

Be Better – At Negotiating

Pamela Valencia



About the Presenter: Pamela Valencia



Pamela Valencia is a leadership and team development consultant who works with Fortune 500 companies and other consultants as an assessment expert. In her current role as a CPP Professional Services Solutions Consultant, Pamela facilitates MBTI® and FIRO® certification programs as well as customized in-house trainings for clients in the entertainment, research & development, hospitality, technology, communications, energy, security, legal, transportation, health care, and education industries.

Certifications and Qualifications

- Myers-Briggs Type Indicator® (MBTI®) Step I™ and II™ Certification Program Facilitator
- CPI 260® Certified Practitioner
- Strong Interest Inventory® Certified Practitioner
- FIRO-B® Certified Practitioner

Ready to Use in Your Training Program!

Just a reminder that the information presented here is positioned as it would be for a training given to employees. We've packaged it the best we could to make it easy for you to incorporate into your own conflict management or negotiation training session.

- **Help employees and leaders be better negotiators**
- **No certification required to use the TKI**
- **Help managers & leaders save time**
- **Increase employee engagement**

Webinar Agenda

- What is negotiation?
- Four steps to becoming a better negotiator
- Gender-related negotiation issues
- How does the TKI add value to negotiation skills?
- Five things you should never say during a negotiation
- Pre-negotiation tips

Conflict

(verb) To collide or disagree; to be contradictory, at variance, or in opposition

(noun) A fight, battle, struggle, controversy, or quarrel



Conflict is the result of

Interdependence – Having to work with or rely on others

Differences – In values, responsibilities, temperament, experience, sources of information, and much more



Conflict and negotiation are closely linked.

*If there were no conflict,
there would be nothing to negotiate.*



Negotiate

(verb) To deal or bargain with others; to manage, transact, or conduct



“Let us never negotiate out of fear.
But let us never fear to
negotiate.

– John F. Kennedy





What is the
cost of NOT
negotiating?

Negotiation is intimidating.

Why?



Negotiation is intimidating.

It's confrontational.

It makes some people uncomfortable.

People's feelings can get hurt.

At times, there is a lot to lose.



doesn't need to be
Negotiation ~~is~~ intimidating.

Don't think of negotiation as adversarial. Think of it as problem solving.

You negotiate every day, but sometimes the stakes are higher.

Instead of a win-lose situation, reframe negotiation in your mind as both parties getting more of what they want.



“The goal of negotiation is not
to get a deal,

*it’s to get a
good deal.”*

– Margaret Neale

Stanford Professor of Management



Three pieces of negotiation
information you should have
before you start...



(1) What alternatives do you have in hand, and what happens if negotiation fails?




(2) What is your reservation price?



(3) What are your aspirations?





4 Tips for the Negotiation Process

Assess

What are the costs of negotiating in this situation, and what are the possible benefits?

(i.e., is it worth it?)



4 Tips for the Negotiation Process

Prepare

What are you trying to
achieve? What is the other
party trying to achieve?



4 Tips for the Negotiation Process

Ask

Engage with the other party.

You probably have information they don't, and you know what you bring to the table. If they knew everything about you, they wouldn't need to negotiate.



4 Tips for the Negotiation Process

Package

Don't negotiate issue by issue.
When you package, you have
the opportunity to trade.

Use “if-then” language.

Why should we talk about gender in negotiations?

Because biases – including gender bias – exist on both sides of the negotiation. By being aware of biases, you can be a more successful negotiator.



Women ask for less

On average, college-educated women earn \$713,000 less over the course of their working life than their male counterparts.

(Coalition of Labor Union Women)

This may result from women's fear of being penalized for behaving contrary to ingrained gender expectations.



Women ask for less

In a study of simulated job negotiation, men and women were asked to negotiate the starting salary through 5 rounds for themselves and for a friend.

(Amanatullah & Morris, UT Austin & Columbia Univ.)



Women ask for less

Women who negotiated for themselves opened the negotiations at \$7,000 less than when negotiating for a friend or when men were negotiating for anyone.



