



NEGOTIATE THE BEST OUTCOME

LEVEL 3 PROJECT



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INTRODUCTION



Negotiation is a type of formal discussion with the goal of reaching an agreement between two or more parties. Negotiations often include compromise in order to reach an agreement that satisfies all the parties involved. The ability to negotiate successfully will enhance your efficiency, aid in your ability to achieve your goals or your organization's goals, and assist you in building and maintaining relationships.

In this project, you will come to understand different negotiation styles so that you can apply them appropriately. You will also learn to engage in mutually beneficial discussions, find and build common ground, foster agreement between parties, and maintain professional composure during negotiations.

YOUR ASSIGNMENT

Purpose: The purpose of this project is to learn about different types of negotiation and the strategies that can be used when negotiating.

Overview: Develop a 5- to 7-minute speech about a past or upcoming negotiation in your life. The negotiation must be one that you have participated in or will participate in. You may choose to reflect on the strategies you used or those that you believe would be the most beneficial in the future. Your speech can be persuasive, humorous, informational, or crafted in any style that appeals to you and supports your speech content.

For all assignment details and requirements, review the Project Checklist on page 12.



Throughout this project you will see icons in the margins next to the text. These icons indicate additional resources available online.



Video: Sign in to Base Camp to watch a video that supports this project.



Interactive Activity: Sign in to Base Camp to complete an interactive activity.



Resource: Sign in to Base Camp to view this resource online.

ASSESS YOUR SKILLS

Evaluate your current skill level by rating each statement.



Select the appropriate number based on your skills today:

5
EXEMPLARY

4
EXCEL

3
ACCOMPLISHED

2
EMERGING

1
DEVELOPING

Pre-Project					Statement	Post-Project				
5	4	3	2	1	I am able to differentiate between negotiation styles and implement the best style for the situation.	5	4	3	2	1
5	4	3	2	1	I am able to engage in meaningful conversations with the intention of reaching a mutually beneficial goal.	5	4	3	2	1
5	4	3	2	1	I am able to foster agreement between parties from their current state to a new state.	5	4	3	2	1
5	4	3	2	1	I am able to maintain professional or appropriate composure during a negotiation.	5	4	3	2	1
5	4	3	2	1	I recognize how this project applies to my life outside of Toastmasters.	5	4	3	2	1

COMPETENCIES

The following is a list of competencies that you will learn and practice in this project.

- Foster agreement between parties from their current state to a new state.
- Understand how different negotiation styles are applied.
- Engage in meaningful conversations to reach a mutually beneficial goal.
- Maintain professional or appropriate composure during negotiation.
- Identify how and when to use different negotiation strategies.

PREPARING TO NEGOTIATE

SUPPORT YOUR POSITION

Successful negotiations begin with preparation. Be sure you have a clear position on any negotiation whether it is financial, professional, or personal. The first step in clarifying your position is to know your goals. For example, you may be planning to negotiate the best town for relocating your family home. Knowing where you want to live and why will help you refine your goals and define your position.

Use the Negotiation Goal Setting worksheet on page 17 to plan your negotiation prior to meeting the other parties involved. If you are analyzing a past negotiation, use the resource to help you recall details.



Once you define your goals, research each option you are considering. For example, when considering relocation, the options might be two different towns or several different locations in the same town. Keeping the scope of your research to a few options will help you collect information, consider alternatives, and include supporting material for each scenario. This level of preparation will help you negotiate a solution that reflects your expectations.

As you research, incorporate interesting facts and specific information to solidify your position. A person planning to relocate her family home may research the availability of public transportation, proximity of services, or local attractions in her preferred city. Information can be acquired from many places including the internet, library, or other source. Collect your data from reliable sources that can be referenced, especially for professional or financial negotiations.

TYPES OF OUTCOMES



WIN-WIN

Both sides are in a better position after a negotiation.

Envisioning your ideal outcome helps you focus on what you intend to accomplish or gain during a negotiation.

The most successful outcome is always one that is amenable to all parties involved. A negotiation that ends with all parties in a better position than when they began the negotiation process is called a win-win. You can make an effort to improve your relationship with the other parties involved by working toward this type of outcome.

