

A Negotiation Primer: Strategies for Career Success

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- She's a girl!
- You can negotiate as an everyday part of life.
- The ability to negotiate can significantly improve the quality of life for you and those around you.
- Successful negotiation is a win-win.
- You can negotiate for things that you didn't realize were negotiable.
- You can learn how to negotiate, too.

Outline

- Why is Negotiation Important?
- Why don't Women Negotiate?
- Strategies for Effective Negotiation
 - Negotiating Styles
 - Do Your Homework!
 - Power and Negotiation
 - Conducting the Negotiation
- Let's Practice!

Why is Negotiation important?

- Negotiation is a valuable skill in EVERY part of your life.
- Effective negotiation produces mutually beneficial outcomes for all involved.
- It is most enjoyable when both parties gain something and develop positive working relationships.
- The long-term benefits of a mutually respectful relationship are as important as the short term gains.

Some Statistics on Negotiation

- Men initiate negotiations 4 times more often than women.
- 58% of men vs. 7% of women negotiated their first job offer.
- Men describe negotiation as “fun” like “winning a ball game”.
- Women describe negotiation as “scary” like “going to the dentist”.
- Women, on average, last negotiated 18 months ago to buy a car or home.
- Men, on average, negotiated in the last two weeks to ask a colleague to support a project or ask their wife to pick up a child.

What does Research say about Women & Negotiation?

Women tend to be more pessimistic about their worth.

Salary differences for men and women persist, in part, because women don't negotiate.*

But its more than just salary...

Negotiation can have a profound effect on a woman's career trajectory (lower \$ = less value).**



Why Don't Women Negotiate?

- They fear that negotiating will damage a relationship.#
- They are socialized as children to take what they are given.@
- They don't realize that they can.
- They have learned that society can react badly to women who assert their own needs and desires.*
- They don't know how to negotiate.
- They lack the personal and professional networks they need to succeed at negotiation.**

BUT....

This can be changed by providing multiple opportunities for women to:

1. become aware of the issues,
2. learn about the negotiation process,
and
3. practice negotiating.



Strategies for Effective Negotiation

- Understand Negotiating Styles
- Do Your Homework (Set goals, Collect data, Be prepared to compromise)
- Understand Power/Use Positive Tactics
- Conduct the Negotiation (Build trust/goodwill, Separate people and issues, Argue interests not position, Listen, Monitor and Adjust)

