



Negotiating on a Proposal Team

**Association for Proposal
Management Professionals**

Houston Chapter

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This Evening's Objectives

- Learn how to strengthen your team's negotiating hand whether or not you're on the "front lines"
- Explore negotiation challenges important to you as proposal management professionals

Agenda



- **“Where do I fit in?”**
- **The Four Principles**
- **Formulating your B.A.T.N.A.**
- **Preparing for Commitment**
- **Discussion**

The Four Principles



- **Separate the people from the problem.**
- **Focus on interests, not positions.**
- **Create options for mutual gain.**
- **Insist on using objective criteria.**

Principle 2: Focus on Interests, Not Positions

- **Learn to distinguish interests from positions**
 - **Position: Only one way to satisfy it**
 - **Interest: Several ways to satisfy it**
- **Ask “Why do I want this result?”**
- **Prioritize your interests**

Principle 2: Focus on Interests, Not Positions (cont.)

- Try to determine your counterpart's interests, and reinforce common interests
 - ❖ Ask “Why? For what purpose? Why *not*?”
- Do your research: Read, inquire, imagine

Principle 3: Invent Options for Mutual Gain

- **Brainstorm a list of options to meet common interests**
- **“Expand the pie before dividing it”**
- **Look for ways to add value by working together**
 - **Economies of scale**
 - **Complementary skills/resources**

Principle 4: Insist on Using Objective Criteria

- **Develop a range of objective standards of fairness**
- **Prioritize standards (vis-à-vis advantage to you)**
- **Consider fair processes (e.g., arbitration, flipping a coin)**
- **Prepare to help your counterpart explain agreement**

Principle 1: Separate the People from the Problem

- “Be soft on the people, hard on the problem.”
 - Work as partners who attack the problem, not each other
- Address relationship and substance independently
- Act *unilaterally* to improve the relationship

Develop Your B.A.T.N.A.:

Best Alternative to a Negotiated Agreement

- **Strengthen your B.A.T.N.A.**
 - **Brainstorm several possible B.A.T.N.A.'s**
 - **Choose the best one**
 - **Make it concrete (through research, arrangements, etc.)**
- **Consider their B.A.T.N.A.**

Planning for Commitment:

Suggestions

- **Plan ahead for operational commitments**
 - **What it will take to implement agreements on each issue**
 - **Who will have to approve, formally and practically**
 - **When you expect to see evidence of implementation**

Planning for Commitment: Suggestions (cont.)

- Clarify purpose, product, and process of each meeting
- Determine how many meetings you need
- Prepare a draft agreement
- Create a realistic timeline

Be Proactive in Managing Your Team's Strategy:

- **Use the four principles**
 - Before, to prepare
 - During, to guide
 - After, to analyze
- **Develop a B.A.T.N.A.**
- **Plan for commitment**



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