WIN-LOSE

One party wins at the other's expense.

There will be situations, however, when it is more important to meet your own or your organization's requirements than it is to protect relationships. Any negotiation that culminates with one party gaining and others losing ground is considered a win-lose outcome. This isn't the ideal situation, but it happens.

COMPROMISE

An agreement is reached with every party making concessions.

In some negotiations a compromise is more important than winning. All parties involved may need to make concessions in order to reach an agreement. This is a compromise. In some negotiations, simply reaching an agreement is the best possible outcome.

Many compromises are reached to the satisfaction of all parties, but there are negotiations that end in a compromise that satisfies no one. When a compromise is made for the sake of solution, with all parties giving up a core or important goal, it can be defined as a lose-lose. Though this may be the solution equivalent of a worst case scenario, there are times when it cannot be avoided.

WHEN TO WALK AWAY

Know the point at which you will end the negotiation.

There are many scenarios when your only alternative is to let the negotiation end, either for the moment, or indefinitely. Some examples of good reasons to end negotiation include:

- You have a back-up plan or alternative option that does not involve your negotiation counterpart.
- The options offered do not meet your interests and after a long negotiation, it is clear the other party is not going to make any other concessions.
- The person or organization you are negotiating with adopts unethical, unfair, or otherwise unacceptable negotiation tactics.

Be sure to consider all the ramifications of ending a negotiation without an agreement.

NEGOTIATION STYLES

There are several negotiation styles. Each has advantages and disadvantages. It is important to consider your personality and your level of comfort in a situation that may require confrontation when choosing negotiation tactics.

Your success depends on your ability to effectively engage in conversations that lead to mutually beneficial outcomes over the course of negotiations.

Competitive

Negotiators who employ a competitive approach tend to believe in clear winners and losers. Using this negotiating style may come across as strategic, but aggressive. This style is most effective when an agreement is required quickly or there are limited variables to an agreement.

Accommodation

To employ the accommodation style of negotiation, you must be willing to give information and make concessions. This style puts relationships with others as the highest priority. It can be very effective when you need to mend or maintain relationships.

Compromise

Meeting your counterparts halfway, where all parties make concessions, is indicative of a compromise style. The parties involved work together to find points that they have in common.

The compromise style is most effective when there are time constraints or when relationships are positive. Using this approach keeps the relationship intact, but the result is often less than ideal for both parties.

Collaborative

You can apply a collaborative style of negotiation by brainstorming to gather ideas for solutions that will meet everyone's needs. This style is most effective for developing and maintaining positive relationships, but can be time-consuming.

NEGOTIATION STRATEGIES

Along with negotiation styles, there are defined strategies for succeeding during negotiations. Consider developing and applying these strategies to increase the productivity of your negotiation.

FIRST FIVE MINUTES

Concentrate on the first five minutes of the negotiation. They set the tone for the discussion and establish each party's position. During this time, disclosing appropriate information can create a positive environment that is conducive to reaching an agreement. The information you share can include data, research, or any general statements of fact that relate to the negotiation.

To succeed during the negotiation, your goal is to move the other parties to a new "state" or alter their positions. Listening at the outset so you understand the other parties' goals will help you identify where you can change their positions or adjust yours to accommodate without sacrificing your primary goals.

STAY OBJECTIVE AND IMPERSONAL

Maintain an open mind to assess new proposals fairly. Keep the other parties' perspective and positions in mind.

Remain respectful of all parties involved in the negotiation, even if their opinions vary vastly from your own. Make a conscious effort not to be swayed by your biases. Remain professional and calm. Every conversation can contribute to a meaningful dialogue that will help you reach your goal. Listen to the other parties involved and look for a mutually beneficial solution.

If necessary, take a break from negotiating to collect your thoughts and maintain your composure.

USE "I" STATEMENTS

Using "I" statements during a negotiation keeps the focus on you and how you feel. Regardless of the intensity of the negotiation or the other party's behavior, when you focus on your own feelings you encourage a positive conversation. Statements such as "I need your help..." or "I am frustrated we haven't been able to reach an agreement..." humanize you and allow you to express yourself without provoking the other party.

