

7 Steps in a Cross-Functional Negotiation Dialogue

7 Steps

1. Ask Permission
 - Is this a good time
 - Can we talk about _____?
2. Describe: What is happening now
3. Advocacy
 - Informing Statement + Directing Statement (Desired action) + The “Why”
4. Inquiry - Check in!
5. Keep it going back and forth
 - Advocacy, Inquiry, Proposal, Counterproposal
 - Appreciative Questions
6. Document any Agreements

Tips

- * Practice using the steps as a way of training yourself, even if it feels unnatural
You can use a more natural conversational style once you learn all 7 steps
- * Keep incorporating both Advocacy & Inquiry. No need to follow a rigid order once the conversation is underway
- * Recruit generosity and a playful spirit
- * Curiosity is self soothing!

Inquiry: Sample Questions

Ineffective Inquiry	Effective Inquiry
"Do you understand what I suggested?"	"What are your thoughts about what I suggested?"
"You agree, don't you?"	"In what ways do you view this differently? "
"Don't you think it would be better if called the client?"	I'm thinking that we can call out client. What is your perspective on this?"
Why did you do it that way?	"What was your thinking on that for this assignment?"
"Why can't you get this done on time?"	"What can we do to help you meet the deadline?"
"Why didn't you just tell me?"	"What got in the way of your not letting me know, and what could I have done differently?"

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and ...

- Tell me more...
- What was most (important, exciting, surprising, challenging, ...) about that to you?
- Is there a core value you hold that this is related to?
- It sounds like you might value _____ in your life, am I reading that right?
- When you said _____ that sounded (interesting, important, meaningful, exciting, fun, difficult, adventurous, ...), would you say more about that?
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