

**Career Development Workshop for Women
Workshop on Negotiation
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Negotiation: It's Personal

To warm up to the subject of negotiation, we ask you to thoroughly review one situation in which you had to negotiate with someone else on your own behalf. Almost any situation in which the outcome truly mattered to you will do. To get the most out of this workshop, however, we suggest you analyze a professional negotiation having to do with your career – and possibly one in which you were not entirely satisfied with the outcome.

You will have the opportunity to discuss your situation with a partner or possibly even the entire group, if you wish – however, you will decide whether you wish to publically disclose anything and, if so, what you wish to share.

First take a few minutes to reflect on possible negotiations you have undertaken to analyze and choose one you would like to explore.

Then jot down some private notes in answer to the following questions:

1. Describe the situation and basic facts of the negotiation: what were you negotiating for, with whom, and when?

2. Was there a definite time-limit or deadline for the negotiation?

3. How did you prepare for the negotiation? Did you have a clear idea of your needs, and of what was possible to negotiate for, before you began?

4. How did you feel before the negotiation – e.g. nervous, confident, indifferent, etc.?

5. How did you communicate with the other party during the negotiation – in person, by e-mail, by phone, etc.?

6. Did you negotiate in “one dimension” – i.e. over only one issue – or in multiple dimensions – i.e. several issues?

7. Did you make an attempt to understand the position of the other party? Did they attempt to understand yours?

8. Did you only articulate a bargaining position, i.e. what you were specifically “asking for”, or did you describe your interests, i.e. the reasons you were engaged in negotiation? If you described your interests, were they heard by the other party?

9. Did the other person only articulate a bargaining position, or did they describe their interests? If they described their interests, did you hear and understand them?

10. Did you end up “compromising” with each other – e.g. each giving ground on every issue at hand – or did you try to “optimize” by learning how closely you could meet the interests of both parties?

11. Do you feel you had adequate knowledge to engage in negotiation over the issue(s) at hand?

12. What determined when the negotiation ended, and a resolution was reached?

13. What power did the other person have in the negotiation?

14. What power did you have in the negotiation?

15. What was the outcome of the negotiation for the issue(s) at hand?

16. What was the outcome of the negotiation for the relationship between you and your negotiating partner?

17. How did you feel about how you handled yourself during the negotiation?

18. How did you feel about the process followed during the negotiation?

19. In retrospect, do you feel the issue(s) under consideration were appropriate topics of negotiation?

20. In retrospect, what would you do differently?

We realize that analyzing a past negotiation, especially one you were not entirely satisfied with, is very hard work. Thank you for working on this! Keep these notes with you to refer to in the rest of the workshop.