

# NEGOSIASI BISNIS

AGEN, KONSTITUEN,  
AUDIENS

# PIHAK YANG TERLIBAT DALAM NEGOSIASI

---

Negotiating dyad

Negotiating teams

Agen dan konstituen

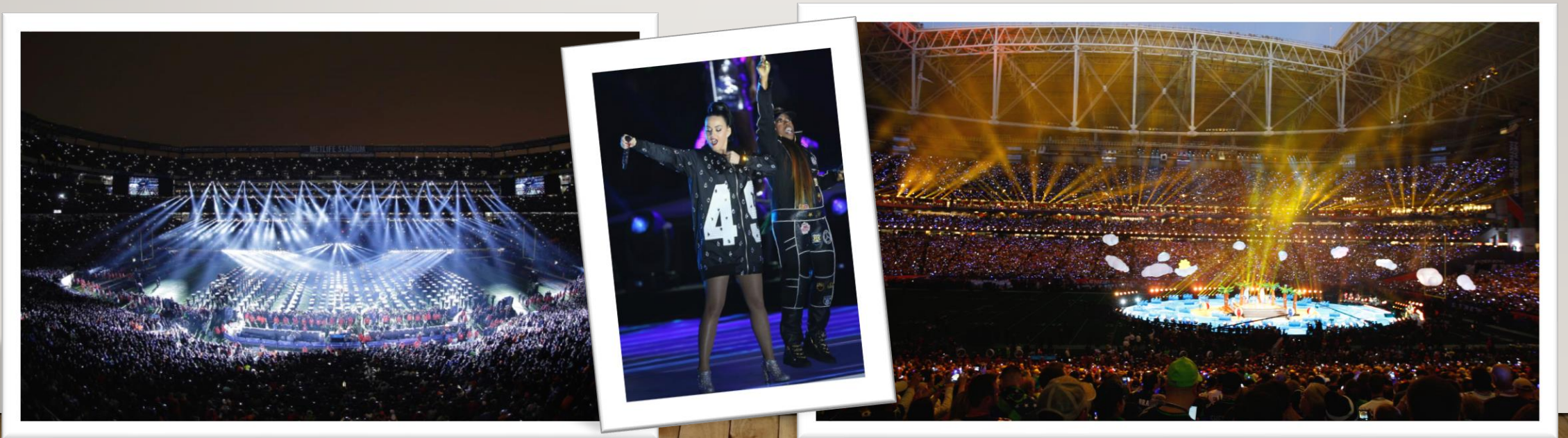
*Bystanders* dan audiens

Pihak ketiga (Third parties)

# CONTOH

---

Seorang penyanyi terkenal bernama Athena dan manajernya, sedang bernegosiasi mengenai kontrak penampilan dengan presiden dan *general manager* dari Glitzy Production, Inc., sebuah perusahaan media yang mengorganisir *half-time show* untuk Super Bowl.



