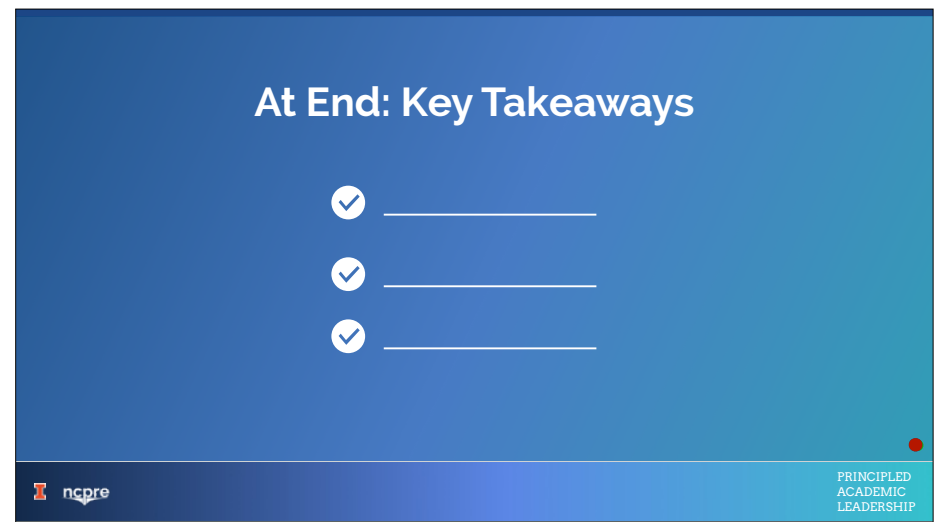




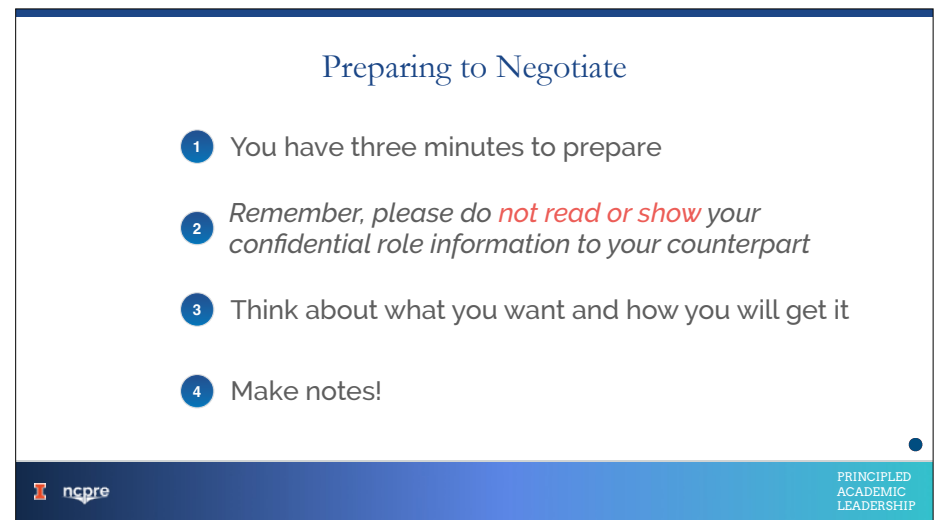
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Directions

- 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

5

Your Negotiation Experience

PHOTO: Jeremy Clow on Unsplash

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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

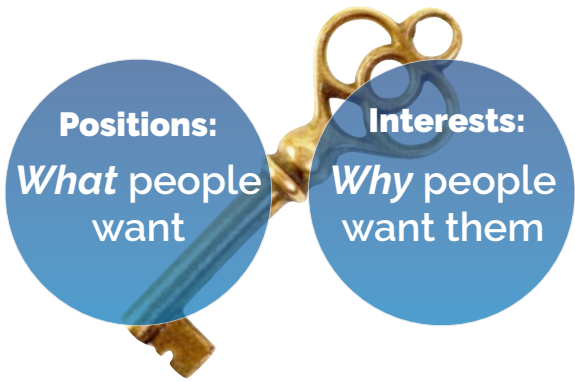
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Psychological Aspects



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

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

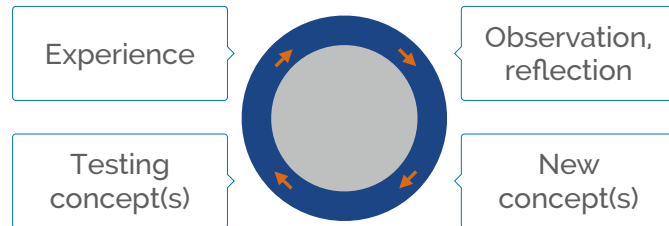


- 1 A process
- 2 A conversation
- 3 Affected by personalities
- 4 Driven by information, values
- 5 A teachable, learnable skill



