EXCELLENCE in ACADEMIC LEADERSHIP

By the National Center for Principled Leadership & Research Ethics at the University of Illinois at Urbana-Champaign

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.

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

Your Negotiation Experience

Elements to Manage
1. Specific terms
2. Venue
3. Participants
4. Preserving reputation
5. Being fair
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
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**Positions:**
- What people want

**Interests:**
- Why people want them

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**Negotiation:**
- Two or more parties
- Conflict
- Voluntary
- Preference for resolution
- Expect give and take
- Management of intangibles, givens

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**A Negotiation Is:**
1. A process
2. A conversation
3. Affected by personalities
4. Driven by information, values
5. A teachable, learnable skill

**Always the issues to consider:**
1. Communication
2. Timing
3. Trust
4. Preconceived ideas
5. Different values/needs
6. Listening
Adult Learning Model

- Experience
- Observation, reflection
- Testing concept(s)
- New concept(s)

Kolb (1984)

After a Negotiation

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

Some Negotiation Theory

Stages of Negotiation

- Stage 1: Opening/Introductory (setting rapport, tone)
- Stage 2: Information gathering
- Stage 3: Create value
- Stage 4: Claim value
- Stage 5: Closing/consolidating
ACBs
Or, Northcraft’s ABCs

Acquire information
Interests vs. Positions

Make the pie bigger
“Creating” value

Claim your share of the interests (“claim” value)

Negotiators who ask more questions get better results.
- How good are your questions?
- How well do you listen?

Types of Negotiation

Distributive

Integrative

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?
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?

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

Negotiation Literature

Negotiation Literature
Case Study Discussion

Win-Win Negotiations

- Multiple Issues
- Trade-offs Possible
- Long-term Relationships

Negotiator Errors

- 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

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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1. Build trust
2. Ask questions
3. Be patient
4. Share information
5. Brainstorm: make, request proposals

Integrative Approach

Lvy, Brett, Goldberg (1989)

Interests
Rights
Power

Satisfaction with outcome
Effect on relationship
Transaction costs
Recurrence

IRP Analysis

You
Other

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<th>Interests</th>
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Shared Interests?
Questions or concerns?

Key takeaways?

1. Consider interactions you have that you now see as negotiations: what can 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).

“Action expresses priorities”

Thank You