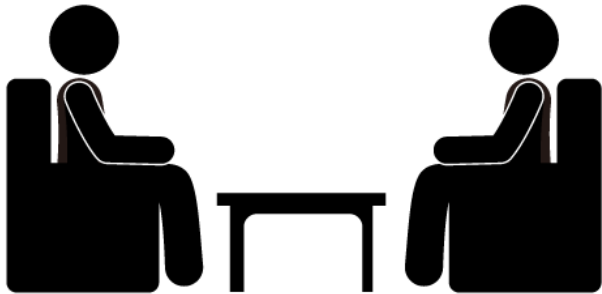


ICTP Career Development Workshop: Negotiation

Sekhar Chivukula & Elizabeth Simmons

13 October 2015 10:30 – 12:25



What is Negotiation?

- Negotiation is a discussion between two or more parties aimed at reaching a mutual agreement.
- Negotiation often involves advocating on your own behalf
 - for very specific items like resources, working conditions, salary, schedule, access to facilities or equipment,
 - Or for something more personal and subjective such as courtesy and respect.
- Goals of workshop: By the end you will understand
 - why negotiation is difficult *for you*, and
 - what you can do to negotiate a better agreement.

Six Examples of Negotiation (Role Play by RSC & EHS)



E-mail Example 1

From: Elizabeth

To: Sekhar

Date: Oct. 13, 2017

Dear Sekhar,

Please sign attached letter assigning room A-15 for my use starting immediately.

Thanks,

Prof. Elizabeth

P.S. I need this within the hour in order to make my grant deadline.

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E-mail Example 2

From: Faculty Member

To: Chair

Date: Oct. 13, 2017

Dear Sekhar,

Could we meet in order to find a suitable location for my super-spiffy imaging device? The device needs a 220V power source and access to the cryofacility.

This device would enable me to compete effectively for several large grants, and would allow me to continue my ground-breaking research.

Sincerely,

Prof. Elizabeth

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In-Person Example 1

EHS: Sekhar, can I have room A-15 for my super-spiffy imaging device?

RSC: No Elizabeth, room A-15 is needed for our new faculty member John.

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In-Person Example 2

EHS: Sekhar, can I have room A-15 for my super-spiffy imaging device?

RSC: No Elizabeth, room A-15 is needed for our new faculty member John.

EHS: But A-15 is perfect for my device, it has a 220 V plug in the corner and access to the cryofacility!

RSC: I'm sorry, but we have already promised it to John for his extra-special sputtering widget – it also needs a 220 plug and access to the cryofacility.

EHS: A-15 is the only place that would work for me, you are undermining my group and career!

RSC: I'm sorry you feel that way, but A-15 is not available.

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In-Person Example 3

EHS: Sekhar, can I have room A-15 for my super-spiffy imaging device?

RSC: No Elizabeth, room A-15 is needed for our new faculty member John.

EHS: But A-15 is perfect for my device, it has a 220 V plug in the corner and access to the cryofacility!

RSC: I'm sorry, but we have already promised it to John for his extra-special sputtering widget – it also needs a 220 plug and access to the cryofacility.

EHS: A-15 is the only place that would work for me, you are undermining my group and career!

RSC: I'm sorry you feel that way, but you can't have A-15. However, perhaps we can arrange the room so your device fits in alongside John's extra-special sputtering widget?

EHS: Well, that would allow me to run experiments. Sample preparation will have to take place in another room, and this will be inconvenient. This would still be John's lab, and we will have to coordinate so that we can both get our work done ...

RSC: This is the best I can do ... this way both you and John can run your equipment.

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EHS: Sekhar, can I have room A-15 for my super-spiffy imaging device?

In-Person Example 4

RSC: No Elizabeth, room A-15 is needed for our new faculty member John. You can't have A-15. However, perhaps we can arrange the room so your device fits in alongside John's extra-special puttering widget?

