

Negotiation

AN ART FOR NURSES

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NURSES are negotiating constantly with patients, with the Karmachari's trade union members, with students, and with the authorities.

Negotiating is an art and this has become particularly important in the current context of 'Uncaging of the tiger' towards India going global.

Negotiations always involve conflicts but if managed properly the end results can be win-win situation. There are steps in negotiations. These steps are : (1) Prepare, (2) Argue, (3) Signal, (4) Propose, (5) Present the Package, (6) Bargain, (7) Close and Agree.

At the proposal stage we have to be clear about what you *must* achieve, What you *intent* to achieve and finally what you would *like* to achieve.

In the process of negotiation you will be trying to "Manage" the situation, at the same time the people sitting on the other side of the table will be trying too, and they have probably gone through the same course on negotiating tactics as you have in negotiations.

Timing and tactics are of the utmost importance. We must develop our own negotiating style, a style that suits our won personality and the situation in which one is placed. It is hopeless to try and pretend to be someone you are not. In the so called win-win situation the two groups work *with* each other than *against* each other to a successful end. For this, the partners must clearly understand each other's objectives and formulate a co-ordinated strategy that will exploit their collective strength.

Collaborations and Joint Ventures

These are the order of the day as part

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of the globalisation efforts worldwide for this finest of skills is required and there success is highly dependent upon the ability of the two groups to build and maintain a mutually beneficial relationship. A clear understanding can come only through *real listening*.

Listening

It is a vital negotiating skill particularly when you are negotiating with a group of patients or a group of youngsters (students). Most of us love to hear our voice, but an open mouth is no way of learning anything. In negotiating, it is only through listening that we can understanding those with whom we are dealing. Listening is an art. Listening is difficult, extremely difficult, but it is an essential executive skill, in fact a great deal of that we know is learnt through listening. Listening is vital yet a largely neglected activity. How to listen is also very important.

We teach children how to read and write, and to do other things. But we don't teach them how to listen, yet this is the skill the most need to learn. How can we expect students to listen when we haven't taught them how to listen. You can win more friends in two minutes by showing interest in others than you can in two years by trying to interest others in you.

Negotiation is the delicate art of give and take. Make every concession conditional by saying "I will agree if . . ." That 'if' must always be there. We all like to appear kind, fair, considerate, sympathetic, and one way of presenting this image is to make concessions. But an unconditional concession is just a wasted concession. In addition, the image presented will not be the one we are wishing to present, but one of weakness and that

must be avoided. Have patience to say "yes" to everything that others propose. This does not imply agreement. It simply signifies, "Yes, I hear you". A smile denotes pleasure and possibly agreement. You must differ, also at times make believe even when it is not really true that they have a better bargaining position and this is reflected in a confidence with which they approach the negotiating table. These qualities are more a result of their cultural background than any formal training in negotiation.

How to Do It?

It is no good policy to open negotiations with a heavy lunch. We must be extremely well prepared for the negotiations and all points worked out in great detail. Never show any haste while concluding the deal. Give no indicating whatever of your inner feelings, Start with very high demands and the final figure must be attractive. Set strictly enforced deadlines for offer expiry. Try and extract more concessions even after negotiations are finalised. Gradual concession before the other party realises, patiently waiting till an acceptable offer is made. Pretend to be "inferior" and gain. Reveal only what pleases you for courtesy's sake. Influence the other party to see things as you see them. Listen actively and ask open-ended questions, set clear mutual goals. Remember the others are experts at stating their needs. Reasonably good at listening to others and very interested in creative search for opportunity.

Take it or leave it, ultimately, accept or these would be more negotiations. Secret of success is to keep things moving. Let Both groups feel committed. The trick of successful negotiation lies in the closing stage.