



# The Art of Negotiation

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## Agenda

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08.15 – 08.30	Registration
08.30 – 10.30	Module 1 <ul style="list-style-type: none"><li><input type="checkbox"/> Introduction to Negotiation<ul style="list-style-type: none"><li>✓ What is Negotiation</li><li>✓ Negotiation at Workplace</li></ul></li></ul>
10.30 – 10.45	Break
10.45 – 13.00	Module 2 <ul style="list-style-type: none"><li><input type="checkbox"/> Self Representational System</li><li><input type="checkbox"/> The Power of Framing and Reframing in Negotiation</li><li><input type="checkbox"/> Negotiation Strategies and Tactics</li></ul>
13.00 – 14.30	Break
14.30 – 16.30	Module 3 <ul style="list-style-type: none"><li><input type="checkbox"/> Group Discussion</li><li><input type="checkbox"/> Group Presentation and Reflection</li><li><input type="checkbox"/> Post-Negotiation Matters</li></ul>
16.30 – 17.00	Test, Photo Session, and Closing



*“Negotiation  
is the art of  
letting them  
have, your  
way.”*



*“Each party  
should gain  
from the  
negotiation.”*

## Academic Qualification

- Msc. in Teaching English as a Second Language
- BHsc. in English Language and Literature
- Advanced Diploma (Level 3) in Teaching, Training and Assessing Learning (TeTRA)

## Professional Experiences

- Principal Assistant Director/Research Officer, LNPD
- Research Officer, CLCD
- English Lecturer, UPNM

## Professional Certification

- Certified Translator
- Certified Proofreader/Editor



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## Module 1

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- ❑ Introduction to Negotiation
  - ✓ What is Negotiation
  - ✓ Negotiation at Workplace



*“There are a lot of things behind a negotiation process.”*





World is a stage of  
**NEGOTIATION**



**Our ability to negotiate  
has been embedded  
since we were born**





Remember when you want to buy toys  
but your mom said NO



What did you do  
next?





A close-up photograph of a young child with curly blonde hair, crying intensely. The child's face is red and flushed, with their eyes squeezed shut and their mouth wide open in a scream or cry. The background is a solid, vibrant blue. A dark horizontal band across the middle of the image contains the text "CRY TILL YOU GET YOUR TOY" in white, uppercase letters.

CRY TILL YOU GET YOUR TOY

Our lives are filled with  
negotiation





WITH OUR BUSINESS PARTNER





WITH OUR BOSS



WITH OUR WORKMATE





WITH OUR PARTNER



# What is negotiation?



A **give & take** decision making process involving **2 or more** persons with **different preference**

The image features two hands, one on the left and one on the right, each holding a dark chess piece. The hands are positioned over a Venn diagram consisting of two overlapping circles. The left circle is pink, and the right circle is teal. The intersection of the two circles is a darker shade of blue. The text is centered within the intersection area.

it is a collection of behaviours that  
involve communication, marketing,  
psychological, assertiveness &  
conflict resolution

# Why do we negotiate?

To Buy or sell  
products



To Reach an  
agreement



To Solve a  
problem





# NEGOTIATION FEATURES



Min 2 people

Predetermined goals

Expecting outcome

Resolution & consensus

Parties willing to modify their positions

Parties should understand the purpose of negotiation

# NEGOTIATION PROCESS







## Preparation

Before any negotiation takes place, a **decision** needs to be taken as to **when** and **where** a meeting will take place to discuss the problem and **who** will attend. Setting a limited time-scale can also be helpful to prevent the **disagreement** continuing



During this stage, individuals or members of each side **put forward** the case **as they see it**, i.e. their understanding of the situation.



From the discussion, the **goals, interests, and viewpoints** of **both** sides of the disagreement need to be clarified.

It is helpful to list these factors in order of priority.





# Clear Goals

# Win-win

‘Win-win’ outcome where both sides feel they have gained something positive through the process of negotiation and both sides feel their point of view has been taken into consideration.



Agreement can be achieved once understanding of both sides' viewpoints and interests have been considered.





# Types of Negotiation

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Day-to-day/  
Managerial Negotiation