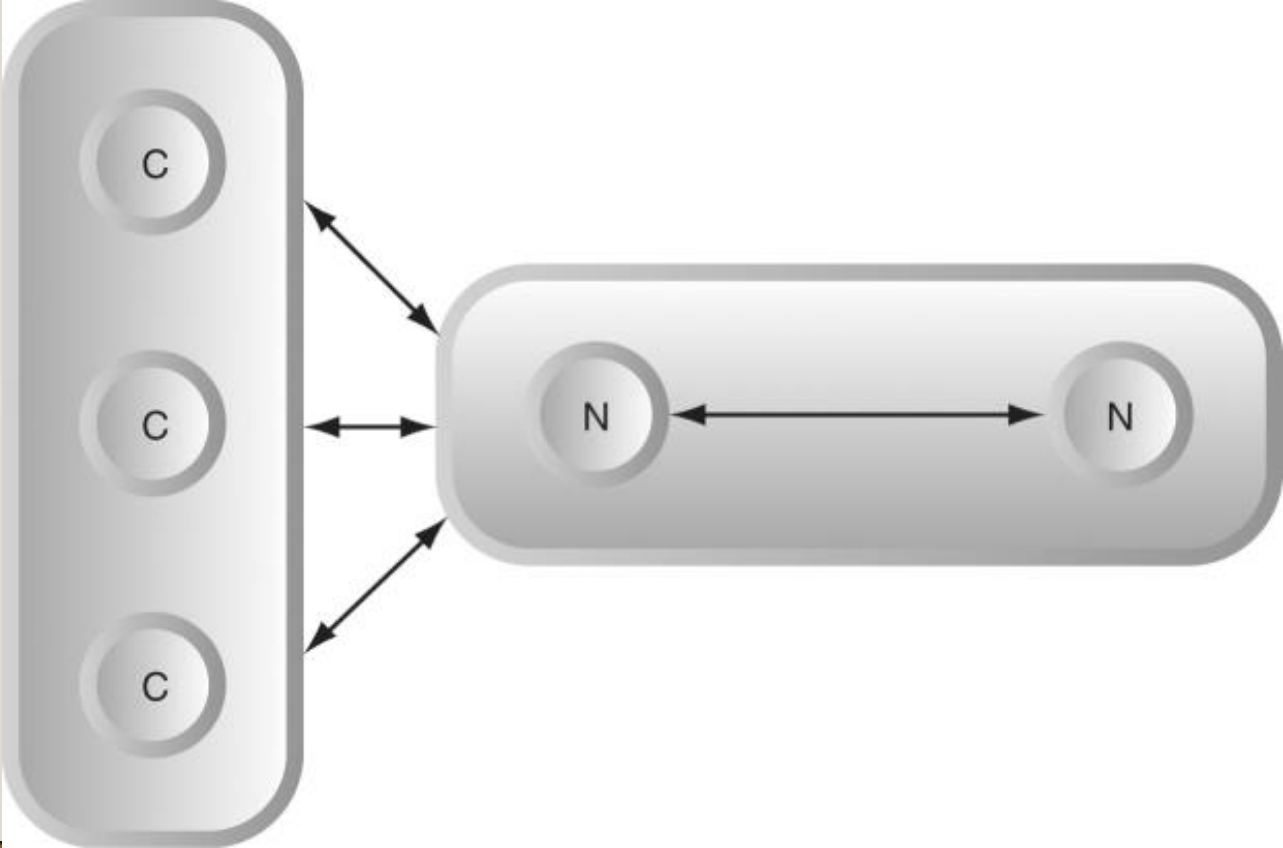
# A NEGOTIATING DYAD AND AGENTS AND CONSTITUENCIES

---

- A Negotiating Dyad
  - When two isolated individuals negotiate for their own needs and interests
- Agents and Constituencies
  - A negotiator is not acting for himself but for others. We will call the negotiator in such situations an agent and the individuals he is representing a constituency

