



Learning to be a better negotiator

Presented by James Wimbury
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Colorado artist Michael Grab – “Gravity Glue”



James Wimbury is a Managing Director with a global professional services company. He leads their Resources: Energy Practice in Saudi Arabia and Resources Innovation for the Middle East. He is an active member of the SPE chairing both regional workshops and as a current committee member for the Business, Management and Leadership Committee.

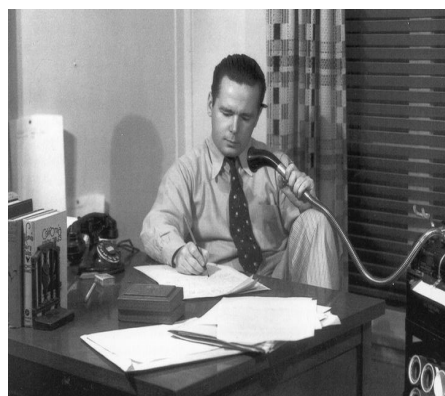
Overview



1. Introduction – Power Dynamics & Early Lesson and a Human Interaction
2. The art of negotiation starts with understanding yourself, your style, your physical presence
3. Cultural Awareness, Corporate Culture and Emotional Flow
4. Some of the basics to be aware of and start you on your journey to becoming a more aware negotiator
5. Further reading suggestions



Power Dynamics & an Early Lesson



Power Dynamics & an Early Lesson



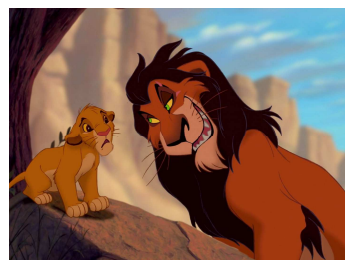
Power Dynamics & an Early Lesson



Power Dynamics & an Early Lesson



Power Dynamics & an Early Lesson

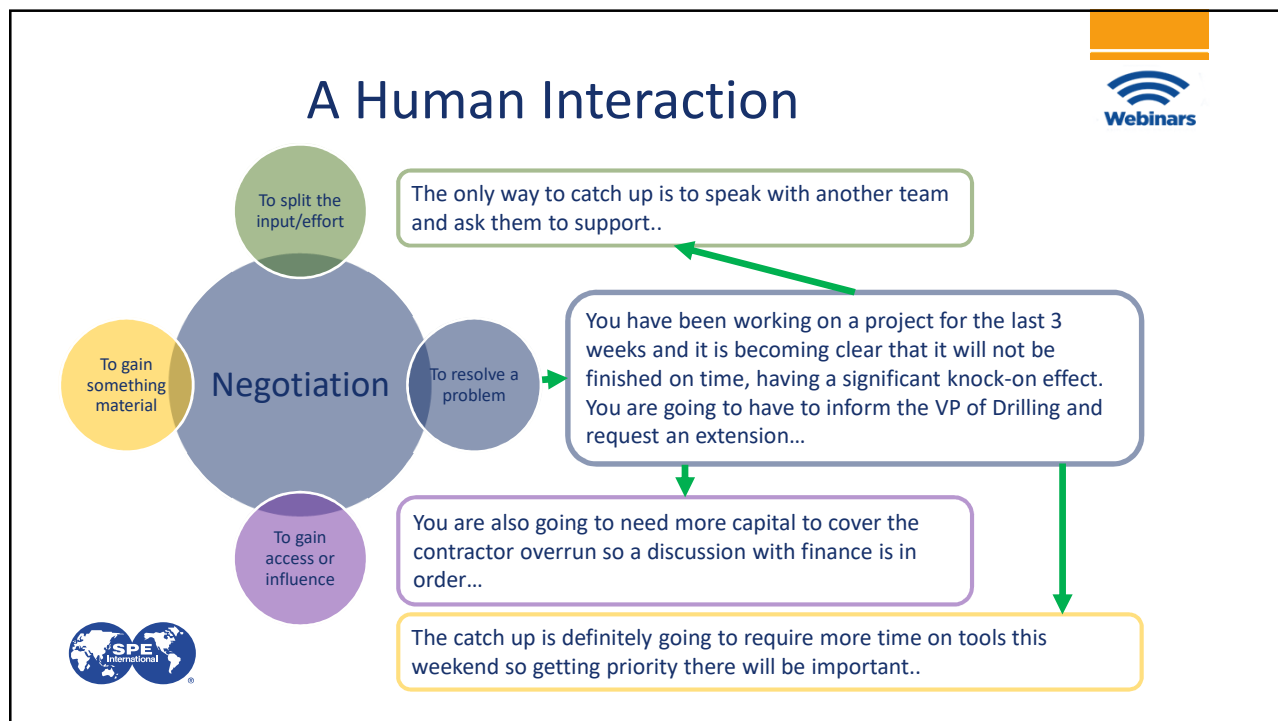


A Human Interaction



early 17th century: from Latin *negotiat-* 'done in the course of business', from the verb *negotari*, from *negotium* 'business', from *neg-* 'not' + *otium* 'leisure'.