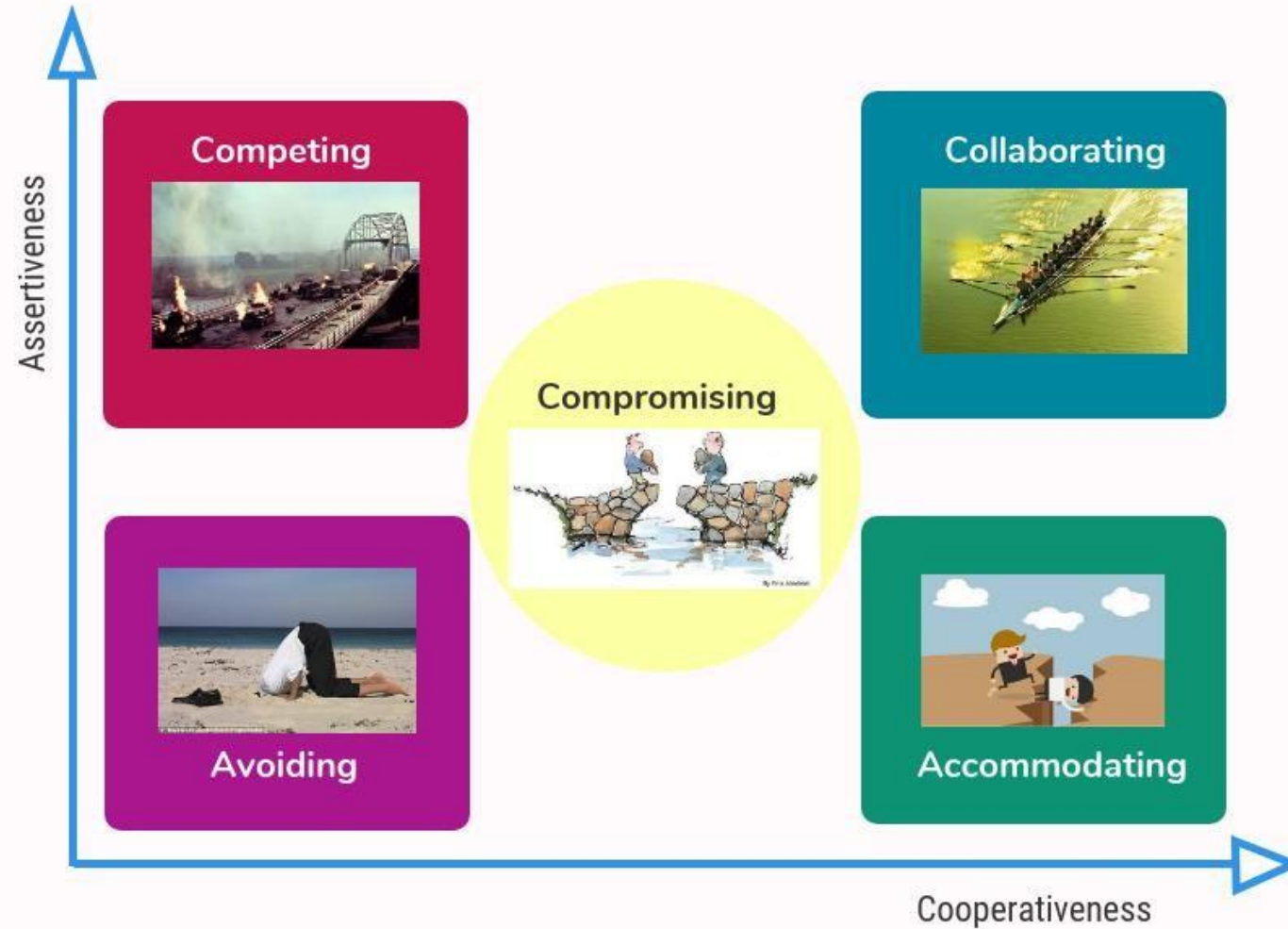


Commercial Negotiation



Legal Negotiation

# Negotiating Styles



# NEGOTIATION CONCEPTS





## 2 core concepts that you must have in mind

**B**est **A**lternative **T**o **N**egotiated **A**greement

BATNA tells you **when** to **accept** and when to **reject** an agreement

When a proposal is **better** than your  
BATNA.....**accept** it

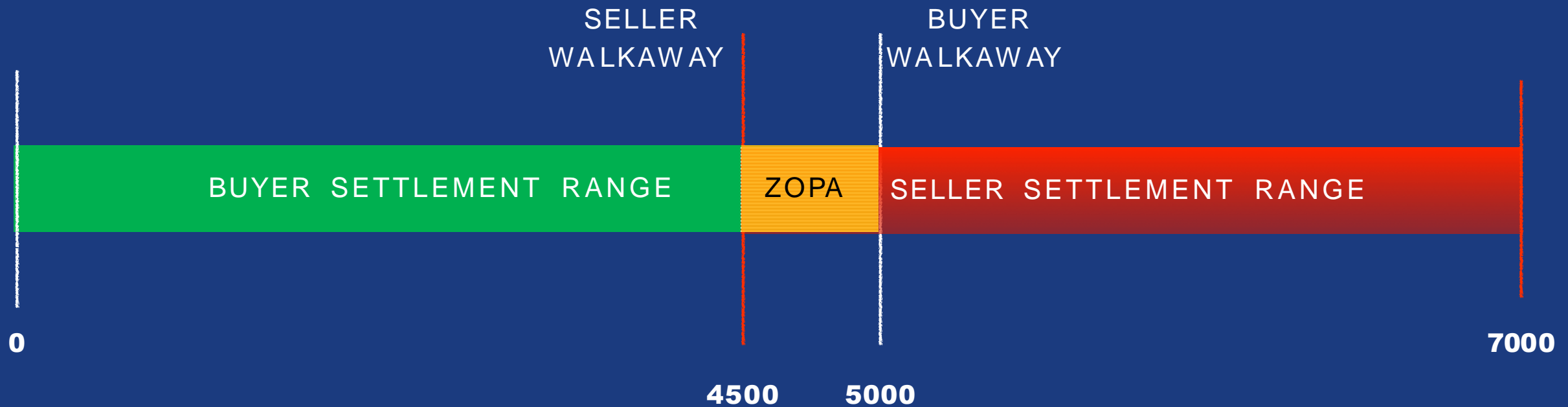


When a proposal is **worse** than your  
BATNA.....**reject** it



# 2 core concepts that you must have in mind

## Zone Of Possible Agreement



Know yourself & who  
you represent

Define your interest &  
outcome

set realistic  
exceptions

**P**reparation is the key

Do your  
research

Know your &  
their BATNA

Try to predict  
your ZOPA

Decide your  
walkway



## Module 2

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- ❑ Self-Representational System
- ❑ The Power of Framing and Reframing in Negotiation
- ❑ Negotiation Strategies and Tactics



