EXCELLENCE in ACADEMIC LEADERSHIP

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

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
**Positions:**
What people want

**Interests:**
Why people want them

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**Negotiation?**

1. Two or more parties
2. Conflict
3. Voluntary
4. Preference for resolution
5. Expect give and take
6. 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

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**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)

Some Negotiation Theory

Stage 1: Opening/Introductory
- Setting rapport, tone

Stage 2: Information gathering

Stage 3: Create value

Stage 4: Claim value

Stage 5: Closing/Consolidating

Stages of 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?
**Acquire** information
- Interests vs. Positions

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

**Make the pie** bigger
- "Creating" 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?

Stages of Negotiation

Stage 1 Stage 2 Stage 3 Stage 4 Stage 5

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

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

Ury, Brett, Goldberg (1989)

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IRP Analysis

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<tr>
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<th>You</th>
<th>Other</th>
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Shared Interests?

Transaction costs
Satisfaction with outcome
Effect on relationship
Recurrence
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”

Questions or concerns?

Key takeaways?

Thank You