A Human Interaction

Are we losing the “Human” in the pursuit of convenience and speed of interactions?







The art of negotiation starts with understanding yourself, your style, your presence

Learning to be a better negotiator

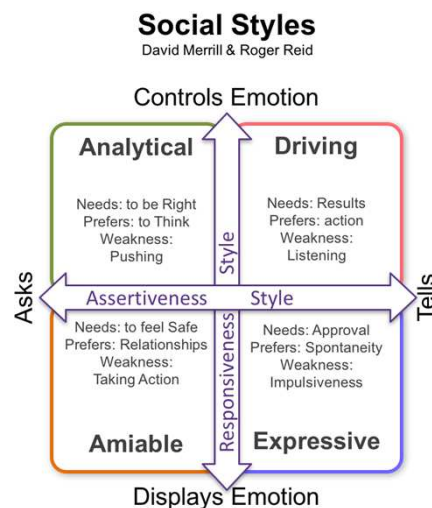


The art of negotiation starts with understanding **yourself**, your style, your presence

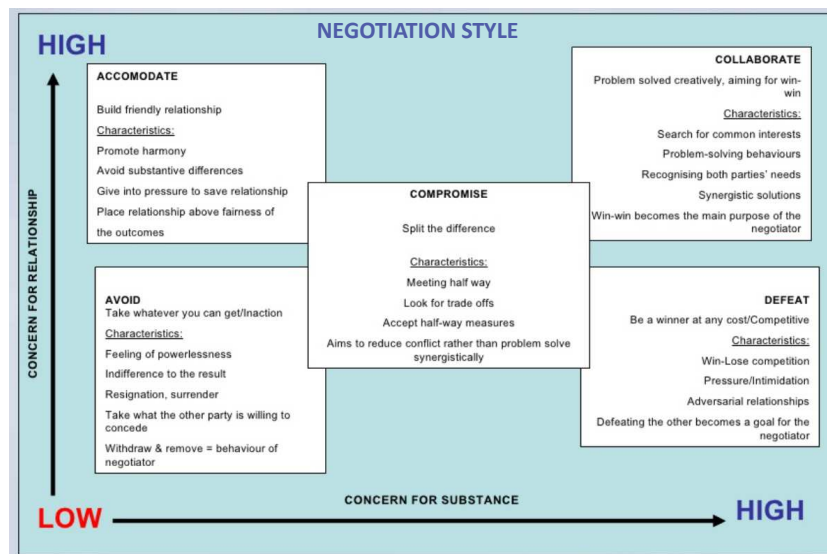


 The Myers-Briggs Company

 GALLUP
CLIFTON STRENGTHSFINDER



The art of negotiation starts with understanding yourself, **your style**, your presence



Negotiating Style Profile
Facilitator Guide
by Rollin O. Glaser,
Christine Glaser
Unknown
Published in 2004
ISBN-10: 1-58854-252-1
/ 1588542521
ISBN-13: 978-1-58854-
252-6 / 9781588542526

The art of negotiation starts with understanding yourself, your style, **your presence**



Amy Cuddy's research on body language reveals that we can change other people's perceptions — and even our own body chemistry — simply by changing body positions.

"Remember, we want power to, not power over. We want to look confident and relaxed, not as though we're trying our best to dominate. The goal is intimacy, not intimidation."

https://www.ted.com/speakers/amy_cuddy



Remote Negotiations

Decreasing Levels of Trust with Communication Channels



Bloomberg Law

$$T = \frac{C + R + I}{S}$$

Trustworthiness = $\frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-Orientation}}$

<https://trustedadvisor.com/>



Cultural Awareness, Corporate Culture and Emotional Flow

Learning to be a better negotiator



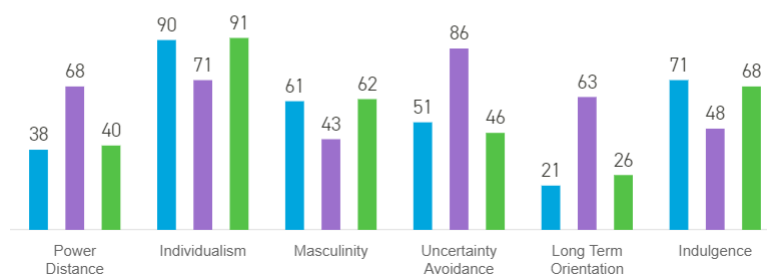
Cultural Awareness, Corporate Culture and Emotional Flow



<https://www.hofstede-insights.com/product/compare-countries/>



Australia × France × United States ×



Cultural Awareness, Corporate Culture and Emotional Flow



Stubbornness is characteristic of the company and its CEO, who is a walking embodiment of Exxon's no-nonsense corporate culture: disciplined, careful, focused on detail, obstinate, and not always too concerned about making friends.