# A NEGOTIATING DYAD; ONE HAS A CONSTITUENCY

---



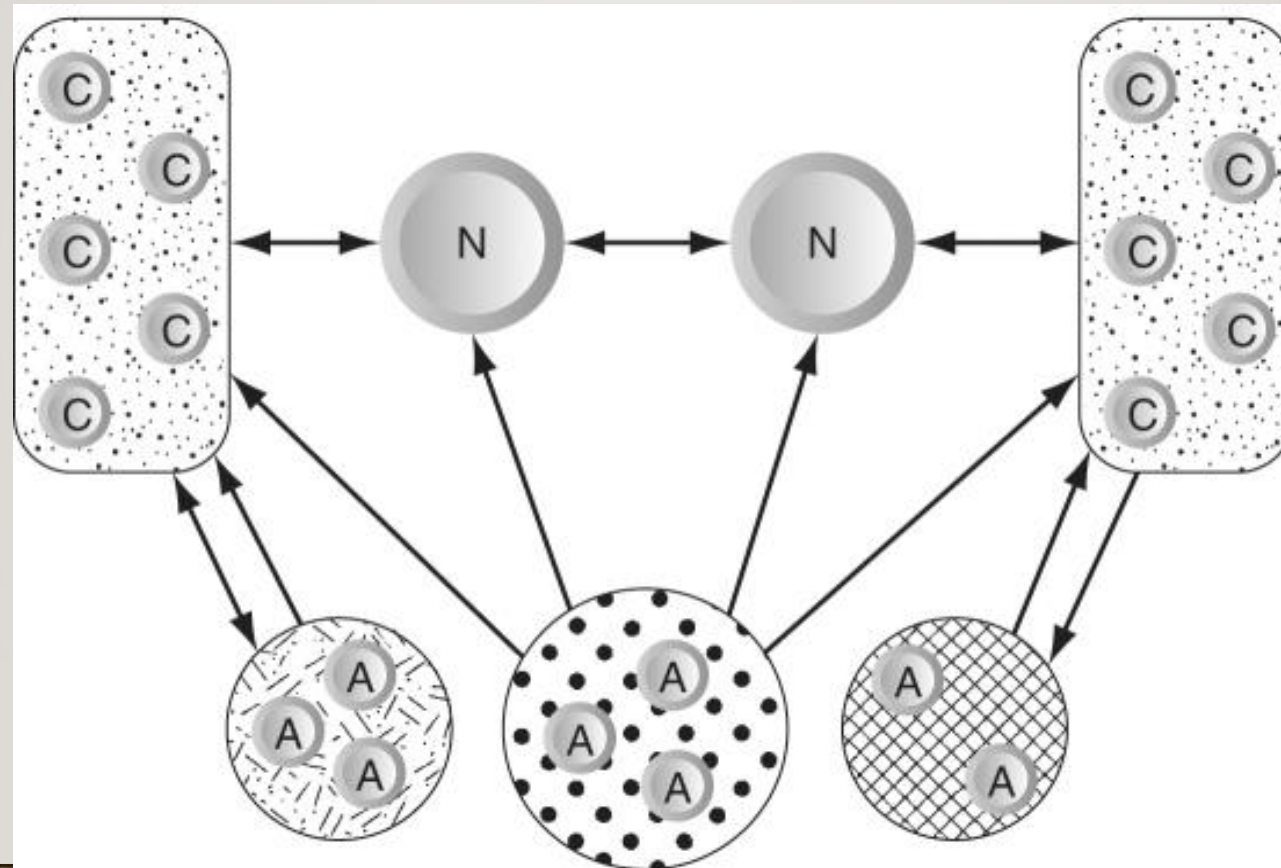
# BYSTANDERS AND AUDIENCES

---

- Bystanders
  - Those who have some stake in a negotiation, care about the issues or the process by which a resolution is reached
  - Negotiators do not formally represent bystanders
- Audience
  - Any individual or group of people not directly involved in or affected by a negotiation
  - They may offer:
    - Input
    - Advice
    - Criticism

# NEGOTIATORS WITH CONSTITUENTS, BYSTANDERS AND AUDIENCES

---



# THIRD PARTIES

---

- Third parties
  - Bystanders who may be drawn into the negotiation specifically for the purpose of helping to resolve it
  - Third parties often can reshape a polarized situation into a constructive agreement



# HOW AGENTS, CONSTITUENTS AND AUDIENCES CHANGE NEGOTIATIONS

---

- The first negotiating relationship is between the agent and constituent who must decide on their collective view of what they want to achieve in the negotiation
- The second relationship is with the other party – the negotiator and the opposing negotiator who attempt to reach a viable and effective agreement
- The third type of relationship is composed of external bystanders and observers.
  - They are affected by the negotiation outcome or have a vantage point from which to observe it
  - They have some strong need to comment on the process or the emerging outcome.

# HOW AGENTS, CONSTITUENTS AND AUDIENCES CHANGE NEGOTIATIONS

---

Characteristics of audiences:

- Audiences may or may not be dependent on the negotiators for the outcomes derived from the negotiation process
- Audiences affect negotiations by the degree of their involvement in the process
  - Direct involvement
  - Indirect involvement
- Audiences may vary in identity; composition; size; relationship to the negotiator, and role in the negotiation situation

# HOW AGENTS, CONSTITUENTS AND AUDIENCES CHANGE NEGOTIATIONS

---

- Audiences make negotiators “try harder”
- Negotiators seek a positive reaction from an audience
- Pressures from audiences can push negotiators into “irrational” behavior
- Audiences hold the negotiator accountable:
  - When a negotiator’s performance is visible
  - When the audience is dependence on the negotiator for their outcomes

# TACTICAL IMPLICATIONS OF SOCIAL STRUCTURE DYNAMICS: THE NEGOTIATOR'S DILEMMA

---

**Question:** How can a negotiator satisfy both the constituency's demands for firmness (and a settlement favorable to their interests), versus the other party's demand for concessions (and a settlement favorable to the other party or to their mutual gain)?