EHS: Oh, I forgot about John! I understand the need for John to be set up and succeed – but the new grant I received allows us to purchase a super-spiffy imaging device that will double the productivity of my lab. A-15 would be perfect, with the 220 outlet in the corner and access to the cryofacility. Sharing A-15 wouldn't really be ideal for either me or for John, since sample preparation would need to happen in another room, and John and I would have to carefully coordinate when we use our equipment. Can we discuss other options?

RSC: Yes, I see. I understand that for you to perform the research funded on the grant you need access to power and to the cryofacility. It would be crowded, if both you and John use A-15. How about room A-19 on the other side of the cryofacility? We could have a new outlet installed – wouldn't that work for you?

EHS: Yes, that might work – but I don't have funds in the grant for the renovation costs.

RSC: I see that, but perhaps the Department can advance you those funds in return for a fraction of your overhead return funds over the lifetime of the new grant.

EHS: Ok, that sounds fair – how quickly can the work be done?

RSC: Your new grant begins in 3 months – we should be able to have the work done by that time.

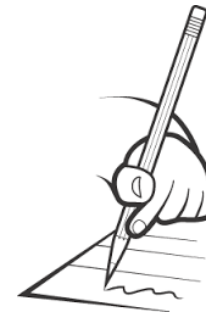
Two Basic Kinds of Negotiation

Characteristics	<u>Distributive</u> Position Based	<u>Integrative</u> Interest Based
Outcome	Win-Lose	Win-Win
Motivation	Individual gain	Joint and individual gain
Interests	Opposite	Different but not always opposite
Relationships	Short-term	Short and Long-term
Issues involved	Single	Multiple
Ability to make trade-offs	Not flexible	Flexible
Solution	Not creative	Creative

Negotiation: It's Personal

- Take a few minutes to reflect on a negotiation you have engaged in...
 - ...with someone else on your own behalf,
 - ...that truly mattered,
 - ... preferably about your career,
 - ... and possibly one in which you were not happy with the outcome.

- Once you have chosen the negotiation you will reflect on, start to analyze it by jotting down notes in answer to the questions on the worksheet.



Save (Complete) Worksheet for Later

ICTP Career Development Workshop: Negotiation

Theoretical Background



**IF YOU DON'T GO AFTER WHAT YOU WANT,
YOU'LL NEVER HAVE IT. IF YOU DON'T
ASK THE ANSWER WILL ALWAYS BE NO.
IF YOU DON'T STEP FORWARD, YOU ARE
ALWAYS IN THE SAME PLACE**

Our Goal

Characteristics	<u>Distributive</u> <u>Position Based</u>	<u>Integrative</u> <u>Interest Based</u>
Outcome	Win-Lose	Win-Win
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How do we maximize the opportunity to succeed here?

Negotiation is a form of Conflict Management

- Conflicts, and therefore negotiations, typically involve differing
 - Perceptions
 - Fundamental Attribution Error: One assumes another person's behavior is due to internal factors (likes/dislikes, personality, etc.) rather than the situation.
 - Emotions
 - Especially difficult when negotiating on your own behalf.
 - Goals
 - Topical, Personal (Identity), Relational, Process
 - Power
 - Both theirs and yours!
- Need to reflect on these factors before negotiating!

(The Great Courses: The Art of Conflict Management, Michael Dues, The Teaching Company 2010)

