

Academic Leadership and Management Institute

Negotiation Skills for Problem-Solving

based on the work of C.K. Gunsalus

photo: Jeremy Thomas


DESIGN: Aaron Robinson

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At End: Key Takeaways

- ✓ _____
- ✓ _____
- ✓ _____

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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 Submit your contract to the monitor
- 4 Do not discuss your results before we reconvene

Your Negotiation Experience

Photo: Joravy Clow on Unplash

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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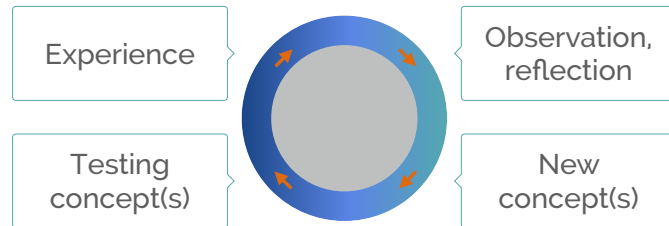
Always the issues to consider

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

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Adult Learning Model



Kolb (1984)



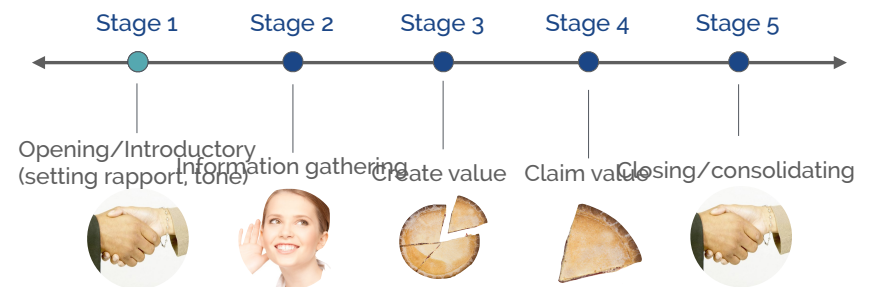
- 1 What did you do well?
- 2 What did others do well?
- 3 What would you like to do differently?
- 4 How, *specifically*, will you do better next time?


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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 Listen

 Listen

 Listen

 ? Ask questions



Build Rapport,
Trust

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Exercise

"Uh huh" (nodding)

"Tell me more about that."

"Help me understand more about..."

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Importance of
being heard



Importance of being
understood



Influence
Why?




Stop
Look
Listen
Beware
of trains

You might learn
something



Buy time

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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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Good moods promote creative thinking and openness to ideas.

People process information differently in different moods.



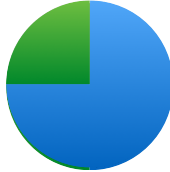
Persuasion
Emotions

Emotion is a self-fulfilling prophecy.

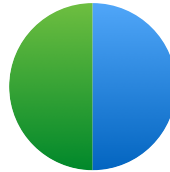
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Types of Negotiation

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 ...

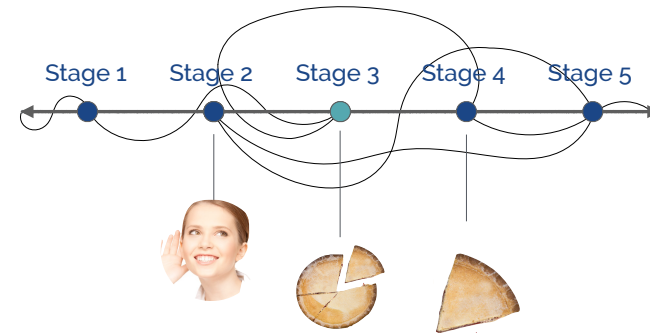
...as opposed to embedded in long-term relationships?

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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



Win-Win Negotiations



Multiple
Issues






Trade-offs
Possible



Long-term
Relationships



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






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?



Integrative
Approach

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

Case Study Discussion

A Teaching Dilemma

Dr. Nadeau, a senior research professor, has been assigned to teach the first course in a three-course sequence required major requires. She has done so every semester a full professor and senior faculty. For the Department, she teaches the second course in the sequence, completing the department's need for additional faculty. She also teaches the third course, which is the department's most popular course, a seminar that is well-attended and well-regarded. She is also the department's most popular professor.

Nadeau believes that her teaching approach is excellent, but she has received feedback and ratings that are lower than the other two courses. She has been asked to provide a written response to the department's request for a teaching strategy that has been successful for many years and has produced excellent student outcomes, including high rates of student retention in the major. This is a teaching only at one session class, over the longer term, student retention in the major is ultimately responsible for the success of the major. There is a higher retention rate for the class, which has been successful during the 1970s. She also completed the Nadeau teaching style in her previous years and also has provided students with the discipline and rigor necessary to succeed in their field.

There is a tension in the department between a group of full-time professors with a lot of energy, faculty, including both interest and senior professors, and the late career full professor in the department. The department is the department. The senior faculty are advocating for a more inclusive and non-competitive approach, while the full and other senior faculty are committed to maintaining the traditional research and focus of the department.

Your assignment: In pairs, imagine you are Nadeau.

1. Apply the DDM to Nadeau's situation. Be prepared to share out.
2. Define what success looks like for Nadeau in the short-term and long-term.
3. Make a plan for Nadeau's next steps. How should Nadeau approach this situation considering the power dynamics and the long-term relationship to be discussed?
4. Craft potential scripts for verbal or in-person you would use to start the first needed difficult conversation.

Photo: Chris Sabor on Unsplash

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Ury, Brett. Goldberg (1989)

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

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IRP Analysis

	You	Other
Interests	Shared Interests?	
Rights		
Power		

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Questions or concerns?

Key takeaways?



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Thank You



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