Goal & Objectives:

Goal: Acquire strategies to make your negotiations more satisfying and successful

Objectives:
› Identify strategies to prepare for negotiation
› Identify strategies to conduct successful negotiations
› Apply strategies and get feedback for improvement

Let’s talk about Your experience with negotiation:
› What was your most recent successful negotiation?
› What was your most recent failed negotiation?
› What questions do you have about negotiation?
What is Negotiation?

- Discussion aimed at agreement
- Method to settle differences/competing interests
- Trying to work out a conflict or problem
- Process between two or more parties (each with its own aims, needs, and viewpoints) seeking to discover common ground and settle a matter or mutual concern or resolve a conflict

Factors Before Negotiation

› About you:
  › What do you want? Goals and Objectives?
    - ONE coherent clear, short sentence of what you want
  › What is the data you have to support the position?
  › What levers do you hold?
  › What will you accept (BATNA: Best Alternative to a Negotiated Agreement) if you don’t get quite what you are asking for?

› About Them
  • What do they want? Their goals?
  • What is the AUTHORITY of the person doing the negotiating?
  • What will they oppose and what will you do to address this?
  • Who else is involved?
  • What is the power differential (student or Chair/Dean?)
Types of Negotiating Positions

1. Yield/ conciliation: reduce goals
2. Stonewall: *If you wait by the river bank long enough, the bodies of your enemies will float by* Sun Tzu
3. Positional: only so much pie - or - win/lose; therefore big demands, threats, time pressures, increase leverage

Interest based negotiation is best

› Collaborative Problem solving (part of the same group)
› Separate People from Problem
› Focus on interests rather than Positions
› Invent options (out of the box) for mutual gain
› Use objective criteria (have data)

Separate people from problem

› Technique: Expectation/ Observation/ Jointly addressing issue
› UNDERSTAND their thinking: make benign assumptions
› Look out for attribution error: we see them as having poor motives and our own behavior as a result of circumstances
› Soft on people, hard on the problem
Foster Relationships

Trust, accountability & reciprocity all rely on acknowledged interdependence.

Others need to believe that working with you better fits their interests than working independently or against you.

What will make this WIN/WIN?

Foster Relationships:
Differentiate between Issues, Positions & Interests

› An issue is clerkship success (Measured by Honors).
› A position is a demand.
› Interests are the reasons behind the demand or position
  • I can’t meet the required RVUs, teach, lead curriculum reform and do all the administrative work required.
  • I want to focus on curriculum rejuvenation and standards.
  • I’m losing potential opportunities by not having time to visit new sites for students and get to know the associate faculty.
  • The Department wants faculty sharing limited resources.
  • The Chair wants to be known for an academic Department.
  • The financial manager is concerned about more costs.

Factors During Negotiation

1. LISTEN…..LISTEN…..LISTEN…..LISTEN
2. Make your case SHORT (expand as asked)
3. Don’t react: take a mental break or an actual break: What do you think about coming back to this in….hours/ days/ weeks?
4. Make YES easy: incorporate their ideas, save face, common ground, ask for their advice
5. Make NO hard: real consequences (not threats) that you both understand and/or share (patient safety; Match results)
6. ASK: Why do you think that? What are your concerns? What if? Is this the best “the department” can do?/we can do?
Ask Questions: Identify & keep focus on Interests

Ask about reasons: Why is this important to you?
Ask about priorities
Ask about time
Ask about possibilities
  What if we did it this way?
  Help me understand why this will or won’t work...
Use “If…, then…?” questions, “Yes…, and…” responses
If I agree on A, will you be willing to move on B?
  Yes, I’ll work on this, and while I’m doing this, you can…

Manage Resistance

People resist for good reasons
  • Technical – it won’t work
  • Cost/Benefit – costs too high relative to benefits
  • Intellectual – disagree
  • Political – will lose alliances
  • Process – uncertainties
  • Personal costs – loss of control, power, expertise, benefits; more work

Find out why people are resisting and deal with the source of resistance

Manage the Process:

• Keep Going when Negotiations get Stuck
• Step away to reset perspective
• Name what is happening
• Explore assumptions more deeply
• Explore consequences of no agreement
Back to why you’re here

› Consider what you wrote about your next important negotiation.
› With a partner discuss what you can do to improve your chances of success in your next important negotiation.

Take Away:

Lead through Your Negotiations

Listen
Transforms Understanding

Learn Together
Transforms Relationships

Create Shared Value Agreements
Transforms Own and Others’ Outcomes