*“The ability to negotiate with other people without friction is the outstanding quality of all successful people.”*

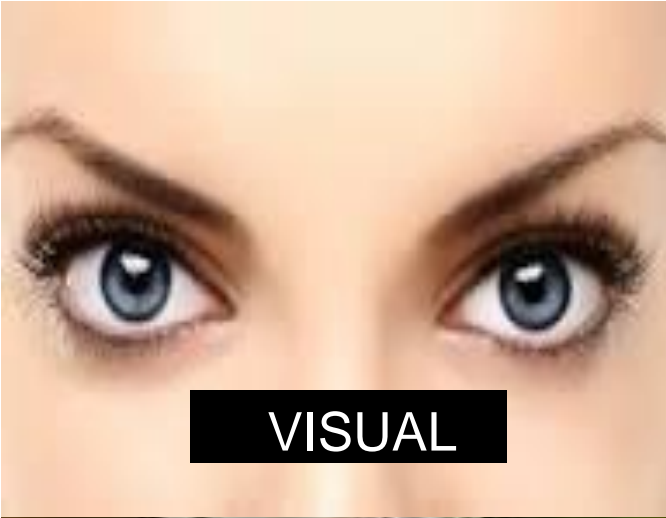


# Negotiating Types



*If one person can do something,  
anyone can learn to do it.*





**VISUAL**



**AUDITORY**



**KINESTHETIC**



**OLFACTORY**

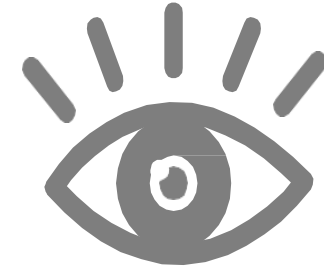
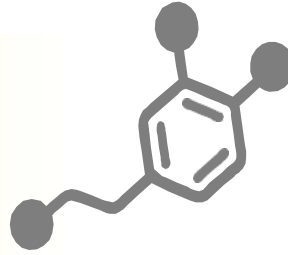


**GASTUTORY**



**AUDITORY DIGITAL**





## The Self Representational System Test



**For each of the following statements, rate a number next to every answer. Use the following system to indicate your preferences:**

**4 = closest to describing you**

**3 = next best describing you**

**2 = third best describing you**

**1 = least descriptive of you**

1. I make important decision based on:

4	Gut level feelings.
1	Which way sounds best.
2	What looks best to me.
3	Precise review and study of the issues.



2. During an argument, I am most likely to be influenced by:

	The other person's tone of voice.
	Whether or not I can see the other person's argument.
	The logic of the other person's argument.
	Whether or not I feel in touch with the other person's true feelings.

3. I most easily communicate what is going on with me by:

	The way I dress and look.
	The feelings I share.
	The words I choose.
	The tone of my voice.

4. It is easiest for me to:

	Find the ideal volume and tuning
	Select the most intellectually relevant point concerning an interesting subject.
	Select the most comfortable furniture.
	Select rich, attractive colour combinations.

## 5. I function....

	I function as very attuned to the sounds of my surroundings.
	I function as very adept at making sense of new facts and data.
	I function as very sensitive to the way articles of clothing fit on my body.
	I have a strong response to colours and the way a room looks.



## SCORING THE REPRESENTATIONAL PREFERENCE TEST

**STEP 1:** Copy your answers from the test to the lines below. Transfer your answer in the exact order they are listed.

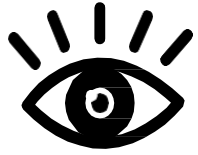
	1	2	3	4	5
4	K	A	V	A	A
1	A	V	K	D	D
2	V	D	D	K	K
3	D	K	A	V	V

**STEP 2:** Transfer the numbers associated with each letter. Add them up

Q	V	A	K	D
1	2	1	4	3
2				
3				
4				
5				
Total	V =	A =	K =	D =

**STEP 3:** The comparison of the totalled scores give the relative preference for each of the four rep systems.

Your preferred system: #1 \_\_\_\_\_ #2 \_\_\_\_\_ #3 \_\_\_\_\_ #4 \_\_\_\_\_



## Visual - Viewing

Moving the eyes, up left and right or their eyes not focusing

**Body movement**

fast, angular,  
including  
pointed, up-  
and-coming  
gestures

**Breathing**

Breathe in  
the chest,  
superficial  
and fast

**Conversation**

Quick, fast,  
loud tone

**Words**

See, look,  
imagine,  
diagram,  
video

**Delivery**

Picture,  
Movie,  
Figure

Less sensitive to sound, more  
interested in the appearance of objects



## Auditory - Listening

Move horizontally, left and right

### Body movement

Balanced,  
touches the  
face, gestures  
in the middle

### Breathing

Breathe in <sup>ntations.</sup>  
the middle of  
the chest,  
rhythmically  
and slowly