Women ask for less

Another study showed that the potential for backlash is very real. In a negotiation study, both men and women penalized women who negotiated for themselves more than those who negotiated for others or men who negotiated for anyone.



So, what can women do?

Negotiate for others.

Try to link aggressive demands to the needs of others (department or organization, or, mentally, family, friends, community). Negotiating on behalf of others will be better received by others.



So, what can women do?

Increase their self-awareness.

Both men and women should think about their negotiation practices and watch out for subconscious tendencies to either lowball themselves or view assertive women negotiators as unlikeable and overly demanding.



So, what can women do?

Use objective measures.

When making requests, women should reference relevant standards and data that the other party can't ignore.

Organizations should make sure they base salaries and benchmarks on objective performance measures.



No matter your gender, you have a way of dealing with conflict and negotiation that's most comfortable for you.



By knowing what your biases are when you deal with conflict, and learning how to use conflict-handling modes that are not your default, you can become a more successful negotiator.

One way to find out your conflict-handling biases is through assessments such as the *Thomas-Kilmann Conflict Mode Instrument (TKI)*.



Accommodating

Avoiding

Competing

Compromising

Collaborating



Assertiveness

**Satisfying your
own concerns**





*Satisfying the
other party's
concerns*

Cooperativeness



In a negotiation, you can choose to use the conflict-handling mode that is most appropriate for the situation rather than your default mode.



Based on his behavior, you know that *THAT* guy is probably using the *collaborating* conflict-handling mode.

