Communication & Negotiation Skills Workshop*

Evangeline J. Downie

George Washington University
Washington DC, USA

*Adapted from “APS Communication and Negotiation Training for Women”

Partially supported by NSF Award: PHY-1419913
Who are we?

- Introduce yourself
- Tell the others your name, and something you are good at

Action boxes: We're in this together! Please join in!
Why are we here?

- Negotiation happens **everywhere**!
- Different types:
  - Requesting things
  - Asking for changes to things
  - Deciding responsibilities

Brainstorm some examples of negotiations in which you participate
Why are we here?

- “Women Don't Ask”, Babcock and Laschever
- Teaching assignment distribution in grad students uneven
- Carnegie Mellon starting salaries:
  - Men received 7.6% ($4,000) more than women
  - 7% of women negotiated, 57% of men asked for more money
  - Negotiating students increased salary by 7.4% ($4,053)
- Starting salary $5k difference
  - Can make $568,834 (assuming 3% interest saving, 3% raises)
  - Expands to $15,000 by age 60 assuming equal 3% raises
- Negotiating salary increases lifetime earning by $1,000,000

People assume cost = value →
More lowly-paid people are valued / promoted less
What can we do in 1.5 hours?

- Learn theory
- Practice
- Active learning

I wish I was better!

It's not fair! Why is it so EASY for YOU?!
What can we do in 2 hours?

Take home messages:

➔ **Goals**: what exactly do you want / need? With what priority?
➔ **Empathize**: why would a reasonable, rational and decent person do this?
➔ **Strategize**: maximizing “ZOPA”; BATNA / WATNA / MLATNA
➔ **Techniques**: tips and tricks for carrying out the negotiation

Note: most of the above happen before the negotiation begins

Note: all of the above take practice and concentration
What can we do in 2 hours?

“There is no neurochemical trigger to negotiate. Negotiation is typically a secondary response, which requires an effortful, conscious and intentional decision to engage the threat alternatively.”

The Natural History of Negotiation and Mediation: The Evolution of Negotiative Behaviors, Rituals, and Approaches, Robert Benjamin, June 2012
http://www.mediate.com//articles/NaturalHistory.cfm
What can we do in 2 hours?

Take home messages:

➔ **Goals:** what exactly do you want / need? With what priority?
➔ **Empathize:** why would a reasonable, rational and decent person do this?
➔ **Strategize:** maximizing “ZOPA”; BATNA / WATNA / MLATNA
➔ **Techniques:** tips and tricks for carrying out the negotiation

❖ We want to identify some key, common strategies, to practice
❖ Pick a negotiation scenario from those we discussed
How do we start?

Discuss: How do you feel when faced with a negotiation?

- Panic? Worry? Impending doom? Underprepared?
- The more important the negotiation, the more we panic...
- If you feel like this, how do you think your negotiation partner feels?
Fight the Fight or Flight

- **Tiger attack: fight or flight highly appropriate**
  - Diverts blood from brain
  - Prepares large muscles to run
  - Makes you very jumpy

- **Negotiation: highly counter productive**
  - Need to have higher brain functions
  - Need creativity
  - Need to be calm / patient

- Remember: your negotiation partner is in the same situation
Fight the Fight or Flight - For You

- Hydration
- Posture (superhero stance)
- Breathe deeply
- Talk to / vent to a calm friend
- Make an intentional plan for self care

What things do you do to help yourself stay calm?

Goals: what is the negotiation actually about?

- There are many angles to every discussion:
  - Situation: your advisor suggested your colleague present your shared work at Conference X and not you. You're mad.
  - Are you upset because:
    - You really wanted to go to Conference X?
    - There is a pattern of not recognizing your contribution?
    - Your colleague has only been working half as hard as you but still gets rewarded
    - ...
Goals: what is the negotiation actually about?

- What do you actually want to come out of the discussion?
  - That you get to go to Conference X?
  - That your advisor publicly acknowledges your contribution?
  - That you are included in the running for future conferences?
  - That your advisor treats you and your lab-mate equally?
  - That your advisor makes your lab-mate do their fair share?

- So many options...

- How / why should I decide? I want them all! I am IN THE RIGHT!
Goals: absolute moral victory!

