

The Art of Effective Negotiation

Geraldine Richmond

University of Oregon and COACH

Laura H Greene

National High Magnetic Field Laboratory

Florida State University ♦ University of Florida ♦ Los Alamos National Laboratory

Department of Physics, Florida State University

lhgreene@magnet.fsu.edu

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<http://coach.uoregon.edu>

Moving from the classroom to the workforce

Classroom



Academic
Research



First job



Where do we as scientists and engineers learn about appropriate workplace behavior and effective communication methods in the laboratory environment?

Mostly by example.



Effective negotiation is more than
just asking for a higher salary

it's really about reaching an
agreement on a tough subject

Today's focus

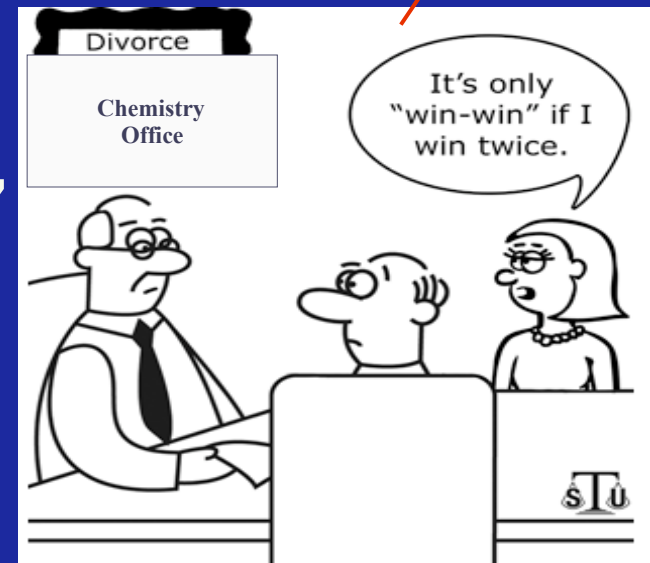
Successful techniques for
increasing your communication and
negotiation skills in the technical
workplace.

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”

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



Negotiation is NOT a
one shot deal.

It's a 10 Act Play!

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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
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.

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

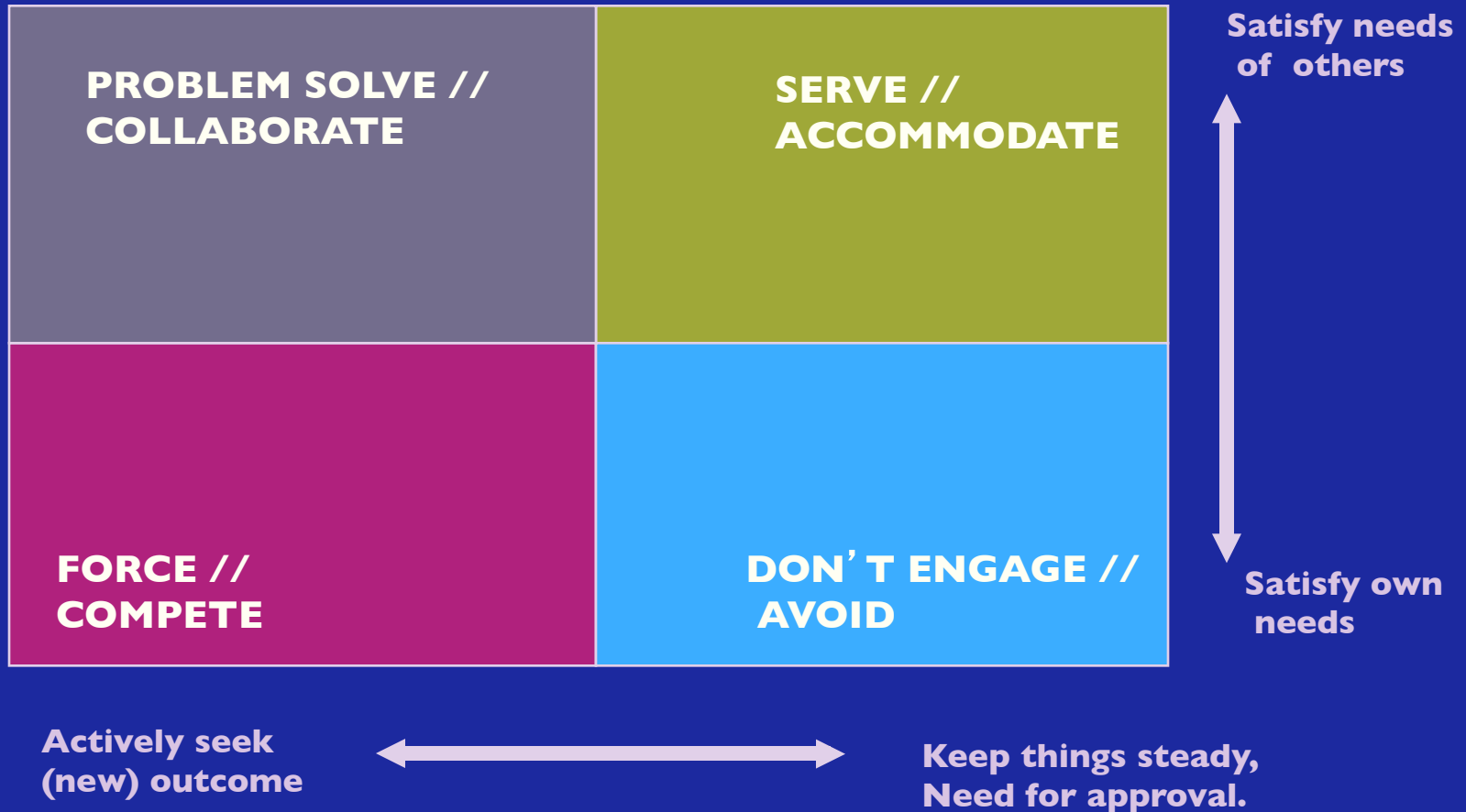


Acceptable
Lower Limit

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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
- Learn how to keep the dialogue focussed

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...”

Recognize the importance of body language in a negotiation

Up to 93% of communication is nonverbal

- Stand or sit tall with open posture and gestures
- Have the head and chin up
- Use respectful and attentive eye contact



Recognize the importance of body language in a negotiation

Study their body language to help you understand what is not being verbally communicated.



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.

Research shows that you can summon a surge of power and confidence with simple exercises

Holding a “power body pose” for 2 minutes

- increases feelings of power
- increases tolerance for risk

The powerful postures allowed subjects to gain confidence due to psychological, physiological, and behavioral changes

Strong body poses



Weak body poses