Collaborating

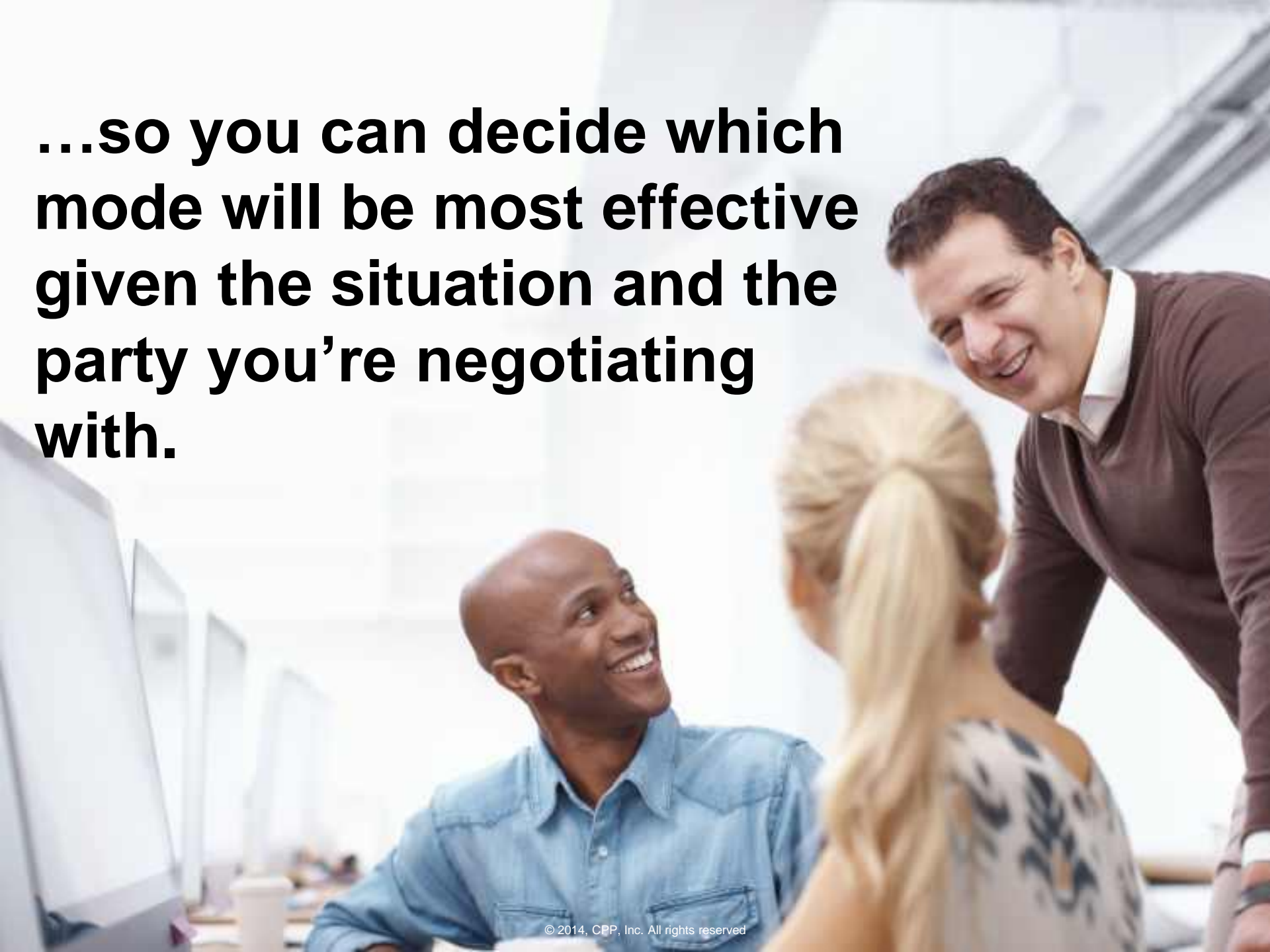


Avoiding
↓

**Now you know that
YOUR most comfortable
conflict-handling mode is
*avoiding...***



...so you can decide which mode will be most effective given the situation and the party you're negotiating with.



The only way to become more comfortable using each of the conflict-handling modes is to *practice.*




“ We highly support the use of the TKI. It’s easy to use, easy to process in a coaching session, and links very well to our coaching in negotiation using the Principled Negotiation Model from Harvard Law School.”

– Director of Organizational Development,
Large Enterprise Health Care Company




“We recommend the TKI because it is a great starting point for understanding conflict, why it is important in an organization, and how to work through your natural preferences to get to better solutions.”

