

The Art of Effective Negotiation



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Today's focus

Successful techniques for
increasing your communication
and negotiation skills in the
technical workplace.

Effective negotiation is more than
just asking for a higher salary

it's really about having a
productive dialogue on a tough
subject

Effective negotiation requires
good communication skills

An effective communicator looks like this:

Tall, open posture and gestures

Head up

Eye contact with the room



Effective communication includes body language

Up to 93 % of communication is non-verbal.

The eyes communicate more than any other part of the human anatomy.

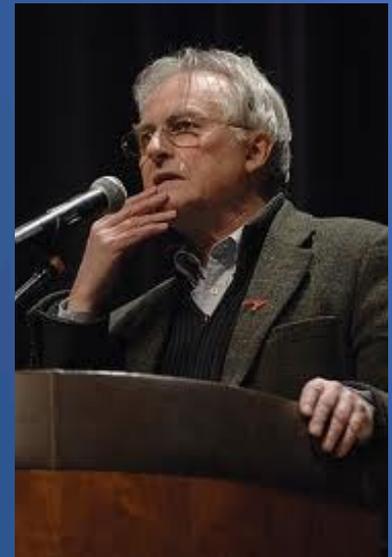


An ineffective speaker looks like this:

Gestures small, close to body, or hands in pockets or on face

Eyes avoiding the audience

Standing small with stooped posture



Now you are ready to negotiate



“Women Don’t Ask: Negotiation and the Gender Divide”

by Linda Babcock and Sara Laschever

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!

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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
- Its too stressful.
- Nothing is negotiable.

Basic elements of an effective negotiation are the same as for a productive dialogue.

Learning Goals for Effective Negotiation

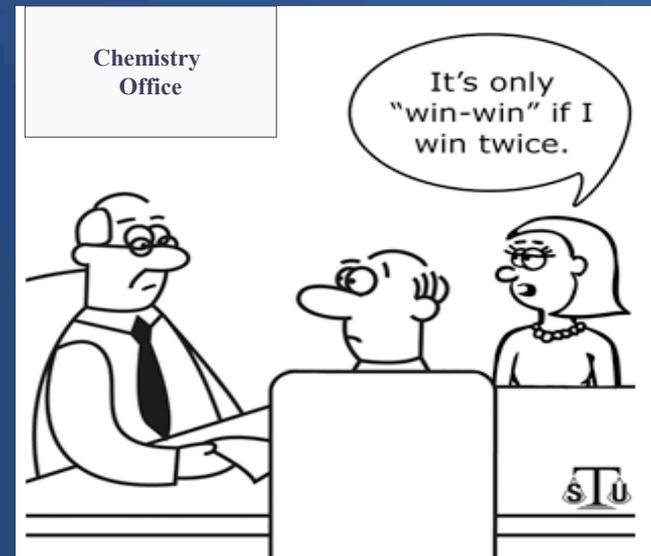
- Recognize what is - and isn't - a negotiating situation
- Identify your negotiables
- Know your “BATNA” and “ZOPA”
- Identify your own negotiating style
- Understand the importance of data
- Use good listening skills
- Be ready for some “theatre”

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

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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

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”

ZOPA

“Zone of Possible Agreement”

What's my ZOPA?

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

- Consider what their ZOPA might be.