### Conversation

Love to talk  
rhythmically

### Words

Listen, ask,  
talk, story

### Delivery

Prefer lists,  
summaries,  
readings

**Pay attention to sound, tone and be easily  
distracted by noise, voice preference,  
specific language**



## Kinesthetic – Feel & Feeling

Look right and down

**Body movement**

Rhythm,  
touching the  
chest (more to  
men)

**Breathing**

Breathe intations.  
deeply  
and  
slowly

**Conversation**

Speak  
slowly

**Words**

Taste, touch,  
hold,  
welcome

**Delivery**

To reach  
(goal), attain,  
grasp, gain,  
avoid, come  
out, relieve

More interested in feeling something is  
right or feeling right

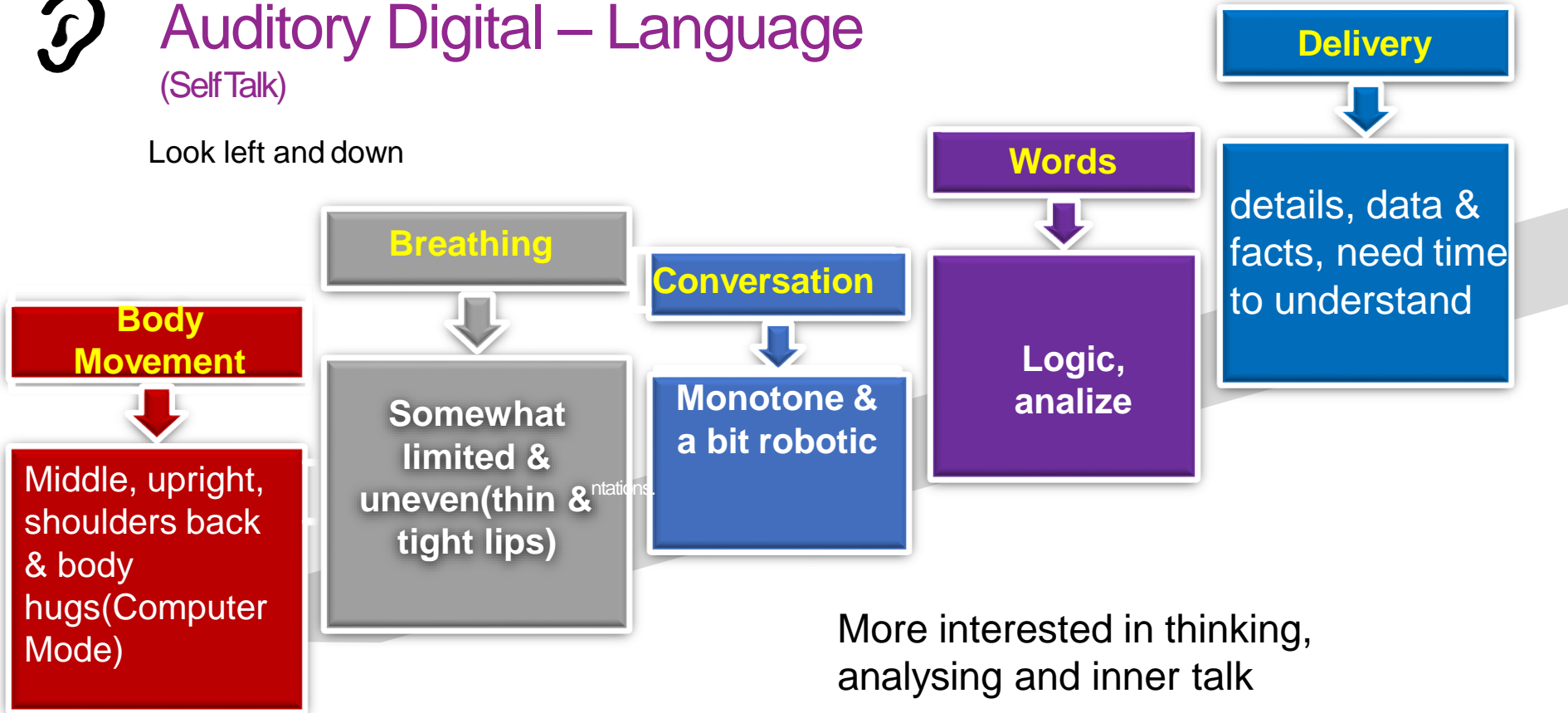




## Auditory Digital – Language

(Self Talk)

Look left and down



Example:, the same sentence will be pronounced differently by different people of the system of self-representation

View(V)	Listen (A)	Feeling (K)	Digital Auditory (D)
"I see what you mean"	"I heard what you said"	"I can handle it"	"I can understand your perspective"

# Self Representation System (Visual)

## Main features



- Like to imagine something
- Remember something by imagining images & movie mind
- Quickly learn something new
- Get bores quickly if you have no plans
- Love the big picture compared to the details

## Advantages



- Can talk many things at a time
- Good time management
- It's good to understand the big picture of a plan
- Have a lot of ideas

## Challenges



- Quite a mess with changes & time management
- Lack of reading details like MANUAL
- Less interested in hearing a detailed briefing on something

# Self Representation System (Auditory)

## Main features



- Remember what being heard one by one
- Learn by listening
- Love to tell story
- Love to talk for yourself
- Love to use sounds like oh! Ah! Aha! Hmmm!