– Director, Learning & Development,
S&P 500 Retail Company

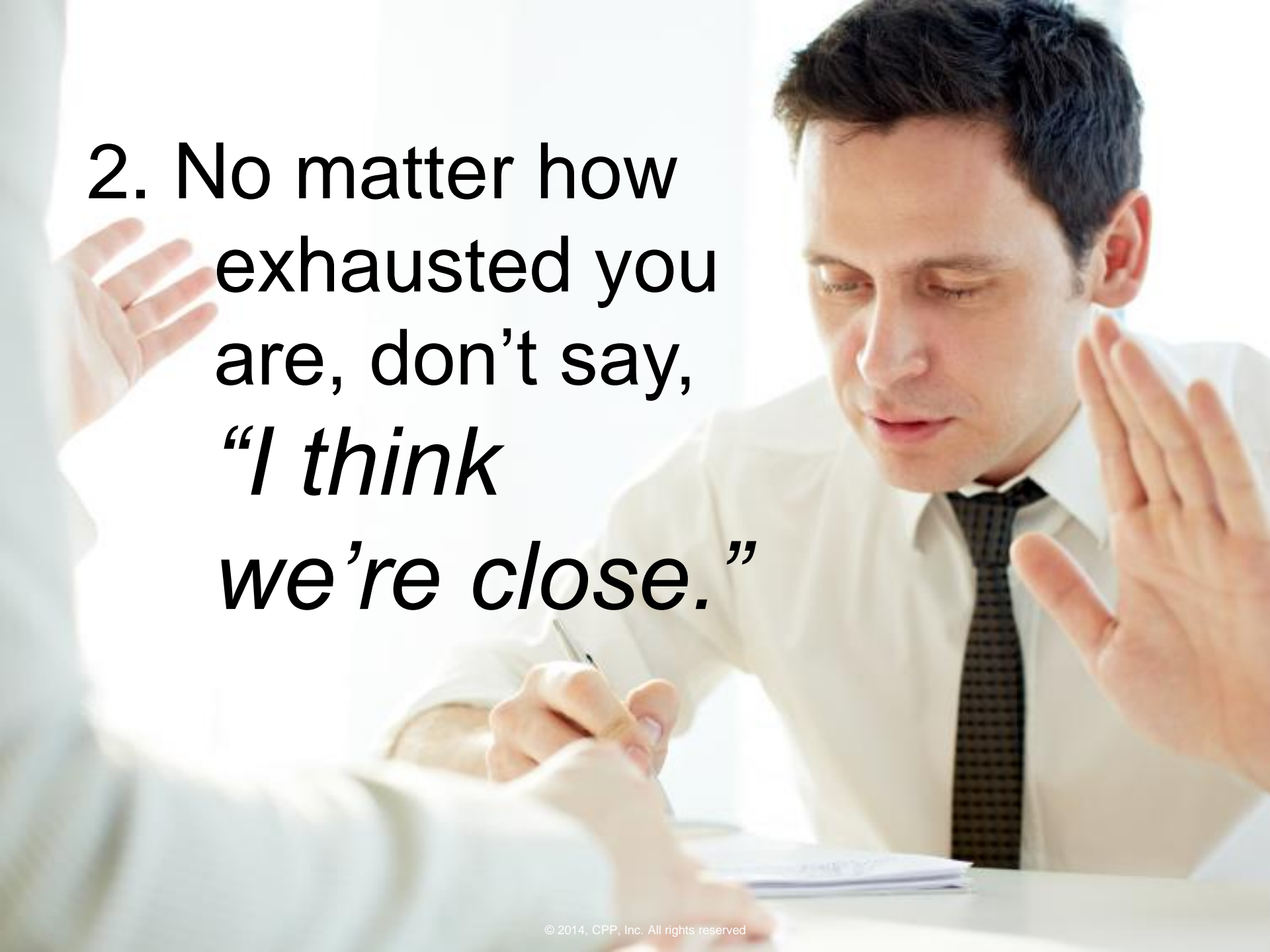


Now that you have
some tips for what
to do...

