

NAWO Mentoring Program: Mentoring Conversation Map

Influence and Negotiation

Five Key Learning Priorities

Future Focused & Adaptive Learning

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Influence & Negotiation

- Championing change
- Negotiating strategies for win-win
- Identifying & influencing key stakeholders
- Building workplace relationships
- Communicating to influence



Overview

The ability to negotiate is a key skill for you both personally and professionally. Influencing and negotiating with confidence requires you to understand not only the process of negotiation, but also the ability to manage your emotions when negotiating and to remain focussed on the outcome.

While negotiation is effectively dialogue with the intent of reaching a resolution, the pathway to a successful outcome can be made more productive by influencing and negotiating with skill and confidence.

Vision for this Mentoring Conversation Map

Before you start, consider your vision for this conversation. These questions might help you to 'begin with the end in mind':

- Why are you interested in developing your skills in influencing and negotiating?
- What concerns do you have about tackling this topic?
- What do you want to be different as a result of exploring and developing your ability to influence and negotiate with confidence?
- How will you know/measure that you (we) have achieved this?

Questions to Facilitate Conversation (70%)

These questions contribute to the exploration of **Influencing and Negotiating with Confidence**:

- What does negotiation mean to you and it is different to influencing?
- What role do emotions, in your opinion, play in influencing and negotiation?
- What experiences/outcomes have you had – both positive and negative – with influencing and negotiating?
- How would you describe your preferred negotiation style?
- What are your strengths and weaknesses in relation to negotiation?
- What activities do you undertake that require you to influence senior stakeholders?
- What's coming up in the future where you might need to negotiate with others?
- What would you like to improve upon in relation to being able to negotiate with confidence?

Actions or Activities to Enhance Growth and Development (20%)

The following actions and activities can enhance growth and development of your ability to negotiate with confidence:

- Identify someone who you consider is a good negotiator – organise to speak with them about how they have developed their skills and what advice they might provide to you.
- Reflect on a past negotiation experience. Go through the experience from a number of perspectives: process, emotions, skill, outcomes etc. – pull it apart thoroughly with the help of a mentor or trusted colleague to uncover your positive and negative approaches.
- Identify an upcoming opportunity to influence. With the help of a mentor or trusted colleague, work through the four components of influence (positional power, emotion, expertise and non-verbal signals). If possible – complete a debrief after the event to review yourself ‘in action’.
- Monitor your negotiation interactions (even the most basic ones) over the course of a week. Consider your approach, skills used, emotions (before, during and after) and results. Review the results with your mentor or a trusted colleague to see if you can uncover any ‘themes’ that emerge from your day-to-day negotiation type activities. Work on these.
- Seek out the opportunity to observe another person in negotiating action. If possible – see if you can organise to debrief your observations to learn more from the experience.

Research & Development AND/OR Formal Training that Contributes to Development (10%)

The following actions might help you to learn more about influencing and negotiating with confidence:

- Identify the type of negotiation style that you might lean towards and explore this, using G. Richard Shell's five styles of negotiation:
 - Avoiding
 - Accommodating
 - Compromising
 - Collaborating
 - Competing
- Identify a short course that you might attend to develop a deeper understanding of the process and skills of influence and negotiation.
- Seek an opportunity for your mentor or a trusted colleague to observe you in action in a negotiating activity. Make time for a debrief after this event.
- Create a vision chart or checklist of pre, during and post strategies that you want to take forward into your negotiating practice. Review these prior to your future negotiating events.