Reasonable
Upper Limit

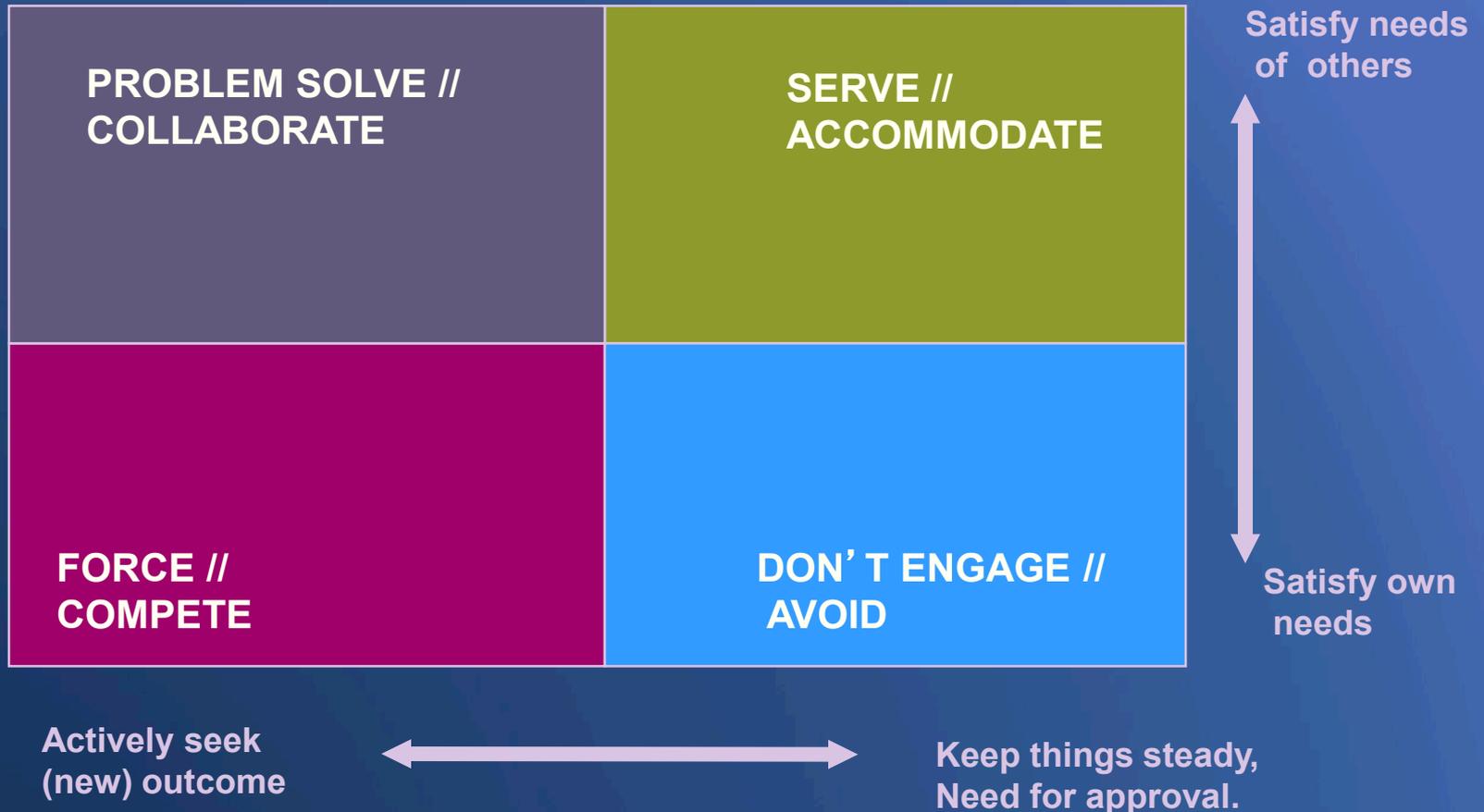


Acceptable
Lower Limit

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Know your negotiating style



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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Use active listening

Reflective Listening techniques

A communication strategy involving two key steps:

1) Seeking to understand a speaker's idea and then offering the idea back to the speaker to confirm that the idea has been understood correctly.

2) Body language is important:

- Make eye contact
- Nod your head



Reflective Listening

“It sounds like what you are saying is....”

“It seems to me that you are most concerned about....”

“Let’s see if I understand what you are saying....”

“Do I have this right...?”



Use open ended questions

- Designed to encourage more detailed and meaningful responses
- Promotes creating thinking and problem-solving skills
- Means of developing rapport, trust and credibility
- No right or wrong answer



General Open Ended Questions

What do you think about....?

In what way....?

Tell me about....?

How can we....?

I wonder....?

What do you think would happen if....?

What possible alternatives do you see for....?

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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
- 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

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

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.





REMEMBER:

Stop using words that undercut your power

I know that it may seem unfair *but*

I like being a team player *but*

I've had a very productive year *but*

Get rid of the “buts”



Use powerful and strong statements

<u>Use</u>	<u>Instead of</u>
I'm confident	I think
I know	I hope
I believe	I feel
I will do	I'll try
I'm certain	I'm not sure



Don't diminish your message

“You may already know this but...”

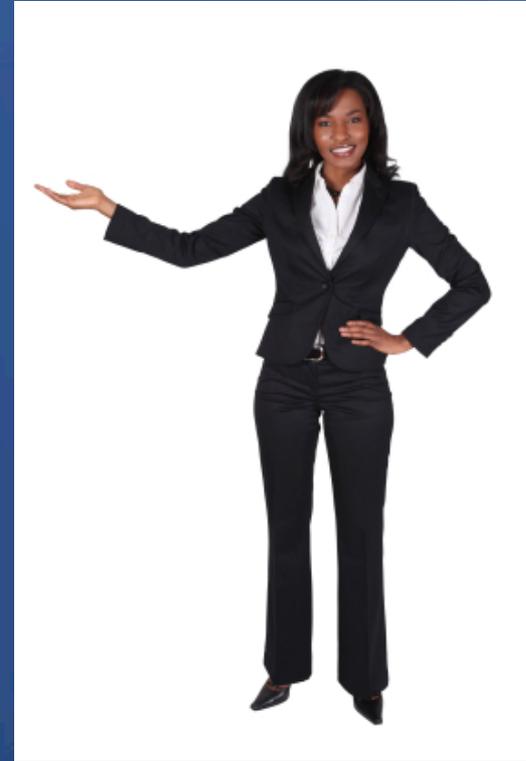
“I could be wrong...”

“It's just my opinion but...”

“This is probably a stupid question...”

“You probably know more about this than I do but...”

Be expansive with your body to show and build confidence



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
- Use good listening skills
- Learn benefits of collaborative negotiations
Be relentlessly pleasant - its good for everyone!

Practicing a negotiation

- Break up into groups of 4.
- Designate one person as the graduate student/postdoc and one as the professor.
- Designate one as a “coach” and “observer”
- Choose a topic for negotiation and start the negotiation.