SHOW APPRECIATION

Whenever possible, recognize any positive steps that your counterparts have already taken, such as the time commitment required to negotiate with you. Be genuine in expressing your thanks.

TIME YOUR DISCUSSION



Schedule your meeting at a time and location that is as convenient as possible for everyone involved. Meet at a neutral place or a location of another party's choosing. Consider a morning meeting when many people may be more energetic and open to new ideas. Avoid meeting after lunch or late in the day when energy levels tend to drop.

FOCUS ON INTERESTS

Be clear about your goals for the negotiation and state your understanding of your counterparts' goals. Provide everyone with the opportunity to express his or her goals and desired outcomes.

After discussing options, take the time to rank them in the order of their acceptability. Be sure that all parties have had the opportunity to organize the choices.

Ranking choices is a great approach to help all parties understand which options are the most important to them. It can identify commonalities among negotiating parties, facilitate dialogue, and ensure understanding.

REVIEW AND APPLY

Before you complete the assignment, take a moment to read through the questions you see here. If you are not able to answer them comfortably, review the project.

- Why is it important to maintain professional or appropriate composure during negotiation?
- When would you use the different negotiation styles explained in this project?
- How does engaging in meaningful conversations help you reach a mutually beneficial goal?
- What does it mean to foster agreement between parties from their current state to a new state?

COMPLETE YOUR ASSIGNMENT



Now that you have read through the project, plan and prepare your speech or report.

Review: Return to page 3 to review your assignment.

Organize: Use the Project Checklist on page 12 to review the steps and add your own. This will help you organize and prepare your assignment.



Schedule: Work with the vice president education to schedule your speech.

Prepare: Prepare for your evaluation. Review the evaluation resources on pages 14–16 and share all resources with your evaluator before your speech. You may choose to share your evaluation resources online.



PROJECT CHECKLIST

Negotiate the Best Outcome

Purpose: The purpose of this project is to learn about different types of negotiation and the strategies that can be used when negotiating.

Overview: Develop a 5- to 7-minute speech about a past or upcoming negotiation in your life. The negotiation must be one that you have participated in or will participate in. You may choose to reflect on the strategies you used or those that you believe would be the most beneficial in the future. Your speech can be persuasive, humorous, informational, or crafted in any style that appeals to you and supports your speech content.

This project includes:

- Analyzing a past or future negotiation in your life
- The Negotiation Goal Setting resource
- A 5- to 7-minute speech

Below are tasks you will need to complete for this project. Please remember, your project is unique to you. You may alter the following list to incorporate any other tasks necessary for your project.

Analyze a past or upcoming negotiation.

Use the Negotiation Goal Setting resource to answer questions about your negotiation.

If the negotiation occurred in the past, answer the questions based on what you understood entering into the negotiation. This will help you remember the steps you took and also identify choices you might change if you could do the negotiation again.

Make note of your ideal negotiating style for the negotiation you intend to share with your club.

- Formulate a description of your preferred outcome for the negotiation you will discuss.
If your negotiation has already occurred, describe what happened and how it is different from what you envisioned when the negotiation began. The comparison may be positive, negative, or a combination of the two.

- Schedule your speech with the vice president education.

- Write your speech.

- Rehearse your speech.

- After you have completed all components of the assignment, including your speech, return to page 4 to rate your skills in the post-project section.

EVALUATION FORM

Negotiate the Best Outcome

Member Name _____ Date _____

Evaluator _____ Speech Length: 5 – 7 minutes

Speech Title _____

Purpose Statements

- The purpose of this project is for the member to learn about different types of negotiation and the strategies that can be used when negotiating.
- The purpose of this speech is for the member to share some aspect of a past or future negotiation in his or her life.

Notes for the Evaluator

During the completion of this project, the member:

- Spent time learning about different negotiation styles and strategies
- Reflected on a past or future negotiation in his or her life

About this speech:

- The member will deliver a well-organized speech about a negotiation in his or her life.
- The speech may be humorous, informational, or crafted in any style that appeals to the member and supports the speech content.
- The speech should not be a report on the content of the “Negotiate the Best Outcome” project.

