

Using Your Negotiation Skills for Better Project Management

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Presentation to Eastern Idaho PMI Chapter

February 15, 2012

Agenda

- * Why Do Projects Go Awry?
- * What is Negotiation?
- * Principles of Effective Negotiation
- * Understanding Motivations
- * Tips for the Project Manager

Why Do Projects Go Awry?

- * Undefined expectations: bring me a rock
- * Unrealistic expectations: champagne tastes on a beer budget
- * Underestimating complexity of the solution and the project
- * Attempting to ignore the law of triple constraints
 - * Pick two: fast, cheap, and good
- * Interpersonal or organizational conflicts: hidden agendas

Why Do Projects Go Awry?

- * Bottom line
 - * Hastily determined “solutions”, that don’t solve inadequately defined problems, end up serving no one – **YOU LOSE - WE LOSE**
- * **Scotty’s Wisdom From Star Trek:**
 - * “How many times do I have to tell you, the **right tool** for the **right job!**”



How the customer explained it



How the Project Leader understood it



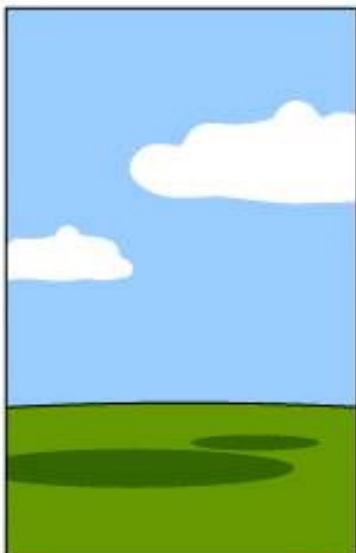
How the Analyst designed it



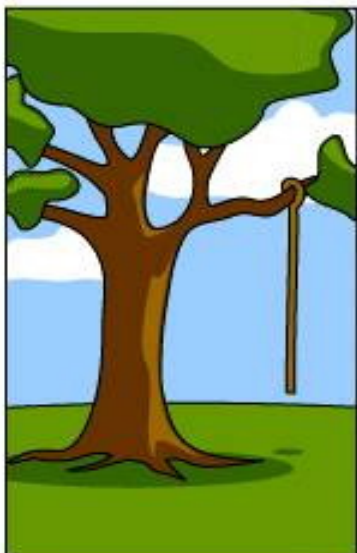
How the Programmer wrote it



How the Business Consultant described it



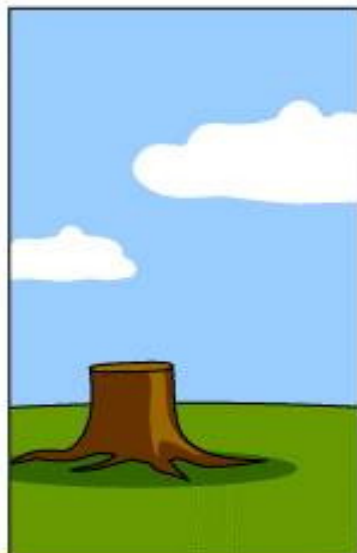
How the project was documented



What operations installed



How the customer was billed



How it was supported



What the customer really needed

Is there a better way?

Yes!!

What is Negotiation?

- * Finding a better way to meet mutual needs and interests
- * Through a deliberate process of discovery, determining the elements of a win-win outcome
- * For projects that involve people, negotiation tools provide ways for keeping projects on-course to ultimate success