## Advantages



- Can be a good speaker
- Lots of ideas and love chat suggestions
- Enjoy writing and producing creative writing
- Love to tell story

## Challenges



- Like to repeat the same sentence until the idea is heard
- Love to talk transparently and honestly
- It's easy to get upset when the idea isn't heard
- Likes to hear voices including her own voice
- Love to jump from one idea to another



# Self Representation System (Kinestetik)

## Main features



- Talk slowly
- Learn through experience
- It takes time to adjust to the new environment
- Enjoy challenging outdoor activities

## Advantages



- It is important to have a good relationship
- Love teamwork
- Clever in keeping the hearts and feelings of others
- Always provide encouragement and support
- It's funny & entertaining

## Challenges



- Sensitive to getting rid of
- Like to do something to attract others
- Confused and avoided if too much work needs to be completed at a time
- Willing to do whatever it takes to keep the relationship going

# Self Representation System (Digital)

## Main features



- Like detailed information about something
- Love to memorize
- Like to think deeply about something
- Love to feel meaningful to people around
- It takes a while to understand something new

## Advantages



- Good at developing strategies to solve complex problems
- Good at structuring multiple task structures
- Plan well to run an event

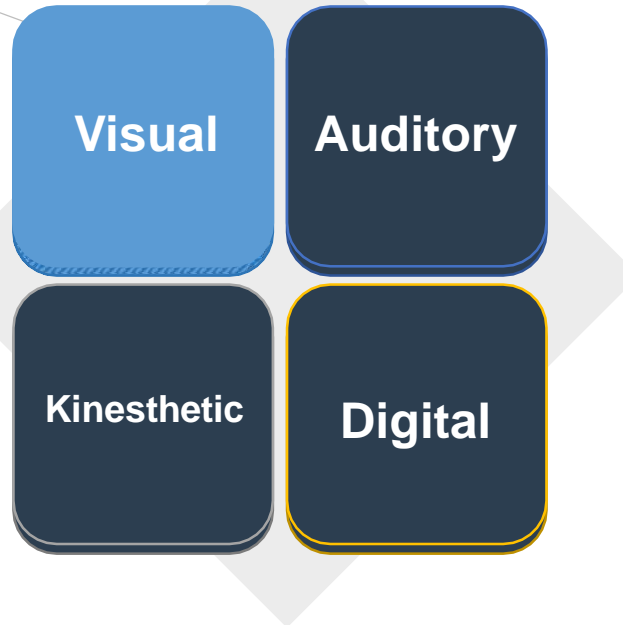
## Challenges



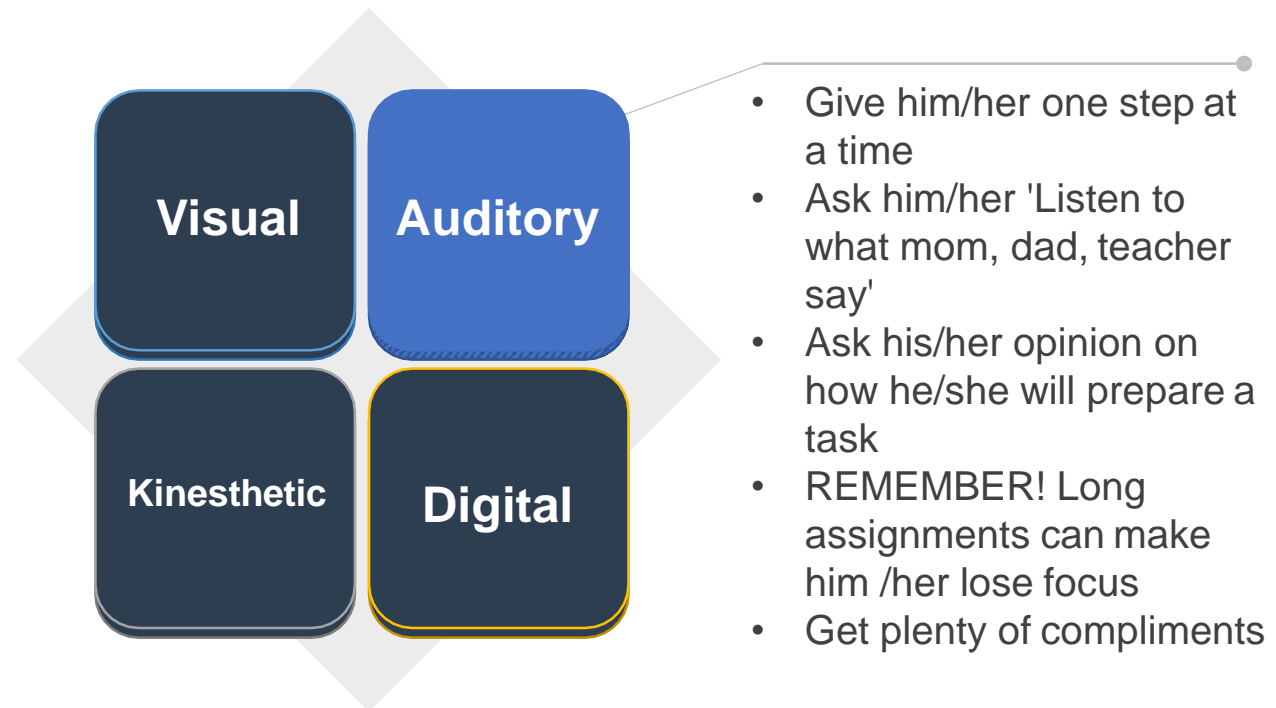
- It is not easy to trust someone new
- Don't like being bullied
- Share ideas and opinions only when asked to do so
- It takes a fair amount of time to make a decision
- Need a logical review