General Comments

You excelled at:

You may want to work on:

To challenge yourself:

For the evaluator: In addition to your verbal evaluation, please complete this form.

5 EXEMPLARY	4 EXCELS	3 ACCOMPLISHED	2 EMERGING	1 DEVELOPING	
Clarity: Spoken language is clear and is easily understood					Comment:
5	4	3	2	1	
Vocal Variety: Uses tone, speed, and volume as tools					Comment:
5	4	3	2	1	
Eye Contact: Effectively uses eye contact to engage audience					Comment:
5	4	3	2	1	
Gestures: Uses physical gestures effectively					Comment:
5	4	3	2	1	
Audience Awareness: Demonstrates awareness of audience engagement and needs					Comment:
5	4	3	2	1	
Comfort Level: Appears comfortable with the audience					Comment:
5	4	3	2	1	
Interest: Engages audience with interesting, well-constructed content					Comment:
5	4	3	2	1	
Topic: Shares some aspect of experience in a past negotiation or plans for a future negotiation					Comment:
5	4	3	2	1	

EVALUATION CRITERIA

Negotiate the Best Outcome

This criteria lists the specific goals and expectations for the speech. Please review each level to help you complete the evaluation.

Clarity

- 5 – Is an exemplary public speaker who is always understood
- 4 – Excels at communicating using the spoken word
- 3 – Spoken language is clear and is easily understood
- 2 – Spoken language is somewhat unclear or challenging to understand
- 1 – Spoken language is unclear or not easily understood

Vocal Variety

- 5 – Uses the tools of tone, speed, and volume to perfection
- 4 – Excels at using tone, speed, and volume as tools
- 3 – Uses tone, speed, and volume as tools
- 2 – Use of tone, speed, and volume requires further practice
- 1 – Ineffective use of tone, speed, and volume

Eye Contact

- 5 – Uses eye contact to convey emotion and elicit response
- 4 – Uses eye contact to gauge audience reaction and response
- 3 – Effectively uses eye contact to engage audience
- 2 – Eye contact with audience needs improvement
- 1 – Makes little or no eye contact with audience

Gestures

- 5 – Fully integrates physical gestures with content to deliver an exemplary speech
- 4 – Uses physical gestures as a tool to enhance speech
- 3 – Uses physical gestures effectively
- 2 – Uses somewhat distracting or limited gestures
- 1 – Uses very distracting gestures or no gestures

Audience Awareness

- 5 – Engages audience completely and anticipates audience needs
- 4 – Is fully aware of audience engagement/needs and responds effectively

- 3 – Demonstrates awareness of audience engagement and needs
- 2 – Audience engagement or awareness of audience requires further practice
- 1 – Makes little or no attempt to engage audience or meet audience needs

Comfort Level

- 5 – Appears completely self-assured with the audience
- 4 – Appears fully at ease with the audience
- 3 – Appears comfortable with the audience
- 2 – Appears uncomfortable with the audience
- 1 – Appears highly uncomfortable with the audience

Interest

- 5 – Fully engages audience with exemplary, well-constructed content
- 4 – Engages audience with highly compelling, well-constructed content
- 3 – Engages audience with interesting, well-constructed content
- 2 – Content is interesting but not well-constructed or is well-constructed but not interesting
- 1 – Content is neither interesting nor well-constructed

Topic

- 5 – Delivers an exemplary speech about some aspect of experience in a past negotiation or plans for a future negotiation
- 4 – Delivers an excellent speech about some aspect of experience in a past negotiation or plans for a future negotiation
- 3 – Shares some aspect of experience in a past negotiation or plans for a future negotiation
- 2 – Mentions some aspect of experience in a past negotiation or plans for a future negotiation, but does not fully address
- 1 – Delivers a speech on a topic other than experience in a past negotiation or plans for a future negotiation

NEGOTIATION GOAL SETTING

Use this form to plan your negotiation prior to meeting the other parties involved.

Determine research needed prior to the negotiation.

Describe your ideal outcome for this negotiation.

Identify the ways in which you will seek to connect with the negotiating parties.

What are you willing to sacrifice to reach a compromise?

What do you consider non-negotiable?



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