



Five secrets of successful negotiators, with Professor Kathleen O'Connor

It's amazing what you can accomplish if you do not care who gets the credit
Harry S. Truman

Negotiation is a critical skill in today's world, but few have the opportunity of being taught the art directly. Into this vacuum of evidence and experience come the myths and hot takes on how to 'win' in any situation – which so often do more harm than good.

Here to help is **Kathleen O'Connor, Clinical Professor of Organisational Behaviour at London Business School**. She teaches her **SHIFT model** to executives and MBAs, as a distillation of her decades of experience in the art of negotiation. Now you too can share in these lessons below.

THE SHIFT© MODEL OF NEGOTIATION: SEPARATE

interests from positions. If you understand someone's underlying desires which motivate the outcome they call for, you might be able to find an alternative position to meet these desires that suits you as well. GET UNDER THE HOOD

HEAR

the other side. Always ask questions and truly listen to the answers, rather than waiting for your turn to talk. Negotiation is about understanding the other person. ASK MORE QUESTIONS

INVEST

in the relationship. People always collaborate better with those they care about. Build strong connections first, and results will naturally follow. GIVE TO OTHERS FREELY

FRAME

negotiation as a problem to be solved, rather than a conflict to be won. This makes it a joint endeavour – you become teammates rather than opponents. MIND YOUR LANGUAGE

THINK

creatively. Try to let go of old shibboleths, and generate fresh ideas and perspectives together. Good solutions are often found in unanticipated 'white space.' LET GO AND LOOK ANEW

You can find out more about Kathleen O'Connor and her SHIFT© model [here](#)

To find out more about the art of negotiation, listen to Professor Kathleen O'Connor's full *Conversations on Climate* episode [here](#).