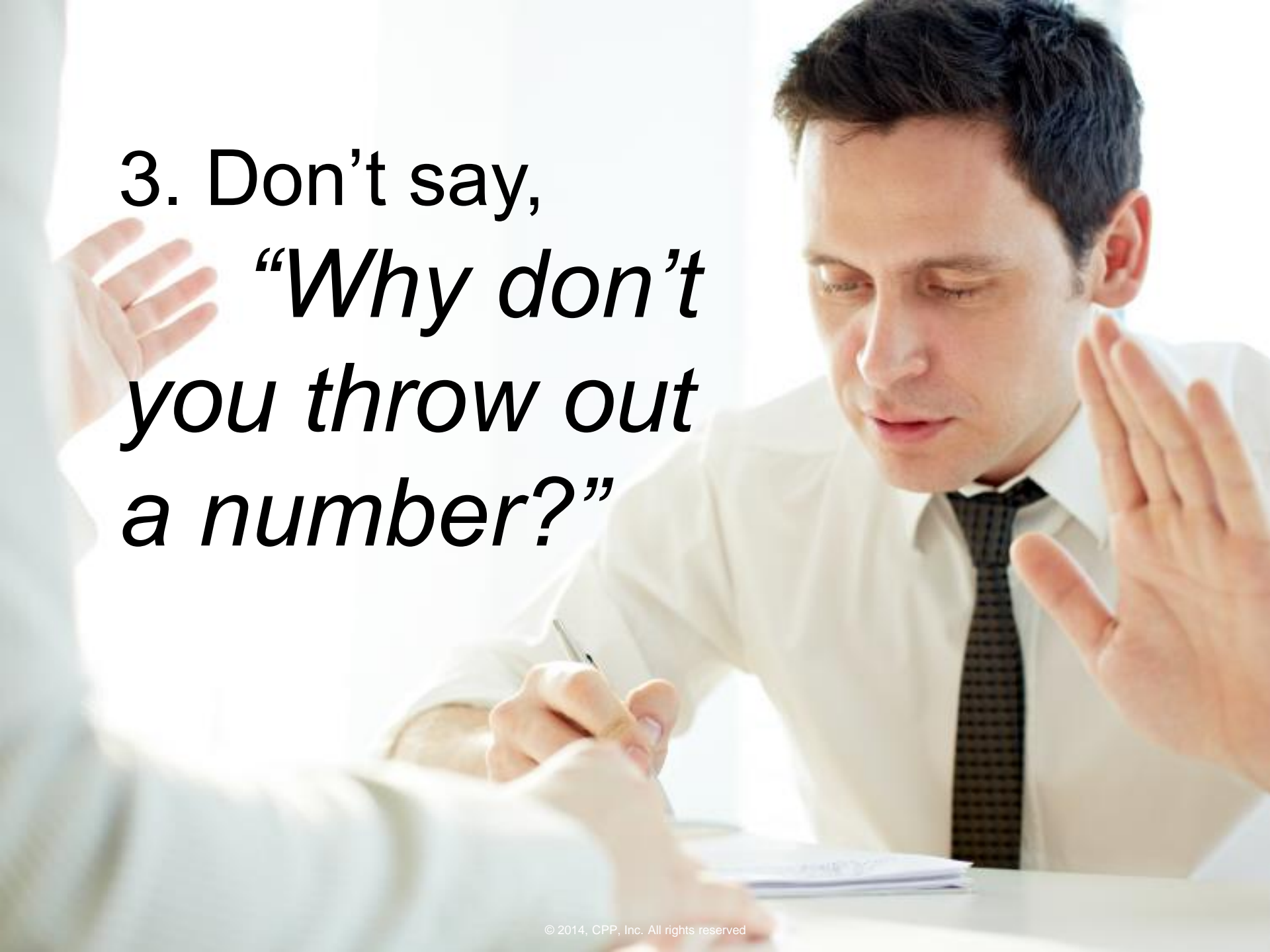
How about what
not to do?

A man in a white shirt and tie is sitting at a desk, looking down at papers. He is holding a pen in his right hand. Two hands are raised in a 'stop' gesture, one on the left and one on the right, as if preventing him from writing. The background is bright and out of focus.

