Communication and Negotiation Skills Workshop

for

GRADUATE STUDENTS

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Agenda

- Importance of Negotiation
- Theories of Negotiation – will skip
- Preparation for Negotiations
  - Research
- Tactics
- Emotional, Physical & Vocal Presence
- Rehearsal
Take Aways for Today

- Know your goals
- Use effective tactics
- Understand and control your attitude
The Importance of Negotiating
– Financial

- First job
  - Sue takes initial offer = $65k
  - Ellen negotiates up to $70k

- 3% raises every year

- By age 60
  - Extra earnings > $250k
  - If deposited at 3% → $500k!

- A single negotiation
The Importance of Negotiating – Opportunities

Boss has 2 tasks & 2 employees

Task A = develop new technology to address growing need in division

Task B = resort inventory (or data) using division’s newly mandated system

Amy = joined division 4 months ago, has required skills for either task; salary = $60k/yr

Beth = joined division 3 months ago, has required skills for either task, salary = $70k/yr

Who gets the more challenging task? Who will have more opportunities to excel?
The Importance of Negotiating
– Positive Spiral of Performance
Women Don’t Ask

by Babcock and Laschever

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White Men Are Most Likely to Have Asked for a Raise at Some Point in Their Careers
Asian-American women are least likely.

**PERCENTAGE WHO HAVE EVER ASKED FOR A RAISE**

<table>
<thead>
<tr>
<th>Race</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>75%</td>
<td>50</td>
</tr>
<tr>
<td>Black</td>
<td>65</td>
<td>47</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>59</td>
<td>50</td>
</tr>
<tr>
<td>Asian</td>
<td>52</td>
<td>41</td>
</tr>
</tbody>
</table>

**SOURCE** FRACTL SURVEY OF 2,000 AMERICANS

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Why is negotiation an issue for women?

- Men initiate negotiations ~ 4 times as often as women
- Consequences
  - On average, women earn 9.3% less than men
  - Not negotiating at the outset of career can be difficult to overcome
- Women have lower expectations & lack knowledge of their worth
- Social costs of negotiating
  - (Stereotype) Aggressive man = leader;
  - (Stereotype) Aggressive woman = bossy
  - Unconscious bias
Negotiating Styles

- Competing (I win – you lose): results-oriented, self-confident, assertive, ... Use this when you need to act or get results quickly or in one off situations.

- Avoiding (I lose – you lose): passive (aggressive), avoid conflict, withdraw from situation, ... Use this when investing time to resolve the conflict outweighs the benefit.

- Collaborating (I win – you win): open and honest communication, both parties have needs met, ... Primary style.

- Accommodating (I lose – you win): the opposite of competing, smooth over conflicts, ... Use this when you or your company is at fault and repairing the relationship is critical.

- Compromising (I lose/win some – you lose/win some): find middle ground, splitting the difference, ... Use this when time is limited and you are dealing with someone you trust.
Elements of Negotiation

- Two or more parties
- Three levels: issues, positions, interests
- Differences at each level
- Common interests at each level
- Expectation of give and take
What are your goals?

- **Short-term goals:**
  - Finish analysis/design of instrumentation
  - Establish shift obligations for summer
  - Make arrangements for 1 week vacation

- **Long-term goals:**
  - Get PhD
  - Get job (postdoc, industry, government, ...)
  - Get parents to move to retirement community
  - World Peace
Be mindful of goals throughout journey

- Keep goal in mind
- Don’t get distracted by
  - Bad behavior, Anger, Insults, Arguments
- Choose your battles
- Find common ground
- Identify obstacles and work around/through them
ZOPA
Zone of Possible Agreement

Salary $

Employee’s range

ZOPA

Research:

YOUR Reasonable Upper Limit

ANCHOR

YOUR Acceptable Lower Limit

Salary: Ideal, Satisfactory, No-Go

Getting to Yes by Fisher and Ury

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ZOPA
Zone of Possible Agreement

Research:

Salary: Ideal, Satisfactory, No-Go

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Tactics

Instead of “I want to survive this conversation/negotiation.”
→ “I want to find a way to get this person to do ...”