Conflict Management Styles

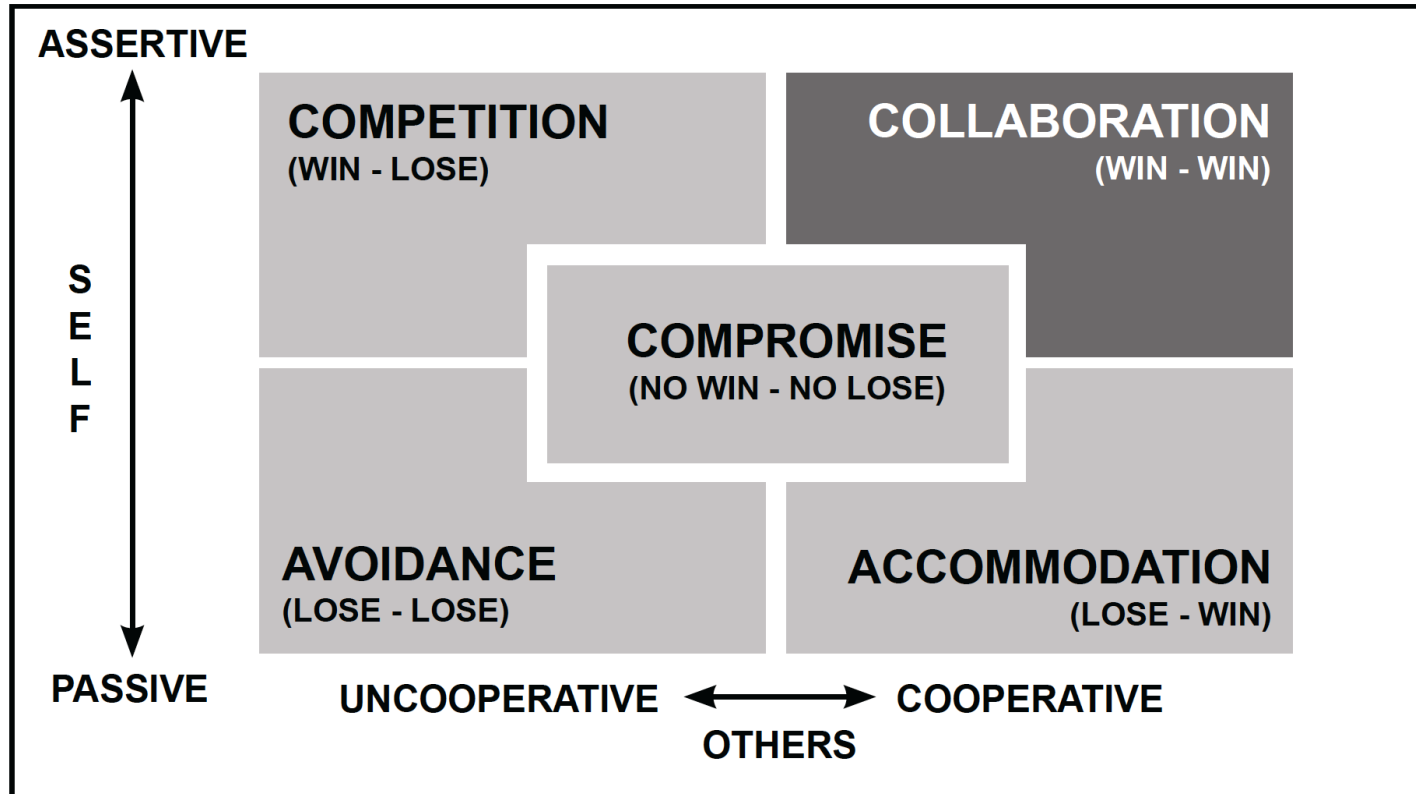


Figure 8.1. Thomas-Kilmann conflict style model.

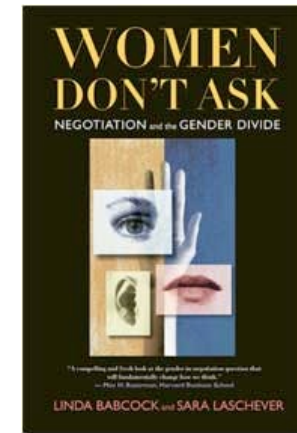
Thomas, Kenneth W. Thomas-Kilmann conflict mode instrument. Tuxedo, NY: Xicom, 1974.

Gender Differences in Negotiation

Women Don't Ask: Negotiation and the Gender Divide (Linda Babcock & Sarah Laschever, 2003)

- Women avoid negotiation because they are
 - unsure what they “deserve”; fear asking too much
 - worried about harm to relationships
 - less optimistic about benefits of negotiation
 - not confident of their negotiation skills
 - relatively risk-averse
- In negotiations, women tend to
 - * ask for less -- and therefore receive less
 - * use “interest-based” negotiation approach, focused on underlying needs/motives rather than narrow concrete goals

(*Getting to Yes: Negotiating Agreement Without Giving In*, Roger Fisher & William Ury, 1990)



Exercise

- Do you have a default conflict management or negotiation “style”?
 - If so, in what ways is this style good or bad?
 - Is compromise always good?
- Use the worksheet to review the goals of your previous negotiation
 - Can you identify topical, personal, relational, and process goals?