# How to Attract VAKD Through VISUAL

- Avoid giving too much detail
- Tell her how much time it takes to complete an assignment
- Ask him/her to talk about a plan
- Give him/her a birthday card
- Use lots of colors when writing notes to them



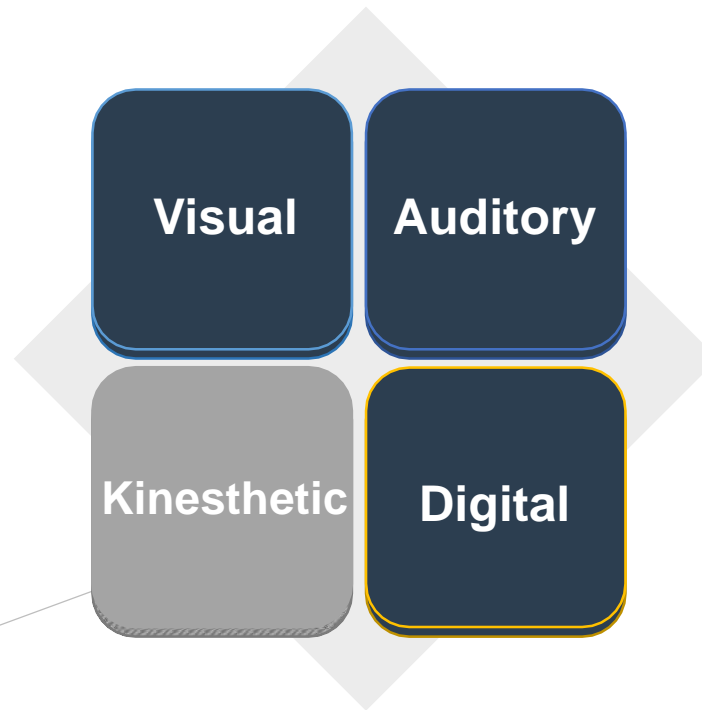
# How to Attract VAKD Through **AUDITORY**



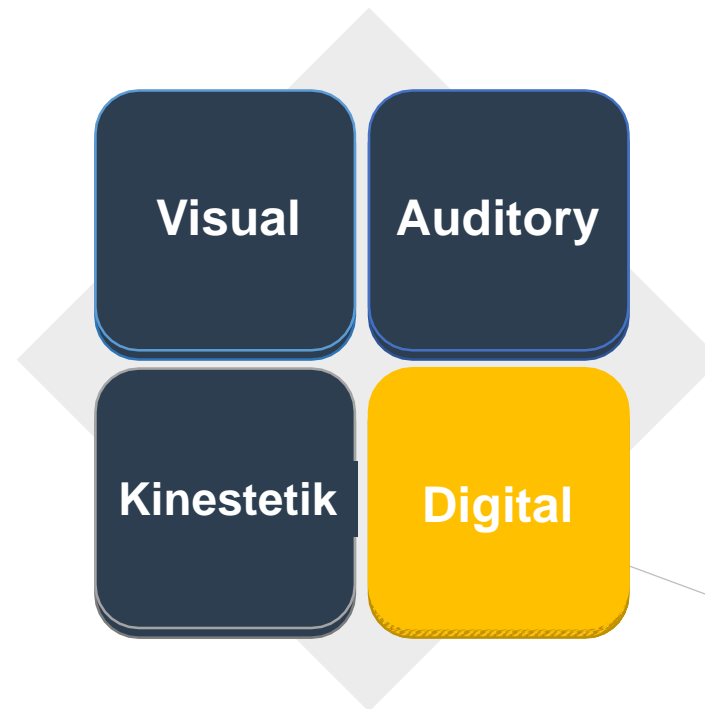


# How to Attract VAKD Through **KINESTHETIC**

- Avoid giving him/her too many options
- Have fun assignments
- Ask if he/she is "comfortable" with our suggestions
- Ask how we can help her complete the assignment
- Get a lot of hugs & touches



# How to Attract VAKD Through **DIGITAL**



- Ask him/her what he/she will do, not give him/her directions
- When asking him/her to do something, explain the reasoning
- Prove that you believe in it
- Give him/her enough time to complete the task
- Ask if he/she "understands" what we're saying



# 4 Stages of Learning Negotiation

**The Unconscious  
Incompetent  
Negotiator**

When you are not aware of what and how  
You need to perform; you are vulnerable

**The Conscious  
Incompetent  
Negotiator**

When you are aware of what you could  
or might be doing but have still yet to  
perform to your potential.