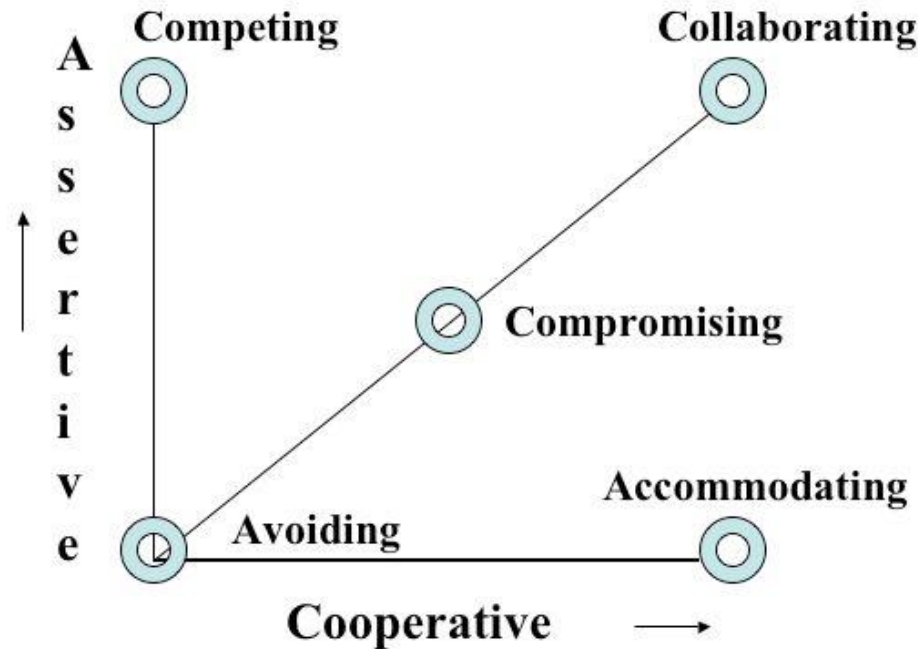
Identify Your Own Negotiating Style*

- Competing
- Accommodating
- Avoiding
- Collaborating
- Compromising

*Thomas-Kilmann Instrument for Conflict Resolution

Identify Your Negotiating Style

Thomas Kilmann Conflict-Handling Modes



Competing Style

- Assertive and uncooperative
- Individual pursues own concerns at the other person's expense.
- Power-oriented mode in which you use whatever power seems appropriate to win your own position—your ability to argue, your rank, or economic sanctions.
- Competing means "standing up for your rights," defending a position which you believe is correct, or simply trying to win.

Accommodating Style

- Unassertive and cooperative
- Individual neglects her own concerns to satisfy the concerns of the other person.
- There is an element of self-sacrifice in this mode.
- Might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view.

Avoiding Style

- Unassertive and uncooperative
- Individual neither pursues their own concerns nor those of the other individual.
- Does not deal with the conflict.
- Might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

Collaborating Style

- Assertive and cooperative
- Involves an attempt to work with others to find some solution that *fully* satisfies all concerns.
- Requires digging into an issue to pinpoint the underlying needs and wants of all concerned.
- Might take the form of exploring a disagreement to learn from each other's insights or trying to find a creative solution to a problem.

Compromising Style

- Moderate in both assertiveness and cooperativeness.
- Objective is to find some expedient, mutually acceptable solution that partially satisfies both parties.
- Gives up more than competing but less than accommodating.
- Addresses an issue more directly than avoiding, but does not explore it in as much depth as collaborating.
- Might mean splitting the difference between the two positions, exchanging concessions, or seeking a quick middle-ground solution.

Styles

- Most people have a predisposition for one style but use more than one.
- Different relationships require different styles.
- All styles have advantages and disadvantages.
- Identify your behavioral patterns and tendencies so you can mitigate them.

What Can You Negotiate?

Everything can be negotiated:

- Salary
- Resources
- Teaching
 - Number of courses
 - Level of course
 - Labor-intensiveness of course
 - Teaching assistance
 - Ability to teach in one's area
 - When/where you teach

More Things to Negotiate...

- Extra compensation for performing extra institutional work
 - Research assistants
 - Summer salary
 - Course reduction
 - Support for postdocs
 - Support for graduate students
 - Needed equipment
 - Extra term off
 - Early sabbatical

Doing Your Homework: Prepare to Negotiate

- Set your goals and targets
- Collect supporting data and information
- Use your goals and tradeoffs to create an agenda for yourself (**B**est **A**lternative **T**o a **N**egotiated **A**greement)*
- **Consider what matters to the other person****
- Practice negotiating with someone else

Power and Negotiation

- Power struggles are a natural part of negotiation.
- It is important to understand how power is projected.
- Positive tactics: collect data, put the request in writing, project confidence through your physical posture, reframe the issue, and utilize the power of silence.
- Negative tactics: build negative coalitions, pursue the optimum outcome at all costs (“my way or the highway”), and use emotionally-charged arguments.

Power and Negotiation

Focus on positive tactics...

Conducting the Negotiation

- Separate the people from the issue(s).
- Build trust and goodwill from the beginning.
- Avoid over-empathizing with the other person.
- Be prepared to compromise but don't make concessions too quickly or too willingly.
- When you give up something, do it gracefully and pleasantly.