- ...happens in movies a lot!
- ...typically right before they end...
- ...because no one wants to have a beer with absolute moral victors
- ...and because no one wants to be the absolutely morally slain.
- Lasting negotiation results come about by both sides “winning”
- To “win” effectively you have to define what “winning” means for you
- Then you can find a “win” for your negotiation partner
- By “winning” absolutely, you may destroy a productive relationship
Goals: how do I choose them?

- Ask yourself questions like:
  - Who do I want to be?
  - What makes me happy?
  - What skills do I have?
  - What do I want to be known for?
  - What do I need to have from this negotiation?
  - What do I want to have from this negotiation?
  - At what point do I walk away?

- By figuring out your outcome priorities, you direct the negotiation appropriately.

(She who knows her destination, finds her way)
Goals: a function of time and information

- In the situation you chose earlier, what are your outcome priorities?
- Sometimes it is appropriate to take a short-term “hit” for long-term gain
- **Negotiate with your ears**: listen for information crucial to goal feasibility
- Information gained in negotiation can change priorities / desired outcome
- Sometimes the direct path is not the best one
- **Set goals high** – research shows that higher goals → better outcomes
Empathize

- NOT emotionally
- NOT enabling / excusing bad behavior
- NOT giving in for the sake of peace
- NOT backing down as you are afraid to make someone else sad / uncomfortable / mad
- NOT accepting unacceptable conditions as that's safer / easier
- We need empathy of thought
Empathize

- NP completely unreasonable
  - You cannot reason with them
  - Negotiation over

- No matter how weird their position may seem, ask:

  "Why would a reasonable, rational and decent person do this?"

For your chosen situation, ask yourself the above question
Empathize: Positions / Issues / Interests / Power / Ability

- Know your negotiation partner's position / issues / interests
- Do they have the power / ability / motivation to do what you want them to?
  - Know what your request entails / costs!
- What things about this negotiation trigger “Fight or Flight” for them?
- Are there aspects of their “Fight or Flight” that you can mitigate?
- Think through the above for your chosen situation
Strategize: BATNA / WATNA / MLATNA

- Ask yourself what is:
  - The worst thing that will happen, should there be no negotiated agreement (WATNA – Worst Alternative to a Negotiated Agreement)
  - The best thing that could happen, should there be no negotiated agreement (BATNA – Best Alternative to a Negotiated Agreement)
  - The most likely thing that will happen, if no negotiated agreement (MLATNA – Most Likely Alternative to a Negotiated Agreement)
  - People tend to catastrophize, try to be very realistic.
Strategize: ZOPA

- **ZOPA**: Zone of Possible Agreement
- Region where your acceptable range overlaps with your NP
- Maximize the number of axes in your ZOPA
- Give negotiation partner more on your less important axes
- Allows negotiation partner to give more on others
Strategize

- For your situation, figure out your BATNA / WATNA / MLATNA
- Figure out the likely BATNA / WATNA / MLATNA for your NP
- Figure out the ZOPA, using as many axes as possible
- People tend to catastrophize, try to be very realistic.
- Try to look at these options to decide:
  a) whether to negotiate, and
  b) what an acceptable outcome is to the negotiation
How to start the conversation: #1 create safety

- Fight or flight impulses will block communication
- After calming your own fight or flight, calm your negotiation partner
  - “I really respect your leadership…”
  - “I have learned a lot from…”
  - “I appreciate your efforts on…”
- Don't do the “fist sandwich” (a punch stuck between two compliments)
- Do find genuine words to:
  - Establish common purpose
  - Use “contrasting statements”

Note: return to this step any time it seems that “safety” is lost

Negotiation partners in fight or flight can not negotiate
How to start the conversation: #2 explain the issue clearly

- State simply and directly what the issue is
- Use facts, not interpretation of facts

Control your stories
Share your observations, tentatively share your path
Carefully ask your negotiation partner for their path
Discussion: name some techniques you can use in negotiation

- Studies show women are “punished” for using “male” techniques
- Strong overlap of characteristics associated with male and leadership
- Violating gender roles causes pushback
- Unlike men, being liked is a precondition to success for women
- Pragmatic approach: adjust technique to deal with this
How to continue the conversation: #3 the “Tips for Women” slide
How to be relentlessly pleasantly pleasant