An embodiment of Exxon's no-nonsense culture, 2011, FT

<https://www.ft.com/content/d7cbe24a-d57c-11e0-9133-00144feab49a>



Rod Nichols, Marathon's human resources director, describes company culture: "We have a really caring culture that breeds a lot of collaboration," he says. "People know each other, and they feel like a family at work."

How 'America's Best Employer' Marathon Petroleum Is Taming BP's Refinery, Forbes, 2016

<https://www.forbes.com/sites/christopherhelman/2016/03/23/marathon-petroleum-earns-top-spot-among-americas-best-employers/?sh=4565c01610b8>



Cultural Awareness, Corporate Culture and Emotional Flow



A List of Emotions

Go beyond the obvious to identify exactly what you're feeling.

Angry	Sad	Anxious	Hurt	Embarrassed	Happy
Grumpy	Disappointed	Afraid	Jealous	Isolated	Thankful
Frustrated	Mournful	Stressed	Betrayed	Self-conscious	Trusting
Annoyed	Regretful	Vulnerable	Isolated	Lonely	Comfortable
Defensive	Depressed	Confused	Shocked	Inferior	Content
Spiteful	Paralyzed	Bewildered	Deprived	Guilty	Excited
Impatient	Pessimistic	Skeptical	Victimized	Ashamed	Relaxed
Disgusted	Tearful	Worried	Aggrieved	Repugnant	Relieved
Offended	Dismayed	Cautious	Tormented	Pathetic	Elated
Irritated	Disillusioned	Nervous	Abandoned	Confused	Confident

SOURCE SUSAN DAVID

© HBR.ORG



- Why should I talk to you? What's in it for me?
- Can I trust you?
- I am confused, but don't want to admit it: so, I will procrastinate
- I feel I am being pushed into a corner
- What's their self interest?
- What if this goes wrong? Will I be accountable?



Some of the basics to be aware of and start you on your journey to becoming a more aware negotiator

Learning to be a better negotiator



Some of the basics to be aware of and start you on your journey to becoming a more aware negotiator



"Just to get the negotiation off on the right foot, I don't intend to concede anything."



Some of the basics to be aware of and start you on your journey to becoming a more aware negotiator



- 1 Win-Win outcomes
- 2 Interests, not positions
- 3 Options, not a single point solution
- 4 Value is in the eye of the beholder
- 5 Intelligence and asymmetric information
- 6 BATNA



Some of the basics to be aware of and start you on your journey to becoming a more aware negotiator



1 Win-Win outcomes

Total, Petrobras' \$2.2 Billion Deal Seen As A Win-Win

The agreement gives Total stakes in the Iara and Lula fields and gives Petrobras an option to acquire interest in the Perdido Belt area in the Gulf of Mexico.

By Waleed Adnan, Hart Energy | Waleed Adnan, Hart Energy | Thu., 12/22/2016 | 11:38 AM



Petrobras CEO Pedro Passarini and Total CEO Patrick Pouyanné speak during a press conference Dec. 21 about an agreement between the two companies. (Source: Petrobras)

Total and Petrobras took their relationship to the next level Dec. 21, 2016, with a \$2.2 billion deal that gives the French company a stake in two presalt fields as the financially struggling Brazilian deepwater leader moves closer to its asset sale target.

<https://www.hartenergy.com/exclusives/total-petrobras-22-billion-deal-seen-win-win-29477>



Some of the basics to be aware of and start you on your journey to becoming a more aware negotiator



2 Interests, not positions

Distributive Versus Integrative Negotiations

Characteristic	Distributive	Integrative
Outcome	Win-lose	Win-win
Motivation	Individual gain	Joint and individual gain
Interests	Opposed	Different but not always Opposite
Relationship	Short-term	Longer or Short-term
Issues involved	Single	Multiple
Ability to make trade-offs	Not Flexible	Flexible
Solution	Not creative	Creative

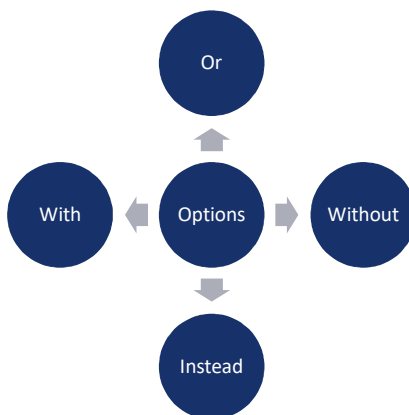


Lewicki, R. J., & Litterer, J. A. (1985). *Negotiation*. Homewood, IL: Irwin.

