

EXCELLENCE *in* ACADEMIC LEADERSHIP

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Homework

1. Re-visit your definition of leadership and reflect on your strengths; how will you play to them? What would you like to focus on going forward?
2. Do you see a paradigm shift in your field or institution? How will your leadership help your colleagues prepare for or react to it? Record your thoughts in your journal.
3. Prepare for your negotiation and read the case study, "Are You the Doormat?" sent in advance.



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Influence Persuasion Negotiation Dealing with conflict



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Preparing to Negotiate

- 1 You have three minutes to prepare
- 2 *Remember, please do **not read or show** your confidential role information to your counterpart*
- 3 Think about what you want and how you will get it
- 4 Make notes!



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Directions

- 1 Negotiate with your counterpart until time is called
- 2 Complete written contract
- 3 Come back from the breakout when done: one member submits summary of terms using the link in chat
- 4 Do not discuss your results before we reconvene

Your Negotiation Experience

Photo: Jandy Clow on Unsplash

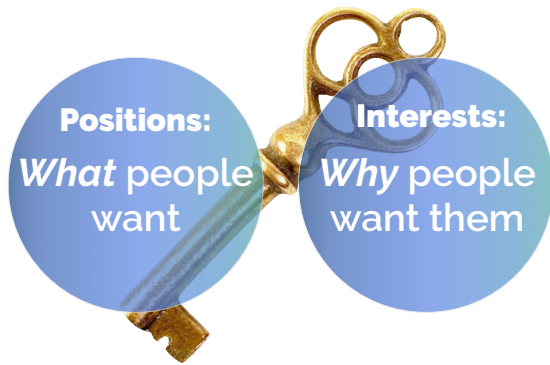
Elements to Manage

- | | |
|------------------|-------------------------|
| 1 Specific terms | 4 Preserving reputation |
| 2 Venue | 5 Being fair |
| 3 Participants | 6 Saving face |
| | 7 Winning |
| | 8 Getting the deal |
| | 9 Precedent |

Psychological Aspects



- 1 Personal, intangible considerations
- 2 Rapport-building
- 3 Information seeking
- 4 Effective interpersonal interactions



- 1 Two or more parties
- 2 Conflict
- 3 Voluntary
- 4 Preference for resolution
- 5 Expect give and take
- 6 Management of intangibles, givens

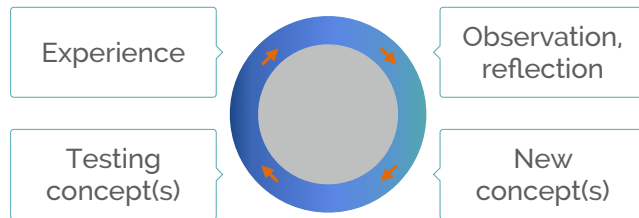


- 1 A process
- 2 A conversation
- 3 Affected by personalities
- 4 Driven by information, values
- 5 A teachable, learnable skill



- 1 Communication
- 2 Timing
- 3 Trust
- 4 Preconceived ideas
- 5 Different values/needs
- 6 Listening

Adult Learning Model



Kolb (1984)



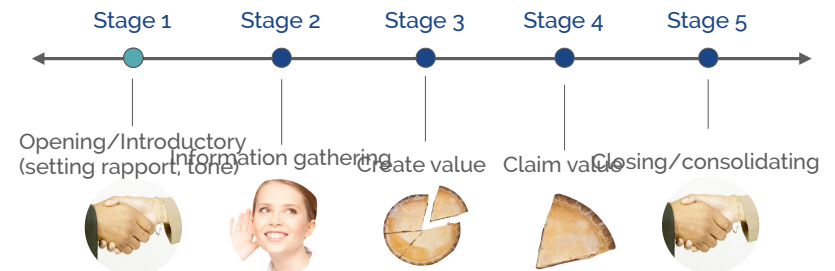
- 1 What did you do well?
- 2 What did others do well?
- 3 What would you like to do differently?
- 4 How, *specifically*, will you do better next time?


What one or two things will you concentrate on?

Some Negotiation Theory



Stages of Negotiation







Or, Northcraft's ABCs

Acquire information
Interests vs. Positions

Make the pie **bigger**
"Creating" value

Claim your share of the
interests ("claim" value)

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Persuasion
Negotiation

?????

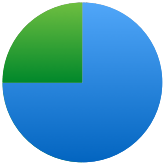
Negotiators who ask more questions get better results.

- ❓ **How good are your questions?**
- 👂 **How well do you listen?**


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Types of Negotiation

Distributive



Integrative



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ask yourself

How many of the negotiations that you do at work are one-time interactions with people you will not deal with again ...

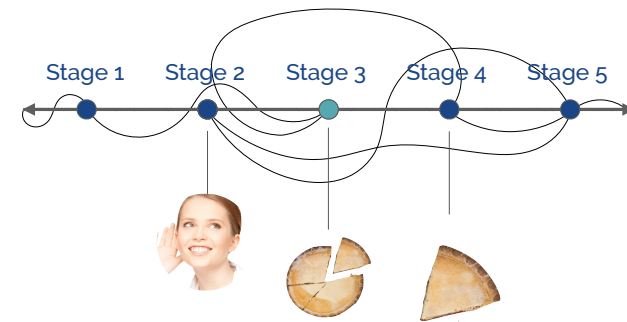
...as opposed to embedded in long-term relationships?

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Critical Questions

- 1 Deal or dispute?
- 2 Single or multiple issues?
- 3 Close or distant relationship?
- 4 One-time or continuing?
- 5 Relative roles of you and the other party?

Stages of Negotiation



Negotiation
Literature

What can you do in a typically **win-lose** negotiation, like buying a car, to create **more value** for all concerned?



Negotiation
Literature



Case Study Discussion

photo: Chris Sabor on Unsplash

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Win-Win Negotiations

Multiple Issues

Trade-offs Possible

Long-term Relationships

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Negotiator Errors

Bazerman & Neale
Negotiating rationally: the power and impact of the negotiator's frame
Academy of Management Executive, 1992 Vol. 6 No. 3

- Assuming that gains must come at the expense of the other party and miss opportunities for trade-offs
- Relying on readily-available information
- Failing to consider information available by focusing on the other side

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Check Your Preparation

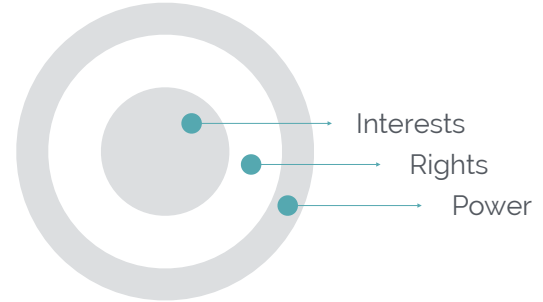
- 1 Have you conceived of your interaction as a negotiation?
- 2 Have you thought about your interests?
- 3 Have you considered the interests of the others involved?
- 4 Do you have a plan?

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Integrative Approach

- Build trust
- Ask questions
- Be patient
- Share information
- Brainstorm: make, request proposals



Ury, Brett, Goldberg (1989)



- Transaction costs
- Satisfaction with outcome
- Effect on relationship
- Recurrence

IRP Analysis

	You	Other
Interests		
Rights		
Power		



Homework

1. Consider interactions you have that you now see as negotiations: what can do you do to improve your preparation for these conversations? Record them in your journal.
2. Send us topics of difficult conversations around feedback you find challenging (next session is about giving and receiving feedback).

Questions or concerns?

Key takeaways?

“Action expresses priorities”



Thank You