**The Conscious  
Competent  
Negotiator**

When you perform in your negotiations  
with absolute focus and without taking  
anything for granted.

**The Unconscious  
Competent  
Negotiator**

When you perform in your negotiation but can be  
prone to being too familiar resulting in allowing  
too many assumptions.

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# META PROGRAMME



The way one thinks.

Identified through the  
**language used.**

It refers to a **specific context.**



By **understanding** a person's thinking style, we can **predict** his behavior and then **influence** him in communication.



# #1 Direction of Motivation

*Is one motivational energy aimed at achieving goals or avoiding problems?*

Moving Away	Moving Towards
<ul style="list-style-type: none"><li>•Action through perception of negatives</li><li>•Focus on possibility of things that might go wrong</li><li>•Motivated to take action because of not wanting to experience something bad</li><li>•In mgmt, MA person will perform better with regular, firm and stricter mgmt tactics.</li></ul>	<ul style="list-style-type: none"><li>•Have tremendous focus on goals</li><li>•Motivated by perceived benefits &amp; desire to attain</li><li>•Brilliant at setting goals &amp; target</li><li>•Constantly creating new ones to focus on</li><li>•Motivated to praise &amp; incentives</li></ul>
<b>Advantages:</b> <ul style="list-style-type: none"><li>•Good at recognizing potential hazards</li><li>•Spotting errors &amp; risks</li></ul>	<b>Advantages:</b> <ul style="list-style-type: none"><li>•Positive &amp; optimistic</li><li>•Confident</li><li>•Forward thinking</li><li>•Good social skills</li><li>•Lots of energy &amp; drive</li></ul>
<b>Disadvantages:</b> <ul style="list-style-type: none"><li>•Avoid taking new opportunities</li><li>•Can be quite new negative in approach to things</li><li>•Over cautious</li></ul>	<b>Disadvantages:</b> <ul style="list-style-type: none"><li>•May get distracted with too many goals</li><li>•Tendency to make mistakes due to enthusiasm</li><li>•Overlook possible risks</li><li>•Struggle to complete task</li></ul>

## #2 Scenario Type

*Is one looking into details or the bigger picture?*

Specific	Global
<b>Motivation:</b> Very focused to understanding tiny elements of a process <ul style="list-style-type: none"><li>•Very good at spotting tiny mistakes</li><li>•Enjoy extracting specific qualities in conversation</li><li>•In mgmt, they make good analyst</li><li>•Very particular in their temperament</li><li>•Like things to be done in specific ways</li><li>•Good at overseeing company plans, developing strategies and analyzing procedures</li><li>•Perfectionist, temperamental, easily upset over small things</li></ul>	<b>Motivation:</b> <ul style="list-style-type: none"><li>•Will understand situation by focusing on bigger picture</li><li>•Good at staying focused on objectives</li><li>•Great at remaining goal focused and selling eventual dream</li><li>•Easily confused and overwhelmed by intrinsic info</li><li>•In mgmt, they make good salesperson</li><li>•Good at creating big ideas</li><li>•Struggle to plan their day &amp; create detailed business plan</li></ul>
<b>Advantages:</b> <ul style="list-style-type: none"><li>•Happy working &amp; studying large amounts of details</li><li>•Focused and persistent</li><li>•Good at spotting mistake</li><li>•Making sense out of chaotic data</li></ul>	<b>Advantages:</b> <ul style="list-style-type: none"><li>•Good at creating large concept</li><li>•Focus on bigger picture</li><li>•Good motivators</li></ul>
<b>Disadvantages:</b> <ul style="list-style-type: none"><li>•Can struggle to move beyond details</li><li>•Can lose time working thru particulars</li><li>•Pedantic, fickle &amp; unimaginative</li></ul>	<b>Disadvantages:</b> <ul style="list-style-type: none"><li>•Struggle to focus on minute details</li><li>•Struggle to make decision</li><li>•Often overlook finer details</li></ul>

# #3 Motivation Level

*Is one taking the initiative or waiting for someone else?*

Proactive	Reactive
<b>Motivation:</b> Act without much consideration	<b>Motivation:</b> like to wait, analysis, arbitration
<b>Advantages:</b> fast, focused on achieving results, taking initiative and responsibility, often successfully completing a given task	<b>Advantages:</b> Great Analyzer, thorough, a good risk identifier
<b>Disadvantages:</b> difficult to complete a long task, making others pressured to follow	<b>Disadvantages:</b> slow in action, miss opportunities, wait -and -see nature, others may be frustrated due to their inactive attitude

## #4 Source of Reference

*Is he motivated by assessments from external sources or his own internal standards?*