Some of the basics to be aware of and start you on your journey to becoming a more aware negotiator



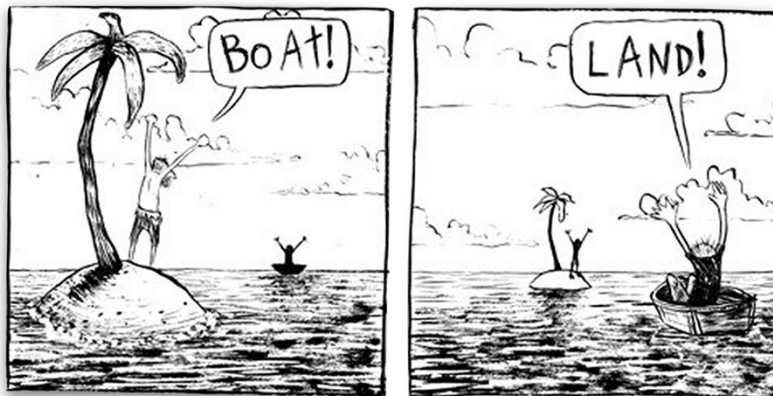
3 Options, not a single point solution



Some of the basics to be aware of and start you on your journey to becoming a more aware negotiator



4 Value is in the eye of the beholder



Some of the basics to be aware of and start you on your journey to becoming a more aware negotiator



5 Intelligence and asymmetrical information

A situation in which the parties (buyer and seller for this example) possess different information about the situation (transaction)

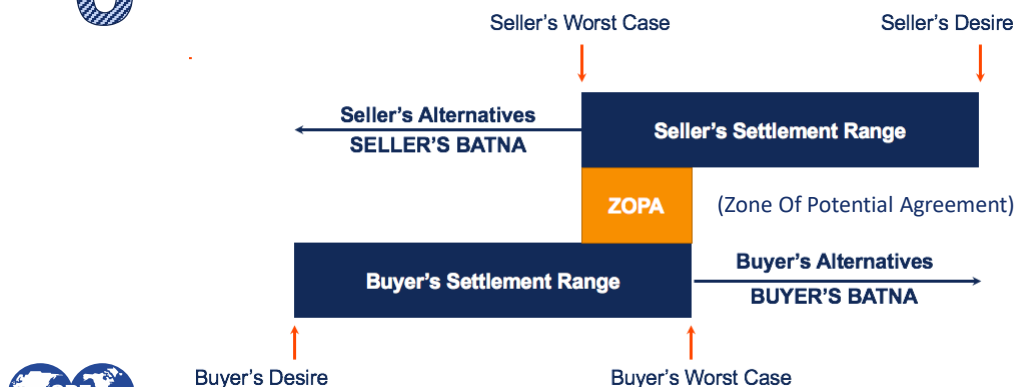


Some of the basics to be aware of and start you on your journey to becoming a more aware negotiator



6

BATNA - **B**est **A**lternative **T**o a **N**egotiated **A**greement



<https://corporatefinanceinstitute.com/>

Further Reading



- Make the Deal: Negotiating Mergers and Acquisitions – Christopher S. Harrison
- Instinct Persuasion: Leverage People's Ancient Instincts, Control Their Behavior, and Get Them To Do Anything – George Hutton
- Flipnosis: The Art of Split-Second Persuasion – Kevin Dutton
- Never Split the Difference: Negotiating As If Your Life Depended On It – Chris Voss
- Start with NO...The Negotiating Tools that the Pros Don't Want You to Know – Jim Camp
- Because I said so: a guide to negotiating with children and grown ups – Barry Elms
- The Persuasion Slide - A New Way to Market to Your Customer's Conscious Needs and Unconscious Mind: Use Psychology and Behavior Research to Influence and Persuade – Roger Dooley





**Thank you for listening, I hope this inspires you
in your next negotiation**

Please feel free to connect
<https://www.linkedin.com/in/jameswimbury/>



Q&A



Thought Experiment



5 - Value is in the eye of the beholder

Both see immediate potential options to achieve their desire. However, the information asymmetry exists

4 - Interests, not positions



3 - Options, not a single point solution



Rescue, find own way home, we start a new life on an island with resources, we start a new life on an island with other people

Intelligence and asymmetric information



2 - Best Alternative To a Negotiated Agreement (BATNA)



Mr. X (Seller/Island)

Worst Case Scenario – I don't make it back, but I get my last will to my daughter

Desire – I get back home to my family, healthy and life returns to normal

Mr. Y (Buyer/Boat)

Worst Case Scenario – I speak to my wife one last time

Desire – I get back home to my family, healthy and life returns to normal

1. Knowledge
2. Physics
3. Access
4. Future Leverage
5. Human interaction/trust

1 - Win-Win outcomes

- We live
- We get back to civilization
- We get back to normal lives