**Answer:** A negotiator must build relationships with both the constituency and the other party

# COMMON TACTICS FOR MANAGING CONSTITUENCIES AND AUDIENCES

---

- Manage constituency visibility
  - Limit one's own concessions by making negotiations visible
  - Use the constituency to show militancy
  - Use the constituency to limit one's own authority
  - Use great caution in exceeding one's authority

# COMMON TACTICS FOR MANAGING CONSTITUENCIES AND AUDIENCES

---

- Manage constituency visibility
  - Increase the possibility of concession to the other negotiator by reducing visibility to constituencies
    - Establish “privacy” prior to the beginning of negotiations
    - Screen visibility during negotiations
    - Be aware of time pressure
  - Establish a reputation for cooperation

# COMMON TACTICS FOR MANAGING CONSTITUENCIES AND AUDIENCES

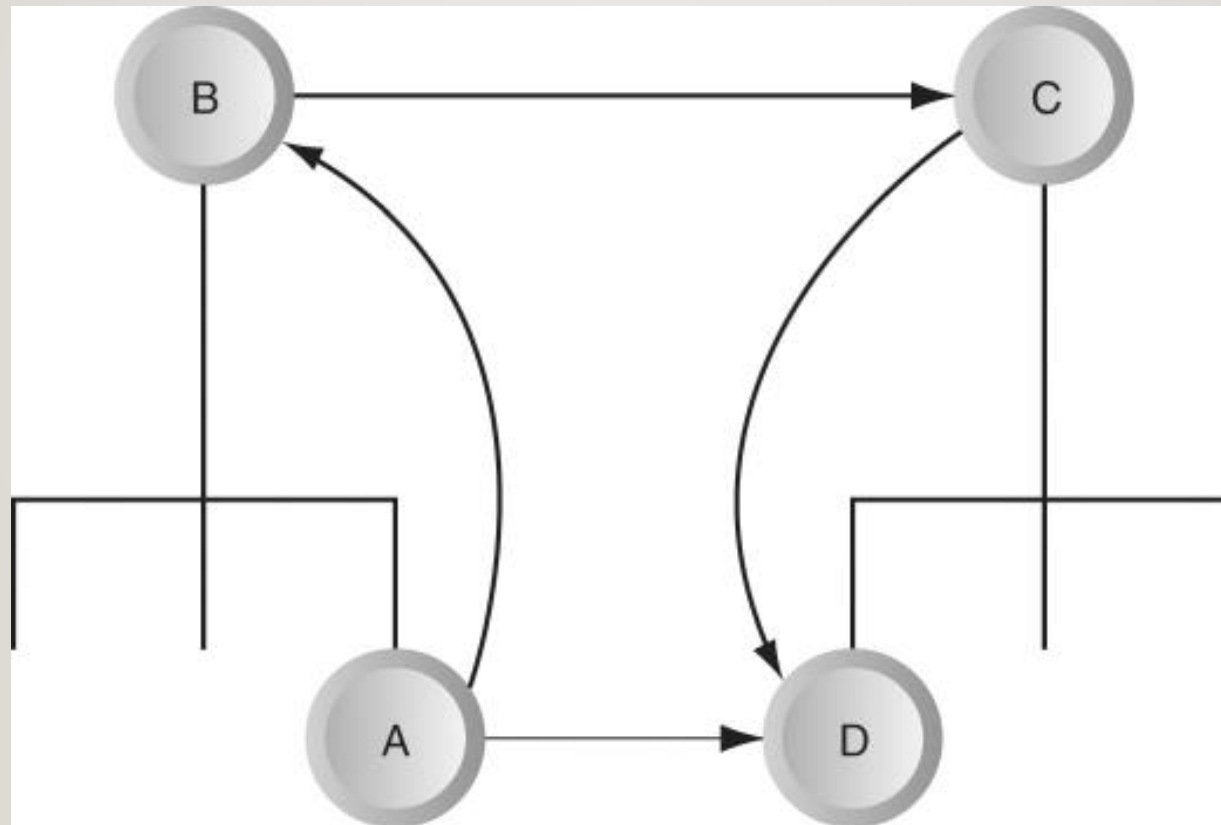
---

- Communicate indirectly with audiences and constituents
  - Communicate through superiors
  - Communicate through intermediaries
- Communicate directly to the other party's constituency
- Communicate directly to bystanders
- Build relationships with audiences, constituents and other agents