Share your thoughts with a partner

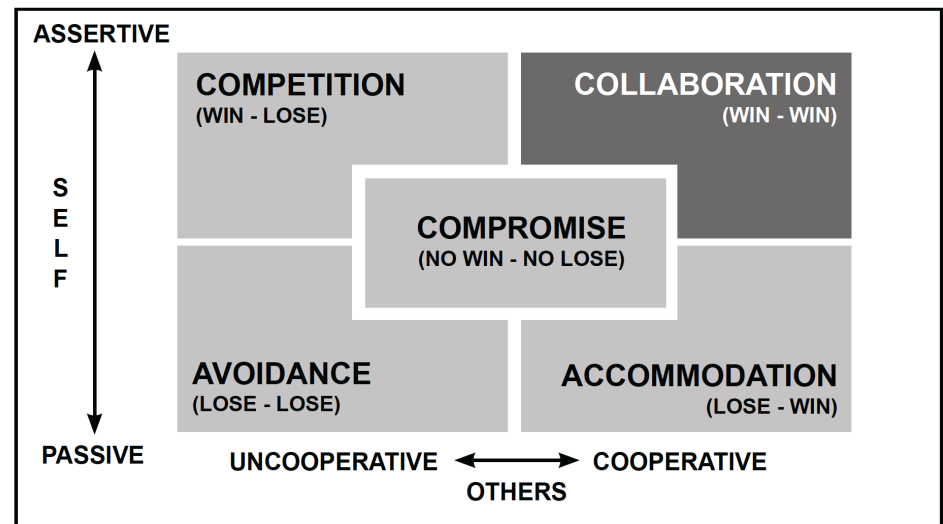
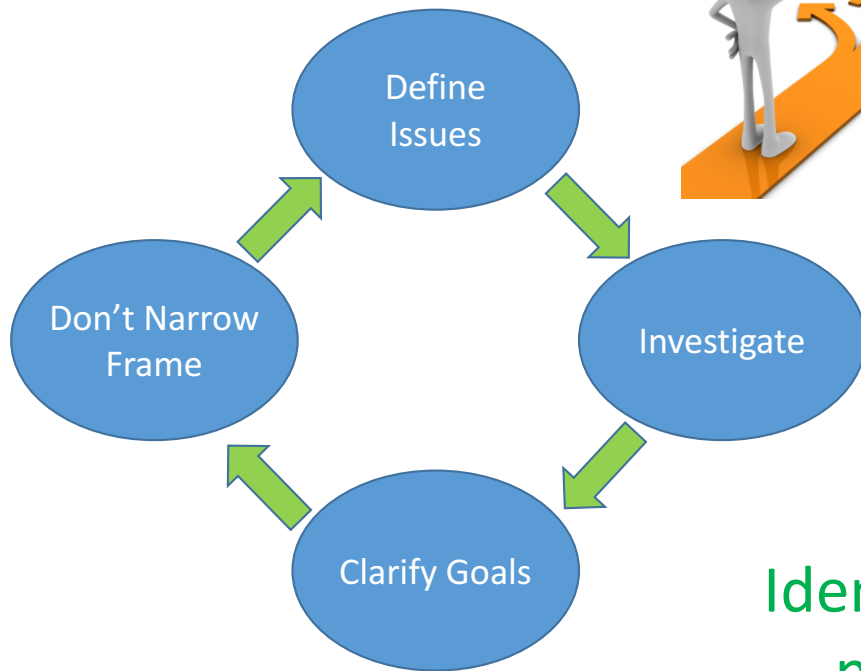


Figure 8.1. Thomas-Kilmann conflict style model.

