

# MILESTONE

*Providing Stepping Stones  
Along the Path to Success*



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SMALL BUSINESS

NEGOTIATE  
LIKE A PRO

Project managers in America report they spend at least 80% of his or her working day negotiating if you include contracts, resources, deadlines, and approaches to a project. Negotiation is a process that involves two or more people with conflicting positions who try to reach an agreement by modifying their original position. As a project manager, you will be involved in many types of negotiations during the course of a project.

**Day-to-day** - Negotiations about internal problems and working relationships. Example: Negotiating with a customer over change orders.

**Commercial** - Negotiations between an organization and an external party. Example: Ensure that the procurement lines up with what you anticipated.

**Legal** - Formal and legally binding negotiations over disputes. Example: Resolving two different viewpoints when reading over a contract.

**Resources** - Resources are often owned by another party. Getting the right resources on the team is important. Example: In a matrix organization, you will often negotiate to have the best members placed on your team.

**Deadlines** - Deadline negotiations happen frequently. Example: Negotiating with the customer and vendors over when deliverables will complete.

**Problems** - Problems and special situations are going to surface which will need resolution. Example: Project managers negotiate with upper management to get additional resources for a project.

In the book Project Management Handbook, Jeffrey Pinto outlines five negotiating strategies used by organizations.

### ***Concession Making***

This strategy involves changing your proposal so that it provides less benefit to you and more benefit to the other side. You may agree to make the requested changes without any additional charges or extensions to the project completion date.

### ***Contending***

Contending involves persuading the other side to make a proposal more favorable to you, but less favorable to them. You are unwilling to make any additional concessions. A tactic for contending includes making threats.

### ***Compromising***

This strategy is intermediate between concession making and contending. A middle ground is sought that involves some degree of sacrifice for both sides. Two project managers may agree to share the costs of the changes or agree to an extension in the project completion date. Many believe that compromising is the best way to come to an agreement. Be careful, however, that you aren't giving up more than you're receiving.

### ***Problem Solving***

This strategy refers to efforts to find agreements that are highly beneficial to both parties. Project managers may honestly discuss their objectives and priorities. By exchanging information on budgets and deadlines, a solution may be found. The motivator for all parties is to solve the problem and the negotiation pieces are secondary.

### ***Inaction or Withdrawal***

The strategy of inaction involves attempts to delay or avoid serious negotiations. The strategy of withdrawal involves terminating negotiations without an agreement.

Whether you're negotiating for something big or something small, know what you hope to gain and what you're willing to give up before you begin.

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WEBINAR PLUS

Beginning in August, we are launching an additional resource to our monthly webinars. *Webinar Plus* includes an outline to support project teams who use these webinars as monthly training and discussion questions to enhance the training. *Webinar Plus* will be sent out with the Zoom link each month.

# SUCCESSFUL NEGOTIATION IN A PROJECT MANAGEMENT ENVIRONMENT - 2 DAY

***PDU's - 13***

**PMI's Talent Triangle Breakdown**

Ways of Working (Technical) - 6.75

Power Skills (Leadership) - 6.00

Business Acumen (Strategic) - 0.25



face-to-face



virtual  
instructor-led



self-paced  
online

***Course Description:*** This highly interactive two-day course will examine the strategies of successful negotiation throughout the project's life cycle. Participants will learn the value of successful negotiation, the negotiation process, and different negotiation models. This course will include examples in negotiation over scope, deadlines, change, and getting the best price from your vendor. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

## **Course Objectives:**

### **Objective 1: Define negotiation**

Identify the benefits of negotiations

Define and detail negotiating skills for project managers

Define and detail negotiations in projects including interpersonal negotiations and contract negotiations

### **Objective 2: Examine the negotiation process**

List and examine negotiation strategies

Examine preparation techniques for negotiation

Discuss how to lead the negotiation process

### **Objective 3: Recognize how to deal with the other party's negative tactics**

Examine how to align the support of others before, during and after the negotiation

Identify communication skills needed for successful negotiation

Analyze win-win negotiations

Create strategies for controlling conflict in negotiation

Apply negotiating to resolve conflict

### **Objective 4: Develop how to negotiate with your project team**

Discover negotiation skills for purchasing

Examine how to use BAFO to your advantage



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