The Art of Effective Negotiation

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COACH
http://coach.uoregon.edu
Moving from the classroom to the workforce
Effective negotiation is more than just asking for a higher salary.

It’s really about having a productive dialogue on a tough subject.
Women Don't Like to Negotiate

- 2.5 times more women than men said they feel "a great deal of apprehension" about negotiating.
- Men initiate negotiations about four times more often than women.
- When asked to pick metaphors for negotiations, men picked "winning a ballgame" and a "wrestling match," while women picked "going to the dentist."
- 20 percent of women (22 million people) say they never negotiate at all, even though they recognize negotiation as appropriate and even necessary.

Many Men Don’t Like to Negotiate Either!
Negotiation in the Workplace

Are you comfortable at asking and negotiating for what you need

- to be productive in the workplace?

- for your career advancement?
Why not?

- It will ruin my relationship with my colleague or boss.
- I won’t get what I want anyway.
- I might look more like a Narcissist than a team-player
- It’s too stressful.
- Nothing is negotiable.

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Basic elements of an effective negotiation are the same as for a productive dialogue.
Learning Goals for Effective Negotiation

- Recognize what is - and isn’t - a negotiating situation
- Identify your negotiables
- Know your “BATNA” and “ZOPA”
- Identify your own negotiating style
- Understand the importance of data
- Be ready for some “theatre”
Negotiation is NOT a one shot deal.

It’s a 10 Act Play!
Ground Rules for a Productive Negotiation

- Professional exchange - not an emotional fight or game.
- Expectation of “give and take.”
- Desire to reach a “win-win” rather than a “winner take all” solution.

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What Negotiation Isn’t

- Argument
- Debate
- Game Playing
- Solely Social Ritual
- Solely Competitive
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What are my Negotiables?

First step: Assume that most things in your lives are negotiable
What are my Negotiables?

Authorship on papers
Time on equipment
Attending meetings
Personal time
Teaching responsibilities
Completion date
Family responsibility conflicts
Office space
Resources for dept. activities
Salary and benefits
Moving expenses
Duration of appointment
Course load

New job:
Starting salary and date
Facilities/Space/Equipment
Spousal job opportunities
Travel budget
Moving expenses
Office furniture and equipment
Staff support

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What would you like to negotiate for now?

Who do you need to negotiate with?

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BATNA
“Best Alternative To A Negotiated Agreement”
Always ask yourself - what is my BATNA?

Consider and evaluate your alternatives.

Establish the best as your BATNA.

**BATNA is dynamic** – it can change through the negotiation as you learn of the other’s resources and objectives.
BATNA

Also ask yourself - what is THEIR BATNA?

Your task is to try to learn their BATNA and work to come to a consensus that aligns with your BATNA.

Don’t be afraid to “drop the anchor”
What’s my ZOPA?

Many contributions can go into this zone of agreement, some tangible and some intangible.

Consider what their ZOPA might be.
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Know your negotiating style

PROBLEM SOLVE // COLLABORATE

SERVE // ACCOMMODATE

FORCE // COMPETE

DON’T ENGAGE // AVOID

Actively seek (new) outcome

Keep things steady, Need for approval.

And modify it if necessary.
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Get the Data!

The facts are your friends!

“Nothing Personal - Strictly Business”
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Approaches to Problemsolving

- **Explore**
  - Launch some trial balloons and study the response
  - Sum up areas of agreement and disagreement

- **Invent** (based on priorities – low cost, high benefit)
  - Expand the Pie – work together to get resources
  - Nonspecific Compensation – do something extra
  - Logrolling – trade off
  - Cost Cutting – give them one high priority
Tactics to Use in High Drama Situations

- Silence is golden
- Higher authority
- I’ll think about it & get back to you
- Put it in writing
- Be relentlessly pleasant
Beyond Negotiation: Difficult Conversations

Putting out fires without burning bridges

Learning Goals:

- Identify behavior and language that is unproductive or inappropriate.
- Develop skills that reduce the heat rather than flame the fire.
- Learn techniques to help maintain your composure.
- Learn how to keep the dialogue focused on resolving the conflict.
- Know when a mediator is necessary to resolve the issue.
Responding to Difficult Tactics

- Take a breath
- Try to understand BOTH points of view
- Acknowledge their reality
- Go to the balcony
- Return to exploring interests
- Keep your body relaxed, open
- Step to their side
- Reframe and repackage the issues
Summary of Techniques for Effective Negotiation

- Identify your negotiables
- Recognize what is - and isn’t - a negotiation situation
- Know your “BATNA” and “ZOPA”
- Identify your own negotiating style
- Understand the importance of data
- Learn benefits of collaborative negotiations

*Be relentlessly pleasant - it's good for everyone!*
Practicing Cases

- Break up into groups of 4.
- Designate one person as the graduate student and one as the professor.
- Designate one as a “coach”.
- Designate one as an observer.