Preparing to Negotiate



Identify *multiple* acceptable outcomes

BATNA: Best Alternative to a Negotiated Agreement



Identify possible consequences of negotiating, or not doing so!

(*Getting to Yes: Negotiating Agreement Without Giving In*, Roger Fisher & William Ury, 1990)

Preparing to Negotiate (cont'd)

- Decide whether and what to negotiate
 - Consider the various possible acceptable outcomes
 - *But keep goals in mind, don't negotiate with yourself!*
 - Is it likely you can do better than your "BATNA"?
 - Is it worth the time and effort?
 - What will you do if your partner doesn't agree?
- What mode of communication will you use?
 - In person? By Skype or phone? By e-mail?
 - Think about the pros and cons of each.
- Contact the other party, and arrange a meeting.

**IF ONE PARTY WILL
NOT NEGOTIATE, IT'S
HARD TO
CHARACTERIZE IT AS
A NEGOTIATION.**

QUOTEHD.COM

Lee Moak

Exercise

- Review the negotiation you analyzed last time.
 - Did you prepare thoroughly?
 - If so, how? Could you have done more?
 - If not, why not?

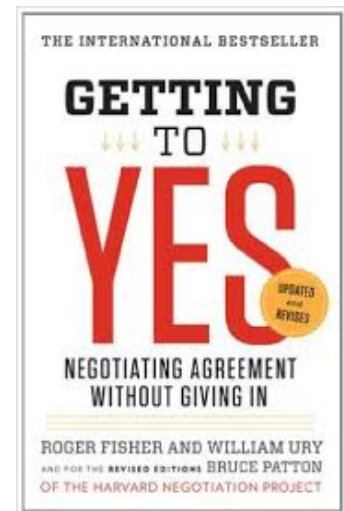
Share your reflections with a partner



The Negotiation Meeting: Strategy

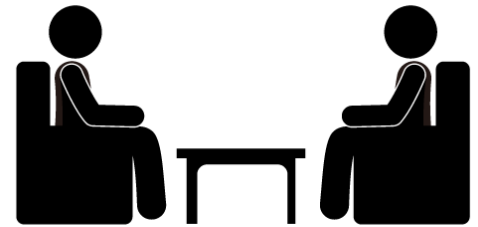
- Separate people from the problem: don't take things personally.
- Focus on interests rather than positions
 - Seek to engage in “integrative” negotiation.
- Generate a variety of options before settling on an agreement.
 - Don't “narrow frame”
- Insist that the agreement be based on objective criteria
 - Rank any proposed agreement relative to your **BATNA**
 - Be specific, not general

(*Getting to Yes: Negotiating Agreement Without Giving In*, Roger Fisher & William Ury, 1990)



The Negotiation Meeting: Actions

- Listen actively
- Ask questions
- Work to establish rapport
- Make sure to state all of your needs and proposals
- Understand their needs and goals
- Test your understanding of their goals and situation
- Use objective data to justify your arguments
 - *But respect knowledge asymmetry*
- Don't automatically accept a first offer
- Think creatively about options to meet both parties needs
- Be fully present. Be aware of body language & tone of voice
- Explicitly check your understanding of any agreements reached



<https://www.govloop.com/community/blog/10-tips-for-women-and-negotiation/>

Post Negotiation



- Confirm agreements in writing
 - Send a polite e-mail reiterating your understanding of the agreement(s) reached.
 - Request confirmation
 - If agreement changes an (employment) contract, get a revised contract before signing.
- If there are disagreements, return to negotiation.
- Hold the other party accountable for the agreements they make.
- Follow through on any commitments you make.

Exercise

- Review the negotiation you analyzed last time.
 - Were you able to separate people from the problem?
 - Did you focus on interests or positions during the meeting?
 - Did you generate more than one option for an agreement?
 - Did you make specific agreements?
 - Was the outcome better than your BATNA?
- Are you satisfied with how you acted during your negotiation meeting?
 - If so, what went well? If not, what would you do differently?
- Did you confirm the agreements that were reached?
- What were the consequences of the negotiation itself and any agreement?



Share with a partner

ANY
QUESTIONS
?