Conducting the Negotiation

- Listen carefully (acknowledge feelings vs. agree) and listen for ulterior motives, hidden agendas, preconceived notions.
- Respect the other person's power, as well as your own power.
- Don't be discouraged by disagreements.
- **Argue your interests, not your position.**
- Monitor in-process and adjust.

Concluding the Negotiation

- End it politely and graciously, even if you are not successful.
- If your goal is critically important, ask to discuss it with someone else.
- Thank the other person for their time and willingness to hear you out.

Closing Thoughts

- Negotiation works everywhere.
- You will not always get what you want by asking, but it IS unlikely that you will get what you won't if you do not ask at all.
- Negotiation requires preparation.
- Negotiation improves with practice.

References

- Williams, N. & V. Valian, *Tips for effective negotiating*, Unpublished manuscript, Gender Equity Project, Hunter College.
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- Babcock, Linda and Sara Laschever. 2003. *Women Don't Ask*, Princeton, NJ, Princeton University Press.
- Stark, Peter and Jane Flaherty. 2002. *The Only Negotiating Guide You'll Ever Need*, New York, NY, Broadway Books.
- Ramsey, Linda. 2010. *Women Don't Ask: Negotiation and the Gender Divide – A Book Review, [PowerPoint slides]*. Retrieved from ADVANCEing Faculty website: <http://www.advance.latech.edu>

References

- Valian, V., *Power, Effectiveness, and Gender*, Unpublished manuscript, Gender Equity Project, Hunter College.
- Babcock, Linda and Sara Laschever. 2008. *Ask for It! How Women Can Use the Power of Negotiation to Get What They Really Want*, New York, NY, Bantam Books.

Questions?



Now, let's practice!



Negotiation Scenario in Department X

The chair of your department has recently been unusually busy handling increasing demands from the administration regarding revisions to the curriculum, organizing the search for 2 new hires, and establishing a new mentoring program for honors students. In addition, the chair has had a hard time engaging the faculty's help with these tasks, as well as filling the seats on standard departmental committees (e.g., the grade appeal committee). The last 2 faculty members to ask the chair for special consideration on an issue or for a favor have had their request refused.



Group Activity

Break into groups of 4, read the scenario, and discuss how to conduct the negotiation. Consider what the chair's position might be and how to address the chair's concerns or create a solution that is mutually beneficial. Decide the best way to conduct the negotiation. Consider the following questions:

- What information do need before you begin the negotiation?
- When and how should you approach the chair?
- How can you raise the subject of the negotiation?
- How can you respond if the chair initially denies your request or seems unwilling to negotiate?

One person should report the 3 most important thoughts from your group.



Now, practice!

- Break your group into two pairs and role-play the negotiation around the assigned scenario between the faculty member and her department chair.

Things to Remember

- Set your goals/agenda
- Collect data and information
- Determine your BATNA
- Consider what matters to the other person
- Build trust/goodwill from the beginning
- Separate the people and the issues
- Argue your interests not your position
- Listen (acknowledge vs. agree)
- Monitor and adjust
- Concede graciously and say thank you at the end

Want more practice?

- Babcock, Linda and Sara Laschever, 2008. *Ask for It! How Women Can Use the Power of Negotiation to Get What They Really Want*. New York, NY. Bantam Books.

Negotiation Gym

- 6-week set of practice exercises
- The goal is to become comfortable hearing the word “No”.
- Starts with small asks of strangers with low stakes.
- Builds to asks from family and friends, as well as larger asks still with higher stakes.
- Keep notes on which strategies work best, which need more practice.

Other References

- Salary Negotiations
http://professionalpractice.asme.org/Communications/Negotiation/Salary_Negotiation.cfm
- Job Interview
http://www.virginia.edu/vpr/postdoc/docs/negotiations_handout.pdf
- Negotiation Resources on the ADVANCE Portal at
<http://www.portal.advance.vt.edu/index.php/tags/negotiation>
- WEPAN Knowledge Center:
<http://www.wepanknowledgecenter.org>

Questions?

THANKS!!

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