Recommended Negotiation References

**Getting to Yes:
Negotiating
Agreement Without
Giving In**

**Roger Fisher and
William Ury**

THE INTERNATIONAL BESTSELLER

GETTING
↓↓↓ TO ↓↓↓

YES



**NEGOTIATING AGREEMENT
WITHOUT GIVING IN**

ROGER FISHER AND WILLIAM URY
AND FOR THE REVISED EDITIONS BRUCE PATTON
OF THE HARVARD NEGOTIATION PROJECT

Getting to Yes Principles

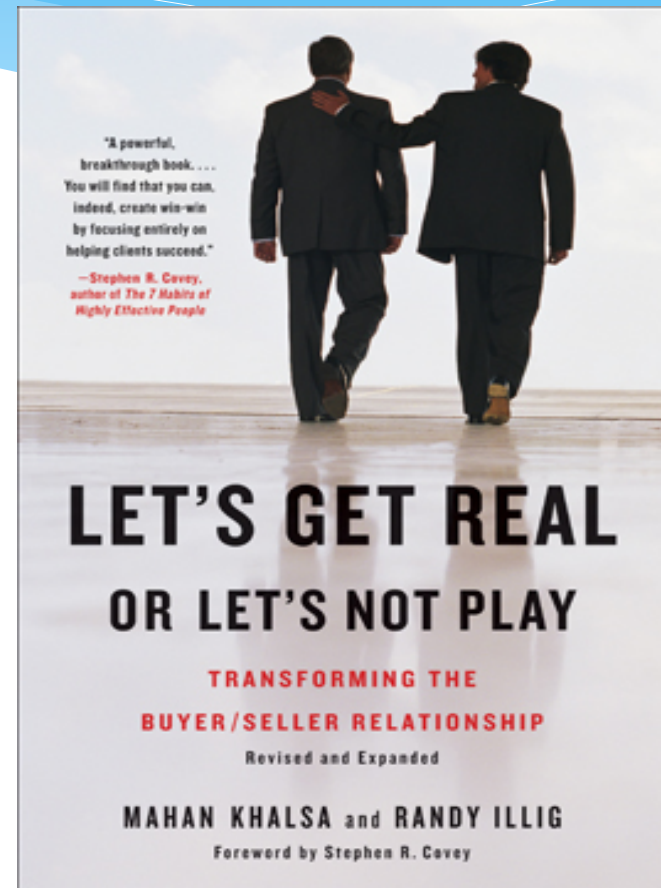
- * Don't bargain over positions
- * Separate people from the problem
- * Focus on interests, not positions
- * Invent options for mutual gain
- * Understand your Best Alternative to a Negotiated Agreement (BATNA)

Recommended Negotiation References

Let's Get Real or Let's Not Play, Transforming the Buyer/Seller Relationship

Mahan Khalsa

And Randy Illig



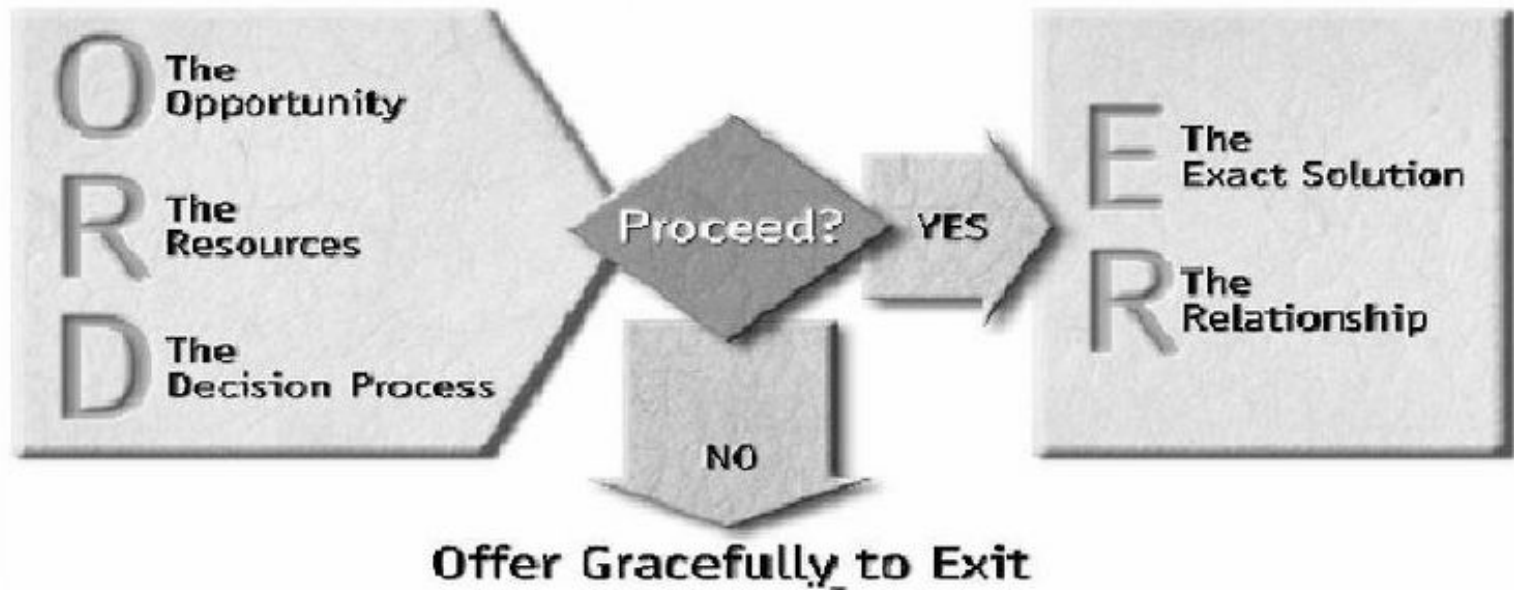
Let's Get Real or Let's Not Play Principles