- Connect to the organization's goals, needs or interests...
  - “In order for the department to be successful, we need…”

- Use relationship language
  - “I've talked with several people who…”
  - “(insert name) suggested I talk with you…”

Research by Hannah Riles Bowles, Harvard Kennedy School
How to continue the conversation: #4 the utility of allies

- Allies can be very useful, especially so from a different “corner”
  - Allies can be from outside of your network
  - Share a common interest / position (often for different reasons)
  - Meet with them beforehand to clarify strategy and goals

- There is a difference between allies and confidants!
  - Confidants provide friendship, support, advice
  - Confidants are necessary support to help control emotions
  - Be careful about having confidants at work
  - Allies need not be confidants
  - Allies are an issue dependent resource, can vary
How to continue the conversation: #5 Don't take it personally

- Know your purpose & goals
  - Focus on what's important
  - Don't let ego, fear, distraction get in the way
  - Chose your battles

- Don't personalize
  - It's about you in your role, not you as person
  - It's not about personality or demeanor

- Don't internalize other's behavior
  - Go around, over, under
  - Control the controlables
I can’t believe we said something so EMBARRASSING!

Just play it cool and it’ll look like it doesn’t even bother us.

Okay okay.

No, Skin.

Skin, NO!
How to continue the conversation: #6 The controllable

- You're prepared, look and act like it, it will improve your performance

- Body
  - Head floats upwards
  - Shoulders drop backwards and chest opens
  - Arms hang freely with hands open
  - Feet are grounded

- Breath
  - Breathe deeply

- Expression
  - Face open
  - Smile

“Remember, in this negotiation you’re the Paula Abdul.”
How to continue the conversation: #7 Verbal authority

1. Articulate your words
2. Use silence
3. Eliminate qualifiers
4. Shorten your sentences
5. Land your points
How to conclude the conversation: Summarize

- Summarize your next steps
  - ✓ What will be done
  - ✓ By when
  - ✓ By whom

- Ask if you have summarized correctly

- Define follow up / next meeting time and method

- Remember to thank people as appropriate

- Frequently useful: email summary of meeting
Negotiation: the take-home messages

- **Goals:** What is issue under discussion? What exactly do you want / need?
- **Empathize:** why would a reasonable, rational and decent person do this?
- **Strategize:** maximizing “ZOPA”; BATNA / WATNA / MLATNA,
- **information → strategy**
- **Techniques:** avoid personalizing, negotiate with your ears, rehearse

Practice!
Sources / Resources

- Presentation inspired by presentations by and info from:
  - Mary Beth Stevens, Kathy Prestridge, Sherry Yennello, Barbara Butterfield, Nancy Houfeck, Jane Tucker, Lee Warren, Karen Daniels
- Many resources out there, a few key ones are:

Books


Sources / Resources

Online Articles


The following slides would be included in a longer version of the presentation
Goals: Incident / Pattern / Relationship

- In situations where a “deficit” has occurred address:
  - **Incident** – first time you address the situation
  - **Pattern** – if incident repeats
  - **Relationship** – if pattern continues

- Appropriate approach depends on situation, relationship to offender
- Be fixed on your goal, but ready to adapt strategy to new information
Why should we negotiate?: Women Don't Ask!

- "Women Don't Ask", Babcock and Laschever
- Boggle experiment, paid $3-$10, when offered $3, many more men negotiate
- Men:Women (exp't. 1) 23%:2.5%; (exp't 2 (expressly negotiable)) 54%:17%
Biases Against Women

- Cumulative effects of not asking are substantial
- Compounded by bias
- **What can you do?**
  - Understand the behavior and actions of others
  - Use strategies and tactics to optimize your success

“Science faculty’s subtle gender biases favor male students” Moss-Racusin et al., PNAS, 2012
Biases against women

- **Behaviors**: Aggression is viewed positively in men (leadership) and negatively in women (bossy)

- **Reference letters** are different for men and women (What can you do about that?)

- **Unconscious bias**: Men and women judge identical resumes differently as a function of the name at the top (women are judged more harshly)

“Science faculty’s subtle gender biases favor male students” Moss-Racusin et al., PNAS, 2012