# INDIRECT COMMUNICATION WITH OPPONENT THROUGH A MANAGER

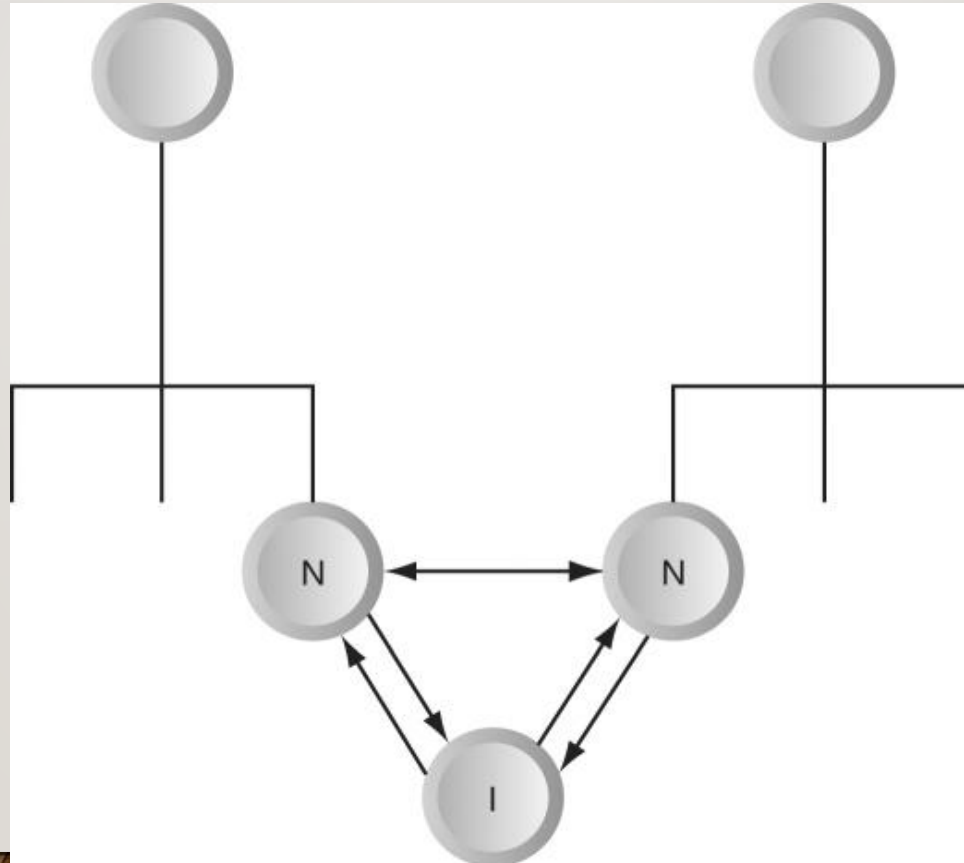
---





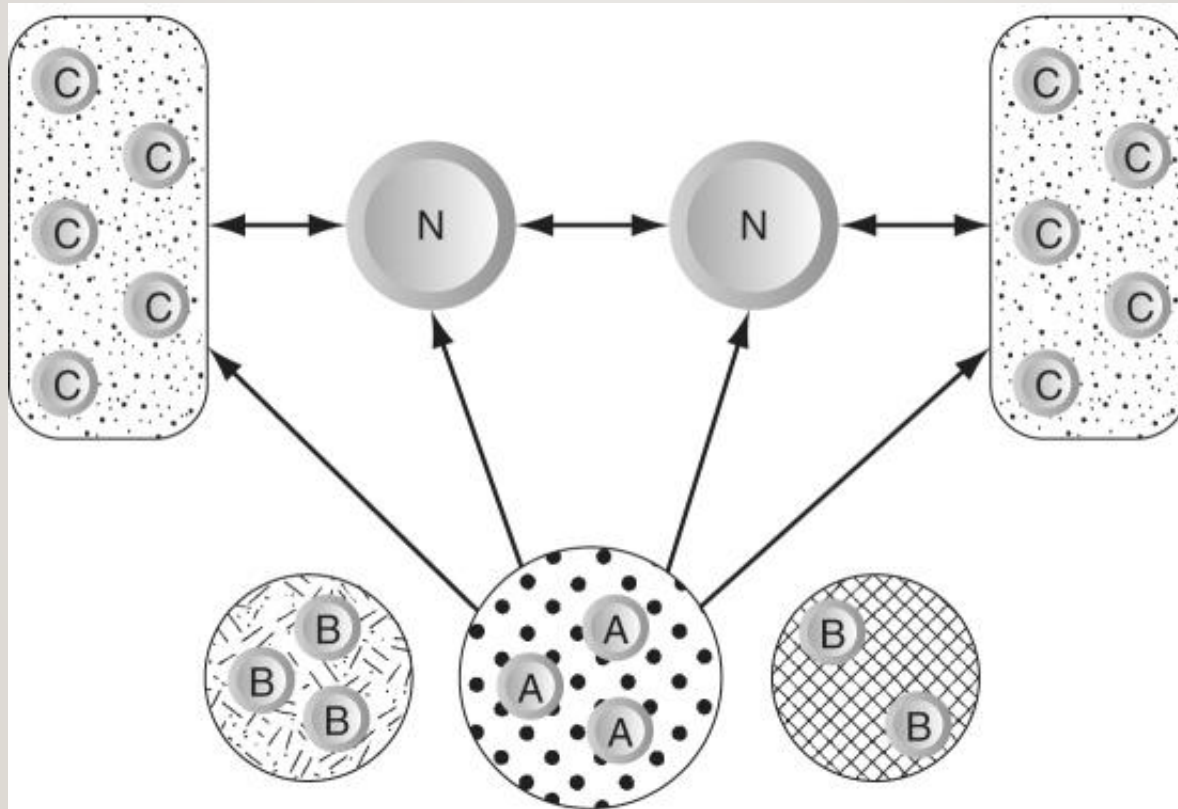
# INDIRECT COMMUNICATION THROUGH AN INTERMEDIARY

---



# INDIRECT NEGOTIATING THROUGH AUDIENCES/BYSTANDERS

---



# WHEN TO USE AN AGENT

---

- When the agent has distinct or unique knowledge or skills in the issues
- When the agent has better negotiation skills
- When the agent has special friends, relationships or connections
- When you are very emotionally involved in an issue or problem
- When you want the flexibility to use negotiation tactics that require several parties
- When your natural conflict management style is to compromise, accommodate or avoid

# WHEN TO NEGOTIATE FOR YOURSELF

---

- When you want to develop or reestablish a strong personal relationship with the other negotiator
- When you need to repair a damaged relationship
- When you want to learn a lot before you craft an agreement
- When your negotiation skills are better than those of any available agent
- When hiring an agent may be too costly
- When the “image” of being represented by an agent may make the other side suspicious
- When the agent is too emotionally involved, defensive and caught up in game playing

# ADVICE FOR MANAGING AGENTS

---

- The agent should have no authority to make a binding commitment on any substantive issues
- The agent should have the discretion to design and develop an effective overall negotiation process
- The constituent should focus communication to the agent on interests, priorities, and alternatives, rather than specific settlement points
- The constituent should establish clear expectations about the frequency and quality of reporting back to the constituent

# ADVICE FOR MANAGING AGENTS

---

- The agent's authority should expand as the agent and constituent gain insight about the other parties through the negotiation process
- Specific instructions to the agent by constituents should be put in writing and be available to show to the other side
- The constituent should instruct the agent on what the agent can disclose in negotiation
  - --interests, ranges of acceptable settlement, key facts, the principal's identity, etc