Internal	External
<b>Motivation:</b> <ul style="list-style-type: none"><li>•Seek confirmation within themselves</li><li>•Rely upon own judgment</li><li>•Rarely seek out advice from others</li><li>•Can be their most harshest critics &amp; avid supporter</li><li>•Appear to be selfish, aloof, over confident</li><li>•In mgmt, they are difficult to influence</li><li>•Need strong arguments that reflect their values &amp; beliefs before persuaded into action</li></ul>	<b>Motivation:</b> <p>Constantly seeking external feedback for confirmation of their self worth</p> <ul style="list-style-type: none"><li>•Prone to sheep-like qualities</li><li>•Follow decision of the pack</li><li>•Can appear needy, Often feel insecure of themselves, Lacking self assurance</li><li>•In mgmt, they need constant praise &amp; reassurance</li><li>•Enjoy being presented facts &amp; work best as team, Fantastic team player</li><li>•If left alone, may become insecure, demotivated &amp; depressed</li></ul>
<b>Advantages:</b> <ul style="list-style-type: none"><li>•Can remain motivated even in difficult times</li><li>•Self reliant</li><li>•Confident</li><li>•Hard to manipulate</li></ul>	<b>Advantages:</b> <ul style="list-style-type: none"><li>•Interact well with others, sociable</li><li>•Aware of other feelings &amp; motivations</li><li>•Excellent rapport</li><li>•Provide brilliant customer service</li></ul>
<b>Disadvantages:</b> <ul style="list-style-type: none"><li>•Selfish</li><li>•Over critical</li><li>•Unrealistically high standards</li><li>•Difficult to manage</li><li>•Ignore external advice</li></ul>	<b>Disadvantages:</b> <ul style="list-style-type: none"><li>•Always need external assurance</li><li>•Often indecisive</li><li>•Can become nervous and quiet</li></ul>

# #5 Operation Style

*Is he always looking for other alternatives or prefers to follow existing procedures?*

Procedural	Optional
<b>Motivation:</b> Need systems, structure and order in life •Otherwise will be confused & overwhelmed into paralysis •Obedient •Enjoy writing list •Happily focus on repetitive tasks •Difficult to take new info & procedures •In mgmt, they are easy to influence & stick to agreed rules. Respond very well to micro mgmt	<b>Motivation:</b> Spend time to look all choices available •Generally optimistic •Like to consider lots of different options before decision •In mgmt, respond well to roles with variety working methods •Maverick approach to work •occasionally break the rules
<b>Advantages:</b> •Very methodical •enjoy systematic approach to life •Very tidy, organized & Incredibly reliable	<b>Advantages:</b> •Generally happy in nature •Always looking to try new things •Love variety, creative & crave change
<b>Disadvantages:</b> •Easy to unnerve •Can miss the bigger picture •Narrow minded, struggle to think for themselves •Hate change, perfectionist	<b>Disadvantages:</b> •Struggle to perform repetitive tasks •Can procrastinate •Will avoid making decision •Struggle to focus •Often unsettled



## #6 Time Experiences

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In time	Through time
<ul style="list-style-type: none"><li>•Enjoy living in the moment</li><li>•Have tendency to ignore tomorrow</li><li>•Focusing on immediate experiences of today, here &amp; now</li><li>•People or subject will have complete attention, but once passed what were focused on is soon lost &amp; forgotten</li><li>•In mgmt, they are great in achieving task in hand</li><li>•Tend to be unreliable, easily distracted may late for work, sincere apology</li></ul>	<ul style="list-style-type: none"><li>•Spend a lot of time planning, creating schedule list</li><li>•Always analyzing next move n next step, constantly flitting off to prepare next event</li><li>•Fantastic time keeper but have tendency to miss opportunities presented in the present</li><li>•May give impression of uninterested, bored,</li><li>•In mgmt, make a good administrator or PA, remember a long list to do</li><li>•Not much people skills and often upset other members</li></ul>
<b>Advantages:</b> <ul style="list-style-type: none"><li>•Value the moment</li><li>•Enthusiastic</li><li>•Focused upon task in hand</li></ul>	<b>Advantages:</b> <ul style="list-style-type: none"><li>•Good organizational skill</li><li>•Timekeeping skill</li><li>•Forward thinking</li></ul>
<b>Disadvantages:</b> <ul style="list-style-type: none"><li>•Struggle to perceive beyond the moment</li><li>•Late for meeting &amp; appointments</li><li>•Struggle to notice goals/remain focus</li></ul>	<b>Disadvantages:</b> <ul style="list-style-type: none"><li>•Can appear bored, uninterested</li><li>•Often poor rapport.</li></ul>



# Negotiation Strategies & Tactics

## Best Alternative to Negotiated Agreement (BATNA)



### Scenario

The background facts relevant to the negotiation.



### Issues

Your issues in relation to the scenario.



### Interests

Your interests – why the negotiation is important to you



### Options

Ideas that are worth listening to see if they meet your interests



### Objectives

The selection of options that you seek as potential outcomes



### Positions

Your BATNA (**best alternative to negotiated agreement**)

# Negotiation Strategies & Tactics



## Module 3

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- ❑ Group Discussion
- ❑ Group Presentation and Reflection
- ❑ Post-Negotiation Matters



*“A good negotiator sometimes win more out of a deal than he expected.”*

# Group Discussion



# Process of Negotiation

Context: \_\_\_\_\_

Process	Your	Counterpart
<b>Position</b> What i say i want?		
<b>Interest</b> What i really need?		
<b>Currencies</b> What can i offer? Tangible & Intangible		
<b>Options</b> The best deal I can get? The worst deal i will accept? The most likely agreement I believe we can reach?		
<b>Alternatives</b> BATNA		
<b>Profiling</b> Logical level Possible Nego. Style		

# **Group Presentation & Reflection**

# **Post-Negotiation Matters**