

# The Art of Effective Negotiation



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# Moving from the classroom to the workforce

Classroom



Academic  
Research



First job



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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 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
- Be ready for some "theatre"



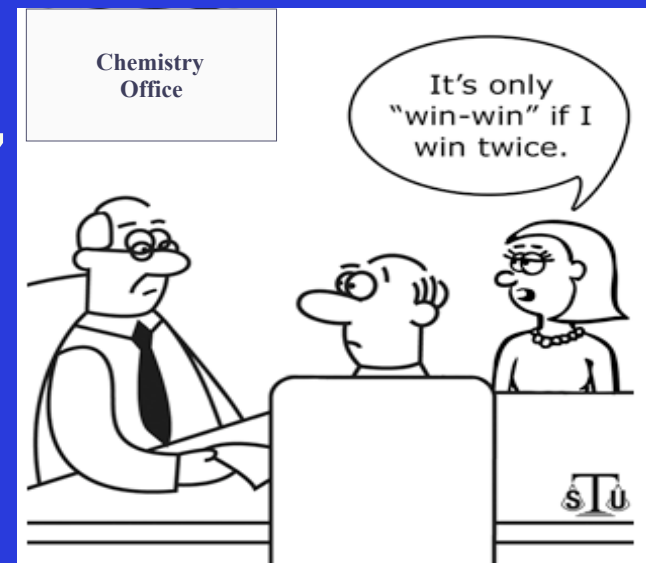
Negotiation is NOT a  
one shot deal.

It's a 10 Act Play!

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# 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

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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”**

# 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

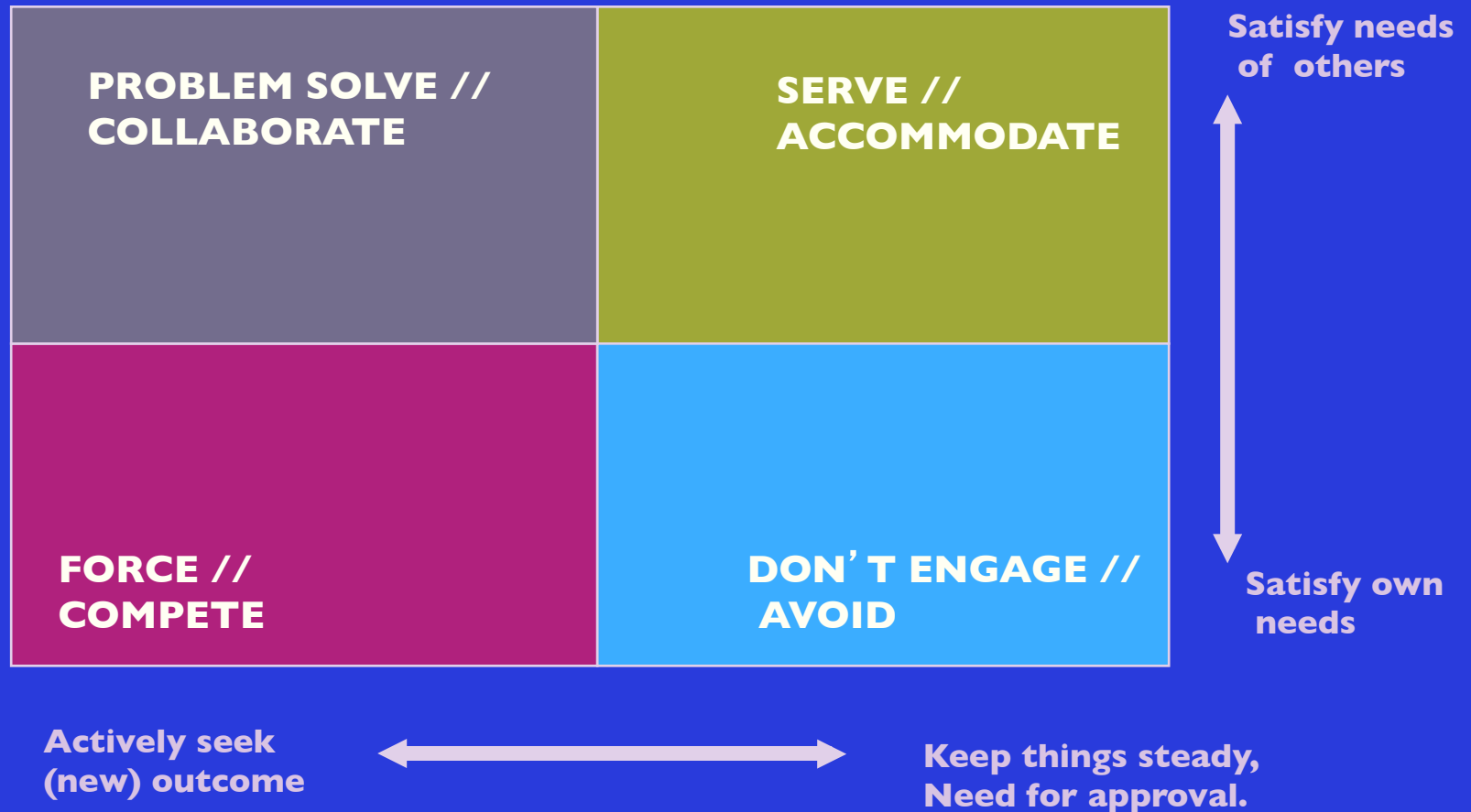


Acceptable  
Lower Limit

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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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# 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 - its 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.