



Center for
Applied
Research

Philadelphia, PA
215.320.3200 tel
215.320.3204 fax

Cambridge, MA
617.576.1166 tel
617.576.3015 fax

info@cfar.com

Coaching for Negotiations: CFAR's Support for Clients Preparing for Negotiations

The key to successful negotiating is disciplined preparation. CFAR has therefore developed a rigorous process to help its clients understand bargaining styles, clarify issues and goals, articulate interests and develop strategies. CFAR's approach has two main objectives: excellent outcomes and excellent relationships.

Understand Your Bargaining Style

There is tremendous power in authenticity. So ... be yourself! We begin by helping clients identify and understand the bargaining styles of its team members, using a psychological instrument developed by Wharton colleagues and used in the Wharton Executive Negotiation Workshop. Through discussion and coaching, we seek to make clients comfortable with the advantages and disadvantages of their styles in a specific situation.

Clarify Issues and Goals

An information-based approach lies at the center of CFAR's negotiation methodology. We do not believe that tricks or short cuts can be used to achieve desired outcomes from a negotiation. We focus on:

1. Clarifying issues
2. Understanding underlying interests of both sides
3. Articulating in precise terms our client's goals

To begin clarifying the issues being negotiated, CFAR interviews members of the client's organization. Then we use an analytic ranking tool to:

- Identify alternative outcomes for each issue and their relative value.
- Understand the relationship between issues and the client's priorities across the set.
- Assign a value to reaching no agreement.
- Score potential agreements so that you can determine what is an acceptable outcome for the negotiation.

CFAR conducts a preliminary ranking based on what we have heard in the interviews. Then we review the preliminary ranking with the negotiating team to develop consensus on the issues and their priority. Lastly, we use a similar process to understand the issues from the perspective of the other side's team members and how they might rank them. These discussions help clarify the specific goals of the client and of the other party.

By achieving a clear understanding of the issues on the table and their relative importance, our clients can negotiate effective trade-offs between one issue and another. The work also helps increase the possibility that an attractive agreement will occur.

Doing a Dry Run

Based on the issues and goals determined during the previous stage, CFAR helps the client to formulate a potential strategy for the negotiation. In the drafting of this strategy, CFAR helps the client understand the importance of framing the negotiation and of identifying sources of influence, power and leverage.

Once the client has settled on a negotiation strategy, CFAR facilitates a mock negotiation involving the actual negotiation team. In many ways, this step is the most important—the role play and subsequent discussion can illuminate unforeseen challenges, reveal flaws in the strategy and show strengths in team member's negotiation style or strategy, all in time to address weaknesses and harness strengths ... before the real negotiation begins.

About CFAR

CFAR, formerly the Wharton Center for Applied Research, was Wharton's largest research center until spinning off as a private consulting firm in 1987. Our interdisciplinary staff have advanced degrees in such varied disciplines as anthropology and finance, psychology and architecture, organization behavior and economics. We work across sectors: with large foundations, public and private companies, trade associations, universities, academic medical centers, and professional-services firms. All of our work combines rigorous thinking and analysis with a deep understanding of human behavior in organizations—it is this integration of the "hard" and soft, the external world and the internal, which produces lasting success for our clients.

For more information on this or related materials, contact CFAR at info@cfar.com or 215.320.3200, or visit our website at <http://www.cfar.com>.