Negotiating Skills for Faculty Development Day

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What are we trying to accomplish?

- Negotiations in workplace vs. outside world
- Workplace more similar to friends/family vs. car dealership/home purchase
- Maintain relationship
- Need to continue to work together
- Only one of many negotiations in future

Competitive vs. Collaborative Negotiations

Competitive
- Win-Lose
- Information is power to be used for personal advantage
- Maximize your own power and minimize power of opponent
- Reward is fixed and finite
- Self-interest
- Focus on independence from other party

Collaborative
- Win-Win
- Learning everything possible makes cooperation possible
- Participate as equals with equal power
- Enlarge the pie
- Goals of both parties are important
- Recognition of interdependence

Disadvantages of collaborative style of negotiation

- Inappropriate compromise or accommodation
- Concern for other can lead to manipulation
- Providing information may put you at disadvantage if opponent is competitive
- Requires cooperation of the other

Disadvantages of competitive style of negotiation

- Bias toward confrontation
- Hard on relationships; breeds mistrust and resentment
- Distorts communication; disclosure leads to vulnerability
- Encourages threats, ultimatums, impasse

Collaborative language and style

- Develop relationship of openness and trust.
- Use "we" language; seek common interests.
- Listen actively.
- Be constructive.
- Persuade rather than coerce.
- I can appreciate why you feel that way; in your position, I might also feel that way.
- Assume there is a solution.
- Be firm in your goals, flexible in your means.
FIRST IMPORTANT RULE OF NEGOTIATIONS: PREPARE

- Prepare for negotiation
  - What is reasonable to ask for or to give?
  - What do others get?
  - What is within the power of other person?
  - What is most important to organization?

SECOND MOST IMPORTANT RULE OF NEGOTIATION: PATIENCE

- Have patience with process of negotiation
- Have multiple sessions
- Agree to think about solutions
- Compromise means no one gets everything, but everyone gets something

HELPFUL HINTS WHEN INVOLVED IN NEGOTIATIONS

- Utilize an effective style of presentation of information
  - Eye contact
  - Strong statements: "I will" vs. "I will try"
  - Avoidance of anger
  - Avoidance of tears
  - Handshake as equalizer

HELPFUL HINTS WHEN INVOLVED IN NEGOTIATIONS

- Utilize feedback from other person
- Use empathy; see situation from his/her perspective; address his/her concerns
- Ultimatums or threats lead to negative reaction
- Notice whether (s)he is paying attention and respond appropriately (address it; come back later; ask question)
- Disagree with a point but not the person (be explicit and positive; specify agreement and disagreement)
End of Negotiation

- Be positive
- Leave on good terms
- Avoid anger, resentment, guilt, entitlement

Third Most Important Rule of Negotiation: Put in Writing

- Put everything in writing
- Purpose is to avoid misunderstandings or confusion
- People leave their positions, but documents and written promises remain!

Negotiating Tricks: recognize in others

- Mother Hubbard: the cupboard is bare
- Back office: buyer or seller claims to have no authority and has to consult others
- Quivering quill: get concessions at the point of sale when other party is eager to sign
- Good will conceding: give in on an unimportant point in order to gain something important
- Take it or leave it
- Will only negotiate on one subject
- Seeming to act against your own interest
- Play it calm and cool as if you don’t care about results

Questions

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