

Negotiating Skills for Faculty Development Day

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What are we trying to accomplish?

- Negotiations in workplace vs. outside world
- Workplace more similar to friends/family vs. car dealership/ home purchase
- Maintain relationship
- Need to continue to work together
- Only one of many negotiations in future

Competitive vs. Collaborative Negotiations

- | Competitive | Collaborative |
|--|---|
| • Win-Lose | • Win-Win |
| • Information is power to be used for personal advantage | • Learning everything possible makes cooperation possible |
| • Maximize your own power and minimize power of opponent | • Participate as equals with equal power |
| • Reward is fixed and finite | • Enlarge the pie |
| • Self-interest | • Goals of both parties are important |
| • Focus on independence from other party | • Recognition of interdependence |

Disadvantages of collaborative style of negotiation

- Inappropriate compromise or accommodation
- Concern for other can lead to manipulation
- Providing information may put you at disadvantage if opponent is competitive
- Requires cooperation of the other

Disadvantages of competitive style of negotiation

- Bias toward confrontation
- Hard on relationships; breeds mistrust and resentment
- Distorts communication; disclosure leads to vulnerability
- Encourages threats, ultimatums, impasse

Collaborative language and style

- Develop relationship of openness and trust.
- Use "we" language; seek common interests.
- Listen actively.
- Be constructive.
- Persuade rather than coerce.
- I can appreciate why you feel that way; in your position, I might also feel that way.
- Assume there is a solution.
- Be firm in your goals, flexible in your means.

FIRST IMPORTANT RULE OF NEGOTIATIONS: PREPARE

- Prepare for negotiation
 - What is reasonable to ask for or to give?
 - What do others get?
 - What is within the power of other person?
 - What is most important to organization?

Other aspects of preparation...

- Think about your priorities.
 - What is most important?
 - What is least important?
 - Can you develop benchmarks for performance and rewards?
- Learn about the other person
 - What does (s)he value?
 - What gets him/her upset?
 - What is his/her style of negotiating?

Other aspects of preparation...

BATNA
(best alternative to negotiated agreement)

SECOND MOST IMPORTANT RULE OF NEGOTIATION: PATIENCE

- Have patience with process of negotiation
 - Have multiple sessions
 - Agree to think about solutions
 - Compromise means no one gets everything, but everyone gets something

HELPFUL HINTS WHEN INVOLVED IN NEGOTIATIONS

- Utilize an effective style of presentation of information
 - Eye contact
 - Strong statements: "I will" vs. "I will try"
 - Avoidance of anger
 - Avoidance of tears
 - Handshake as equalizer

HELPFUL HINTS WHEN INVOLVED IN NEGOTIATIONS

- Utilize feedback from other person
 - Use empathy; see situation from his/her perspective; address his/her concerns
 - Ultimatums or threats lead to negative reaction
 - Notice whether (s)he is paying attention and respond appropriately (address it; come back later; ask question)
 - Disagree with a point but not the person (be explicit and positive; specify agreement and disagreement)

End of Negotiation

- Be positive
- Leave on good terms
- Avoid anger, resentment, guilt, entitlement

THIRD MOST IMPORTANT RULE OF NEGOTIATION: Put in writing

- Put everything in writing
- Purpose is to avoid misunderstandings or confusion
- People leave their positions, but documents and written promises remain !

Negotiating Tricks: recognize in others

- Mother Hubbard: the cupboard is bare
- Back office: buyer or seller claims to have no authority and has to consult others
- Quivering quill: get concessions at the point of sale when other party is eager to sign
- Good will conceding: give in on an unimportant point in order to gain something important
- Take it or leave it
- Will only negotiate on one subject
- Seeming to act against your own interest
- Play it calm and cool as if you don't care about results

QUESTIONS ???