- * Based on Covey's 7 Habits:
 - * Be Proactive
 - * Think Win-Win
 - * Seek First to Understand, Then to be Understood.
- * Your time and energy are valuable
- * A solution that doesn't meet client's REAL needs is a waste of time, money, and relationships
- * ORDER model for working with clients to define the exact solution for their need

ORDER Model

Seek First to Understand,

Then to Be Understood[®]



Let's Get Real or Let's Not Play

- * Move off the solution!
- * Slow down for yellow lights
- * Get out all the issues
 - * No Guessing!
- * Prioritize all the issues
- * Gather objective evidence and impact
- * Explore context and constraints
 - * Helping everyone realize the importance of the project to customer objectives might enable access to more budget and schedule

What are your motivations for taking on a project?

- * Maslow's Hierarchy of Needs
 - * Basic survival
 - * Making a living
 - * Making a difference
- * Science/Technology Development and Application
- * Professional Growth

What is your BATNA as a project manager?

- * Will you accept any project assignment? Any???
- * Are you so willing to accept any assignment that it blinds you to imperfect expectations?
- * Establishing your personal BATNA provides you with the internal strength to do what is necessary for good project performance

What Are Your Client's Motivations and Interests

- * Achieving a new capability
- * Making a profit
- * Reducing operational risk
- * Building their corporate, project, or personal resume
- * Avoiding embarrassment
- * Spending their budget

Methods for Determining Project Requirements

- * Focus on the end state vision before you discuss the means to get there
 - * Determine how the end-product should perform for all stakeholders
 - * Talk It Out, Draw It Out, And Write It Down
- * Advantages of Facilitation
 - * Sometimes a disinterested third party can help negotiate between the PM and functional organizations
 - * Good facilitator can elicit requirements from project team and stakeholders

Methods for Determining Project Requirements

- * PMBOK provides structured and organized methods to help better define project requirements
 - * Project Charters
 - * Developing a Work Breakdown Structure
- * Other methods for developing requirements
 - * Systems Engineering and Requirements Management
 - * Charrettes (Architecture)
 - * Value Engineering

Tips for Project Managers

- * Be Proactive in Effective Communication
- * Understand How Different People Process Information
 - * Myers-Briggs Type Indicator
- * “Facilitate” Scope Definition and Change Management Processes
 - * Be a facilitator or get one on your team
- * Put Negotiation Skills in Your Toolbox

There is a Better Way!

As Project Manager, use all the tools in your tool box (including negotiation skills) to lead the project team and stakeholders to find the WIN-WIN “Exact Solution” for project success.

Thank you!

If you would like to discuss further:

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