

Chapter 8

Interests and Goals in Negotiation

Types of Goals in Negotiation

- Gain aspirations are the substantive and tangible things desired.
- Relationship goals describe the nature of and value placed on the personal relationships involved.
- “I” goals represent what I want for my ego and self-esteem.
- Process goals describe how the interaction should proceed.

“I” Goals

- Your self-image
- Your self-esteem
- Your fears
- How you want to be perceived or viewed in the interaction or situation.

Identifying your fears is the best way to identify
your “I” goals.

- “I” goals tend to make us inflexible and may cause us to be avoidant or competitive.
- “I” goals may cause us to attack the other person.
- The challenge is to control your own ego.

Process Goals

- Your approach
- Your style
- Your manner of communication
- Voice and participation by all parties
- Procedures

- Process goals can be more important as substantive gain goals.
- Human beings are more dissatisfied with processes they see as unfair than with outcome.

Getting Your GRIP

- Identify goals in each of the four categories.
- Evaluate and rank order the goals.
- Try to identify goals in each category for your counterparts.
- Search for common ground.

- Prospective goals are set prior to negotiation.
- Retrospective goals are identified after negotiation.

- Retrospective goals identified may be accurate.
- Retrospective goals identified may be rationalizations.

Goals and Negotiation Strategy

- You must come to GRIP before you may assess whether to avoid, manage, or resolve the conflict.
- Your GRIP enables you to choose whether to negotiate at all.

Why You May Choose Not to Negotiate

- Relationship goals may trump substantive gain goals.
- “I” goals may have been masquerading as “G” goals.