, a negotiation within your team about roles prior to the negotiation.

Elizabeth Umphress: Exactly. Yeah, you do, and I do think that – so, before negotiation that's important to me I'm going to take about two weeks, I mentioned that, for my planning. If you're a part of a team, it's going to take a little longer because you have to get all of the team on the same page. We're not going to be doing this for every negotiation, but we will be doing this for things that are important to us.

Now, when your team and when you get ready, like you get used to the system of doing a pre negotiation plan – by the way, that's only going to increase your positive outcomes that you and your organization are going to achieve – when you get used to it, you'll do it quicker. The first time you do it, it's going to take a little bit longer, so get ready for that because you'll have to bring everybody else on the same page on a BATNA reservation point and target are, but after that, after you do your first one, then it'll be faster moving forward.

Jay Lyman: Excellent, thanks folks for putting those questions into the Q&A in the chat. Oh, here's another comment: “I think we'll need an official certificate from Professor Umphress to show everyone when we lead a multi-party negotiation.”

Elizabeth Umphress: Yeah, I think you might. So, I also, by the way, I can share reading. I'll share a chapter a reference chapter that you can reference and send to people before multi-party negotiation. So, it won't just be me and it won't just be a certificate from me, but it'll be a chapter, written in a book that I'm about to share with you. It's a really excellent book.

Alright, so. So, I'm going to just highlight some themes across all of the different sessions that we've been talking through.

So, before you negotiate, you know you need to do your pre-negotiation plan. We want to identify those compatible interests, if we can: those things that we agree upon. So, we want to understand the other party's interest. In order to understand the other party's interest, we're going to list all of our questions that we're going to be asking the other party, and we're going to also going to figure out what is our target? What are our interests?

For integrative issues – so these are issues that are pie slicing – not pie slicing issues, these are expand the pie issues. These are issues that I'm going to give on something that's less important to me in order to gain on something that's more important to me. Again, we want to understand
the other party's interests and, in doing so, we need to prepare our questions beforehand and listen to the answers.

So, we want to identify and rank around priorities and create our own point schedule in order to do so.

And then, finally, for those distributive issues, these are those tug of war issues. These are when we do have equal order of importance and we disagree.

We want to identify where our BATNA, reservation point, and target are, and we want to plan smaller and smaller concessions beforehand.

We don't want to make larger and larger concessions, because that would be really rewarding to the other side. They want to continue the negotiation into the future.

Alright, so now we're in the negotiation and we've done our pre-negotiations plan. We've done our order of importance. We've done our point schedule. We know what our first offer is.

Now, what do we do? When we identify those compatible issues, compatible issues are when we agree. We just want to agree and we're going to capitalize on that positivity and move forward to those integrative issues. The integrative issues, again, are going to be the ones that we're going to trade-off on, we're literally going to trade-off on those issues. So, I'm going to give them something that's less important in order to same time gain on something that's more important to me.

We know that which ones to trade-off on because something's going to be higher on my list and lower on their list and vice versa. So, I'm going to get something that's higher on my list, they're going to get something that's higher on their list.

For the distributive issues we're going to record those concessions over time. We're going to make sure that we make reciprocal concessions, so I make a concession and the other party makes a concession, and we're going to make smaller and smaller concessions over time.

So, here are the references that have been, I think, on the slides every single time, but I don't think I've ever had the opportunity to get there.

The first book is more of a chapter book but the multi-party negotiations chapter that I rely on that I think is expertly written is from this book, *The Mind and Heart of a Negotiator.*
I think it's – it's a textbook, though, so it's not an easy read. *Getting to Yes* is what everybody needs to have. I know I've recommended this many, many times. So, Jay is already set up and indicated this in the library. It's an audio book. If you haven't read this book yet, or listened to this book, please do so, its counterpart, or *Getting Past No*, is also a must-read or a must-listen, too, and it's also available in the Seattle Public Library.

*Negotiating Globally*: If you're involved in cross-cultural negotiations, then this is going to be key for you. I can also – there's a chapter from mine that I can also share that can be helpful to you.

And then we have the *Negotiation Genius* and *The Truth about Negotiations*. These are all really helpful texts for you.

So, I'm afraid I don't have time for questions at the end. But I just want to spend this moment thanking everyone for your participation in these different sessions, and I really just want to encourage you to help one another during this really difficult time. I know it's really hard for so many people. I hope that this has been helpful to you. I know that I have really appreciated this opportunity and honor, this opportunity to share this content with you. Feel free to reach out through the various contact information if you have a question for me about negotiating.

I know the link that Jay has been sending also links to an email, and I will get those questions and I'll be able to send you content if you have additional questions on that, so, I also want to thank Jay and Alyssa. I feel like you're my close friends now, and I'm sad that we're not going to be doing this together, but maybe we will moving forward.

Thank you for all of your assistance, and the Seattle Public Library is just beyond awesome. So please reach out to the resources that are provided by the Seattle Public Library. It's just an amazing institution.

Jay Lyman: Thank you. It's been so much fun working with you on these, I have enjoyed it, and with Alyssa and getting to know you. It's been awesome.

Alyssa Marie Krueger: This has been so great. Thank you both. and yeah, I hope everyone has loved as much as I have.

I just sent the link for the office hours in the chat box. So, we're going to head over to that meeting, and we can open it up to more of a class format and hopefully can get any more questions you want answered. And we're also going to be doing a role-play exercise, as we have
in previous weeks, so would love to see everybody there. And thank you again so much for coming, everyone

Jay Lyman: And I just emailed you also the link. So, if you don't get it here, check your email, and you should have it in your inbox as well. See you over there.