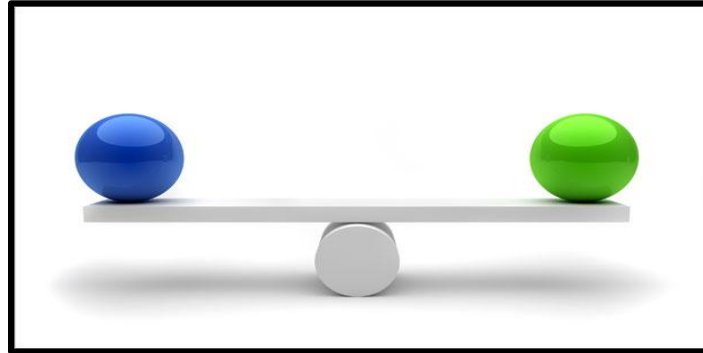


NEGOTIATION = A balance of **LISTENING** and **ASSERTIVENESS**



ASSERTIVENESS (*Remember to **LISTEN** first)

When people engage in challenging dialogue there are two common patterns that emerge.

Win-Lose: AGGRESSIVE LANGUAGE/BEHAVIOUR

A person attempts to force their way to get what they want (stuck on being “right”), regardless of what the result is for the other person/people. This is the “I win, you lose” way of resolving disagreements. Speaking **aggressively** disregards and often disrespects others.

Lose-Win: PASSIVE LANGUAGE/BEHAVIOUR

A person stops communicating, avoids a discussion, or agrees by not saying anything. This is the “You win, I lose” way of resolving disagreements. Acting or speaking **passively** disregards one’s own needs, and can lead to resentment over time, due to not being satisfied with the outcome.

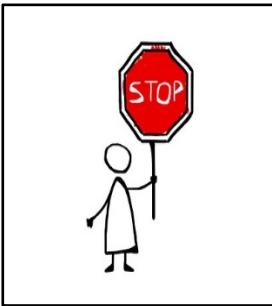
There is a third way, a middle ground...

“I win, you win = we win” ASSERTIVE LANGUAGE/BEHAVIOUR

Being assertive is speaking and behaving in a way that respects your own needs while also being respectful of the needs of others. It is a way of speaking directly and confidently about what is important to you, while also being aware of what matters to others and taking everything that has been shared into consideration when making decisions.

Effective negotiators observe their thinking. They notice if they are thinking aggressively or passively, and commit instead to speak and act assertively. They encourage others to speak up for themselves, and they set boundaries so that they engage in respectful dialogue that does not allow for aggressive or disrespectful behaviour. If dialogue becomes highly reactive, with strong emotions arising, effective

negotiators call for a break, and take time to collect their thoughts (and allow others to do the same) before starting a dialogue again.



AFTER ASSERTING YOURSELF - RESIST THE URGE TO COME TO A DECISION!

FIRST, SUMMARIZE WHAT EVERYONE HAS SAID. IS THERE ANYTHING ELSE THAT NEEDS TO BE SHARED? Listen, share, listen, share...

NEXT, LOOK FOR AREAS OF COMMONALITY AND AGREEMENT. YOUR DECISION(S) WILL BUILD ON THESE AREAS.

DECISION TIME

Assertive decision-making means fully listening and acknowledging what is important to everyone and **then** making a decision. Assertiveness is a key ingredient for collaborative teamwork.

A decision will be the best when it is owned by everyone. Invite everyone to generate ideas based on what your original goal was, and fully consider and evaluate all ideas before deciding.

Begin by building agreement in areas where there is common ground and common agreement.

In areas where there are still differences, consider trade-offs. What can each of you let go of that is lower priority, to ensure your highest priorities are included in the agreement?

Is there still an **obstacle** that you haven't overcome?

Work towards an outcome that will be the BEST decision that everyone can agree to, and that everyone can commit to acting on.

Additional Resources or Links:

Here's a great tool for making decisions as a team: **S.U.I.T.**

Getting to yes in the real world with William Ury.

William Ury is a fabulous speaker who co-authored the book Getting to Yes: Negotiating Agreement Without Giving In.