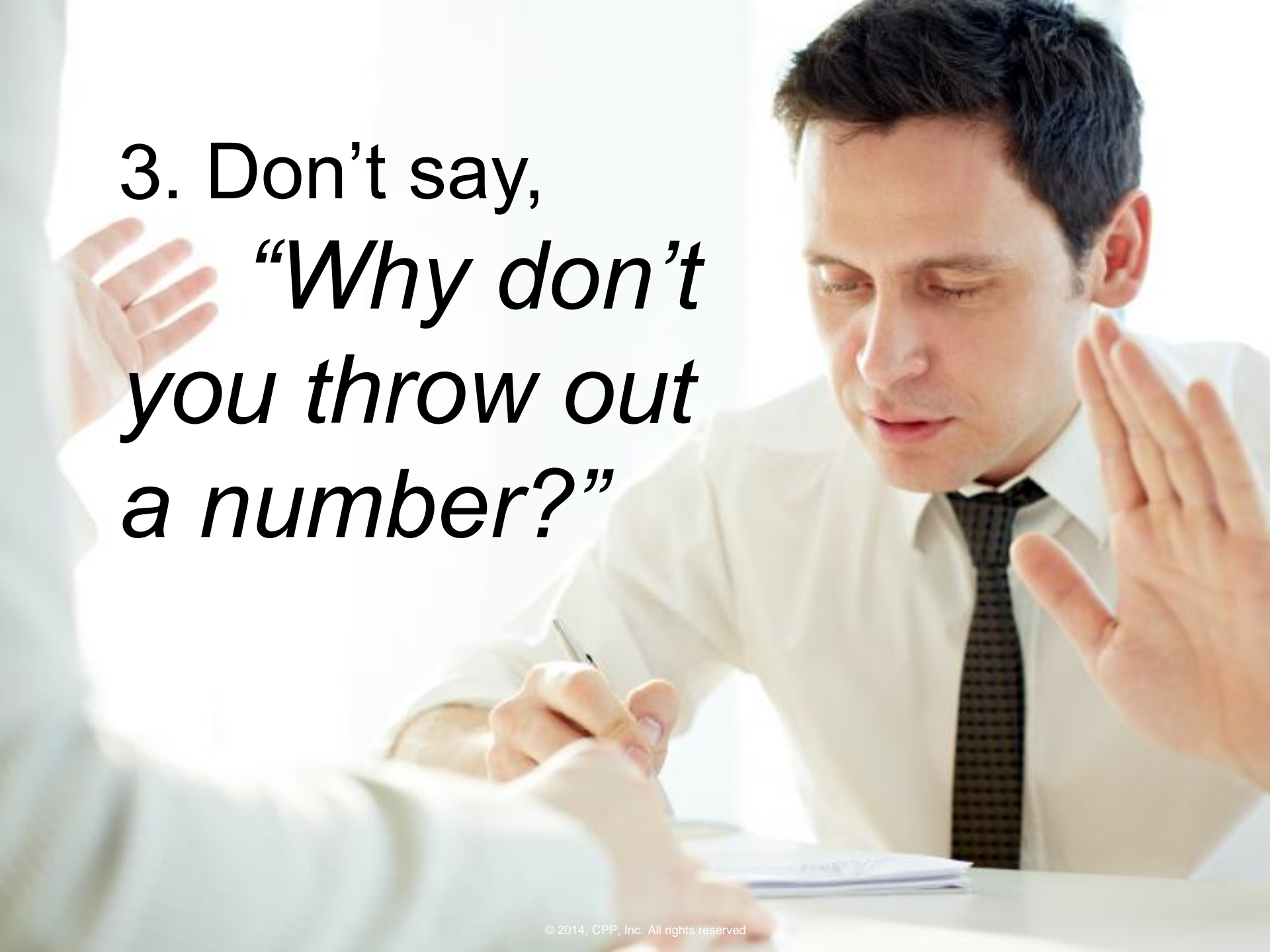
1. Don't use the
word
between.

A man in a white shirt and tie is sitting at a desk, looking down at a document. He is holding a pen in his right hand. In the foreground, two hands are raised, one on the left and one on the right, as if gesturing or presenting something. The background is bright and out of focus.

2. No matter how exhausted you are, don't say, *"I think we're close."*

A man in a white shirt and tie is sitting at a desk, looking down at papers. He has his hands raised in a gesture of refusal or 'stop'. The background is bright and out of focus.

3. Don't say,
*“Why don't
you throw out
a number?”*

A man in a white shirt and tie is sitting at a desk, looking down at papers. He has his hands raised in a gesture of refusal or 'stop'. The text is overlaid on the left side of the image.

3. Don't say,
*“Why don't
you throw out
a number?”*

A man in a white shirt and tie is sitting at a desk, looking down at papers. He has a pen in his hand. Two hands are raised in front of him, one on the left and one on the right, as if gesturing or stopping him. The background is bright and out of focus.

4. Stay away from ...

*“I’m the final
decision maker”
(even if it’s true).*



5. And never say...

“**** *you*”

Two more quick tips before we conclude ...



Some people tend to get more emotional in conflict situations than others. Be aware and calm yourself.



Before you go into the room ...

*Think of a past success
and a power pose*



*(This is how you should
look in the elevator)*



*(minus the goggles
and cape)*



(OK, keep the cape on)



Now, go forth and negotiate!



Sources

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Questions?

Thank You!

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