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

Adult Learning Model



Kolb (1984)

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- 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?*

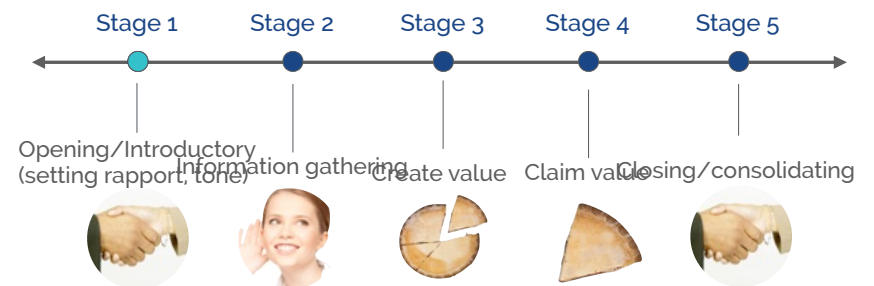
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Some Negotiation Theory



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Stages of Negotiation



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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?*

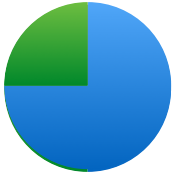


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Types of Negotiation

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?*



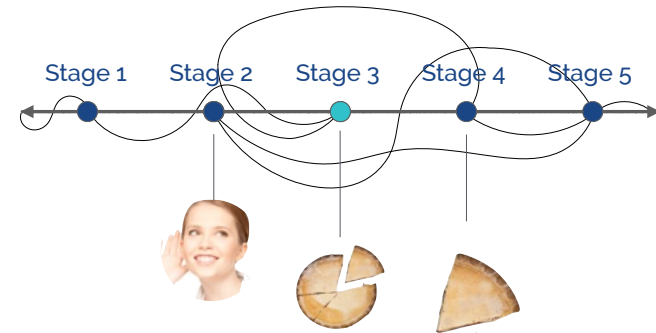
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Critical Questions

- 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

A Teaching Dilemma

Nadia Lopez, an assistant professor, has been assigned to teach the first course in a three-course, required major sequence. She has done this course for two years. The program, which teaches the second course in the sequence, is completing its department head and faculty by Nadia. As a full professor and senior faculty member who is also the coordinator of the entire major in the department, it is expected that she and other faculty be presented as "one" Nadia's office and make changes where necessary because he believes the students coming into the course are not properly prepared for the work.

Nadia believes that her teaching approach is outlined by her "full and full" vision and teaching strategies rather than the active learning strategies that have been proven to provide superior outcomes for all students, including those who do not generally have a strong background in science. A substantial amount of research shows that Nadia's vision for the course is the opposite of what learning strategies for producing student outcomes at every level of preparation.

It is noted that the department approach to teaching has been successful for many years and has produced excellent student outcomes, including high rates of student retention in the major. This is not of teaching only at every second class, since the department, student retention in the major is increasing, especially for students of color. There is a major concern, given by the dean, that the only retention in science courses is also completion that Nadia's teaching style is too prescriptive and does not provide students with the discipline and rigor necessary to succeed in the field.

There is tension in the department between a group of full-time professors and a set of younger faculty (including both assistant and associate professors) and the two senior full professors in the department) about the direction of the department. The senior faculty are advocating for a more traditional and well-established approach, while the other senior faculty are committed to maintaining the traditional structure and focus of the department.

Your assignment (in pairs) Imagine you are Nadia.

1. Apply the DMF to Nadia's situation. Be prepared to share out.
2. Define what success looks like for Nadia in the short term and long term.
3. Make a plan for Nadia's next steps. How should Nadia approach this situation considering the power dynamic and the long-term relationship?
4. Craft personal scripts for oral or paper you would use to start the first needed difficult conversation.

Photo: Chris Sabor on Unsplash

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Decision-Making Framework

- What are the issues?
- What policies or rules apply?
- What questions do you have or data do you need?
- Who, what are your resources?
- What are your options? Who is affected by each?
- What will you do? What (exact) words will you use?

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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

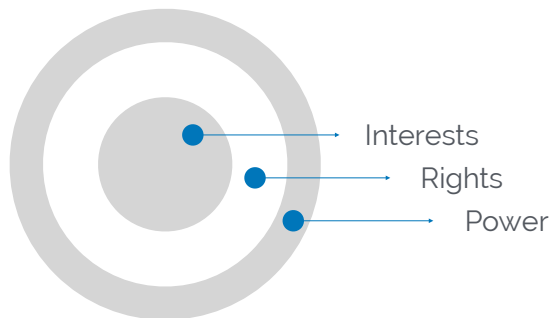


- 1 Have you conceived of your interaction as a negotiation?
- 2 Have you thought about your interests?
- 3 Have you considered the interests of the others involved?
- 4 Do you have a plan?



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		

Key takeaways?

Questions or concerns?