- What must I have?
- What can I live without?
- What can I ask for instead?
- Salary: Ideal, Satisfactory, No-Go
- **At what point do I walk away?** – apply/interview for fun, while employed

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**Added Value For Package:**
- Reputation
- Independent Research Time (IR&D, IRAD, ...)
- Conference attendance
- Responsibilities
- Increased paid vacation
- 401(k) vesting
- Stock options

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**Getting to Yes** by Fisher and Ury

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Salary Tactics

- Postpone salary talk until there’s an offer
  - First establish that you will be an asset
- Let them go first
- Repeat the offer (or the top of the range) and be quiet
  - Sometimes, they will follow up with why it is low
  - Sometimes, they will follow up with a better offer
  - Compare offer to your ideal, satisfactory, no-go
- Respond
  - High offer: confirm
  - Low offer: keep conversation going
  - Too low: get promise to keep offer open and wait 24 hours
- Benefits and other perks

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Allies –
tactically & strategically valuable

- Find allies when you are negotiating
  - Allies can be outside of your network
  - Allies needn’t be your friends
  - Allies agree with you on a particular issue or goal

- Meet with allies BEFORE the big meeting
  - Confirm their participation in your negotiation

- Distinguish allies from confidants
  - Confidants can help you with strategies
  - Confidants can help you with emotions
  - Confidants should NOT be in your workplace
Negotiation Process

- Greet
- Compliment
- Acknowledge
- Establish common interest/goal
- Provide essential data
- Ask open questions
- Listen
- Build on their interests
- Provide alternatives
- Let go of less important issues
Effective Tactics for Women
How to Be Relentlessly Pleasant

- Connect to the organization’s goals, needs, or interests
  - “In order to be successful for the department, we will need ...”

- Use relationship language
  - “I’ve talked with several people who ...”
  - “(Person) suggested that I talk with you ...”

- Don’t take it personally
  - Know your purpose/goal
  - It’s not about you, but about you in a role
  - Go around, over, under bad behavior
  - Try to view it as a game

From research by Hannah Riley Bowles, Harvard Kennedy School
Body Language and Presence

- **Body**
  - Head floats upwards
  - Shoulders drop and chest opens
  - Arms hang freely with hands open
  - Feet are grounded

- **Breath**
  - Deep breath flows into bottoms of lungs

- **Expression**
  - Face opens
  - Eyes smile!
Body Language and Presence

Wonder Woman  Christine Lagarde  Beyoncé

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Communication Skills

- Stick to a few take-aways
  - 1-2 for a meeting, no more than 3 for a seminar

- Speak Clearly

- Make eye contact

- No upspeak

- Don’t touch hair or face

- Rehearse, Rehearse, ...
  - Reduce verbal tics (ah, um, like, ...)

BREATHE!

- Shorten your sentences
- Land your points
- Use silence
- Eliminate qualifiers
- Articulate your words

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Rehearsal

- Identify an upcoming negotiation
- Tell your team about this negotiation
- Discuss best options for
  » Purpose
  » Research sources
  » ZOPA
  » Data required
  » Package
  » Tactics
Rehearsal (cont’d.)

- Choose a team member to play the person with whom you are negotiating

- Tell this person what they need to know to play the role
  - What their interests/needs are
  - What their affect is
  - What types of things they will say

- Choose who will be your coach
Rehearsal (cont’d.)

- Practice the negotiation
- Get feedback from your coach
  - Body language
  - Verbal use
  - Clarity of purpose
  - Tactics
  - Packaging alternatives
  - Timing
  - Presence
- Practice again incorporating the feedback into this rehearsal
Purpose & Tactics

I want to find a way to get ______________
to be or do ____________________________

What tactics will I use?

1.
2.
3.
4.

An Actor Prepares, by Constantine Stanislavsky
Summary Points (detailed)

- Know your purpose, & ZOPA.
- Get the information you need.
- Get ideas from colleagues and friends.
- Think and act tactically.
- Ask for what you want.
- Stand up straight & BREATHE!
- Be relentlessly pleasant.
Take Aways for Today

- **Know your goals**
  - Define your long-term and short-term goals
  - Do your research ahead of time

- **Use effective tactics**
  - Use your full arsenal of tactics; adjust as needed
  - Recognize tactics being used on you

- **Understand and control your attitude**
  - Don’t take it personally
  - Rehearse for focus and communication skills
Bibliography


Jack Chapman, NEGOTIATING YOUR SALARY: How to make $1000 a minute http://www.salarynegotiations.com

http://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are.html