

Principled Academic Leadership

Session 6: Negotiation

*By the National Center for Principled Leadership & Research Ethics
at the University of Illinois at Urbana-Champaign
Based on the work of C. K. Gunsalus*

photo: Jeremy Thomas

design: Aaron Robinson



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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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Negotiation

Influence Persuasion
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: Jeremy Clark on Unsplash

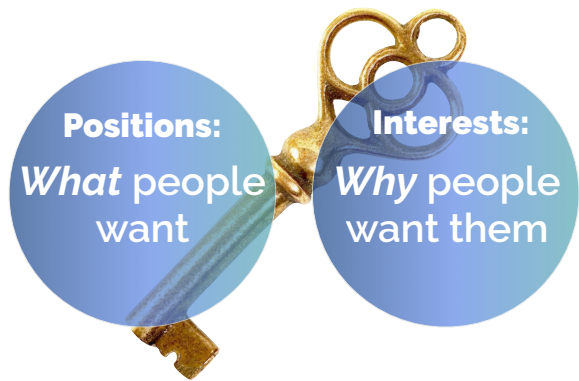
Elements to Manage

- | | |
|------------------|-------------------------|
| 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

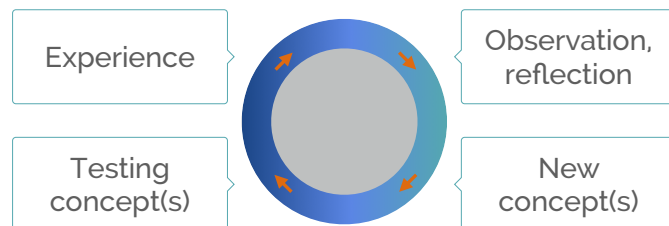


- 1 A process
- 2 A conversation
- 3 Affected by personalities
- 4 Driven by information, values
- 5 A teachable, learnable skill



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

Adult Learning Model



Kolb (1984)



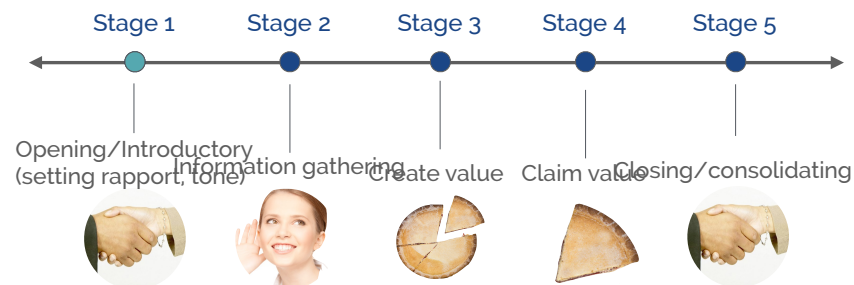
- 1 What did you do well?
- 2 What did others do well?
- 3 What would you like to do differently?
- 4 How, *specifically*, will you do better next time?

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)

?????

*Negotiators who ask more
questions get better results.*

 *How good are your questions?*

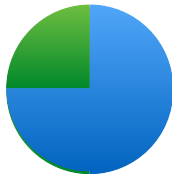
 *How well do you listen?*



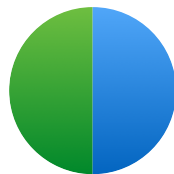
Persuasion
Negotiation

Types of Negotiation

Distributive



Integrative



ask yourself

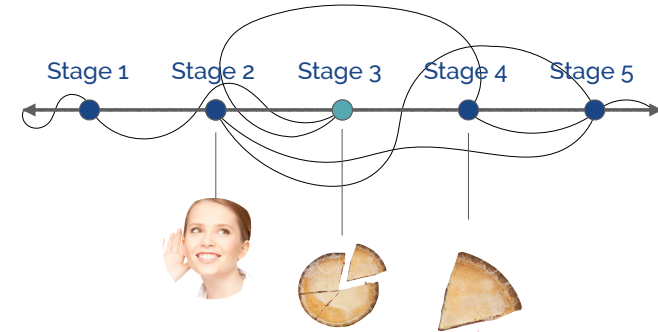
*How many of the negotiations that you
do at work are one-time interactions with
people you will not deal with again ...*

*...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



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?

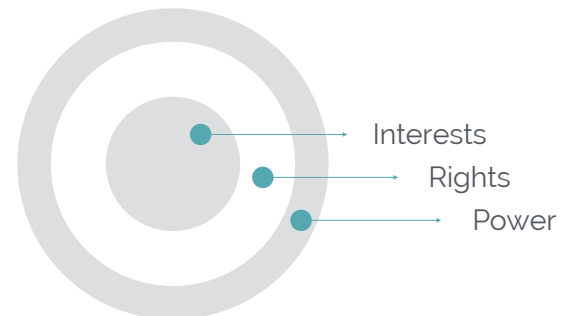


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Integrative
Approach

- 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		

Questions or concerns?

Key takeaways?



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).

"Action expresses priorities"



Thank You