

AudioGO



THE NEGOTIATOR IN YOU

AT WORK

Tips to Help You Get the Most Out of Every Interaction
From the Co-Founder of the Global Negotiation Initiative at Harvard University

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NEGOTIATION WORKBOOK

CONTENTS

- 2 OVERVIEW**
- 2 INTRODUCTION**
- 3 GETTING IT FROM ALL SIDES:
Internal and External Negotiations**
- 5 WHEN “THE FACTS” JUST WON’T DO**
- 7 WHY THEY DON’T HOLD ALL THE CARDS:
Salary Negotiations**
- 9 UPHILL BUT CLIMBABLE:
Negotiating With Your Boss**
- 11 NEGOTIATING IN A VIRTUAL WORLD:
The Do’s And Don’ts**

OVERVIEW

The Negotiator in You is a broad introductory course designed to help everyone discover the negotiator that lies within each of us. This workbook is broken into three modules—at work, at home, and in life—and serves as an accompaniment to the original audio series. The workbooks will help remind you of key points from each section and important questions to ask yourself as you prepare for your negotiations.

There are some important skills that are useful to note, which cut across each module and apply to virtually all negotiations. These include:

1. The importance, and challenge, of listening effectively;
2. The ability to ask questions that gather information in a non-confrontational manner;
3. The competency to empathize with the other so you can be persuasive to them and speak to their interests;
4. The skill and ability to assert your interest so you don't give away what is most important to you.

With these factors always in mind, let's find the **Negotiator in You**.

INTRODUCTION

This document is intended to serve as an accompaniment to the audio series the Negotiator in You at Work. Before discussing the specific issues related to negotiating at work, it is important to understand how negotiating in this context is different from other realms. At work we negotiate in an arena where we have to deal with some of the following challenges:

- Competing metrics on how someone's job performance is judged;
- Siloed divisions that exist within a company, which makes negotiating internally feel like you are negotiating with a different company;
- Structural problems within an organization that sets up negotiation challenges;
- Organizational cultures that can add to negotiation challenges;
- Dealing with spoken and unspoken power asymmetries.

Of course, there are many other challenges at work, but not all can be addressed in this short worksheet. The issues below examine a number of critical negotiations at work, discussed in the audio portion of this series, and provide questions and templates to help you prepare.

ISSUE 1

GETTING IT FROM ALL SIDES: INTERNAL AND EXTERNAL NEGOTIATIONS

Internal and external negotiations are a reality in most workplaces. The challenge of handling negotiations on both these fronts is significant because one process most often has an impact on the other. The following are some tips and questions to think about when preparing for internal and external negotiations.

Start with this tip: Check your expectations when it comes to internal negotiations. Internal negotiations are often difficult because we assume the other people in our organization should be on the same page with us and be working toward the same goal. If you temper your expectations and challenge important assumptions about internal negotiations, you will approach these processes differently, thereby reducing frustration.

When it comes to internal and external negotiations, remember these key points:

- ❑ Prepare for internal negotiations like you would any other negotiation.
- ❑ Internal negotiations include negotiations with co-workers/peers, supervisors, people who work for you, and people in other divisions of a company.
- ❑ When internal and external negotiations are required in a given situation, make sure to handle the internal negotiations first so you can negotiate with more confidence externally.
- ❑ Internal negotiations can be more complicated because it is not always clear with whom you will be negotiating, particularly when there are siloed divisions within an organization and you need to negotiate across these divisions.
- ❑ Remember that internal negotiations are essential for organizational alignment. If you do not have this alignment, do not negotiate externally.

Questions to ask yourself:

- ❑ I am going to be negotiating externally. Do I need to engage in any internal negotiations to make certain I can negotiate with authority and clarity?
- ❑ In my internal negotiations, do I know the decision maker with whom I need to negotiate and their interests/needs?
- ❑ What are the dynamics that I should consider in my internal negotiations?
And external negotiations?
- ❑ Will the process be clean, meaning that I can conduct the internal negotiation and then the external negotiation, or will I have to move back and forth between the two processes?

ISSUE 2

WHEN “THE FACTS” JUST WON’T DO

Detective Joe Friday, in the hit TV series *Dragnet*, was famous for saying to women he would talk to during an investigation “Just the facts ma’am.” While we try to do this in negotiation as well, we often can’t focus on just the facts for a number of reasons.

Start with this tip: Facts cease to become purely facts when you lay your perspective and judgment over them. Yet most people don’t make this distinction. Make sure to remind yourself and the other person of this reality. Remember this quote from Andrew Lang, “An unsophisticated forecaster uses statistics as a drunken man uses lamp-posts. . . for support rather than illumination.”

When it comes to the facts, remember these key points:

- ❑ Which facts we are using in a given negotiation is a matter of choice and decision on the part of the negotiators—not some external, objective reality.
- ❑ Try to highlight the distinction between pure data and data with judgment for the other negotiator in a way that is easy for both of you to understand. Data with judgment is present when phrases are used, such as: “I read the data this way,” and “From my perspective the data says this” and “The data speak for themselves.”
- ❑ $2 + 2 = 4$ is a factual statement. What 4 means in a particular negotiation and its impact is no longer a factual issue but a matter of interpretation.
- ❑ Think of examples and precedents that the other can relate to when it comes to this issue.

Questions to ask yourself:

- ❑ Which facts are being used in this negotiation?
- ❑ What other possible facts could be used and how do I make the case that these are more suitable for this particular negotiation?
- ❑ How can I raise the issue of facts with the other negotiator so we don’t get stuck on this issue?
- ❑ What decision making process can we, as the negotiators, use to make the most fair decision about which facts are the best fit for this situation?

ISSUE 3

WHY THEY DON'T HOLD ALL THE CARDS: SALARY NEGOTIATIONS

We all have to negotiate our salary at various points in our lives. You can avoid the situation and graciously take whatever is offered to you OR you can negotiate for what is fair and reasonable that best meets your interests. I suggest the latter.

Start with this tip: The word negotiation is part of the concept of 'salary negotiation.' Don't be afraid to negotiate in this context. Remember the old adage "If you ask and the other says no, you feel stupid for five minutes, if you never ask you feel stupid for your whole life!"

When it comes to salary negotiations, remember these key points:

- ❑ Preparation is the key to every negotiation and is particularly important in salary negotiations.
- ❑ When doing your preparation, make certain to find comparable examples to draw on from industry standards. This includes researching the salary of someone in a comparable position at a different organization. If this information is not readily available on the web, try speaking to your network of friends in similar positions, understand their salary histories, and their rate of pay increases over time.
- ❑ Think more about your interests than just money—there are many spoils to be had in this context that won't cost your employer much, but will bring value to you.
- ❑ If you are in a difficult economic environment and being asked to do more work without a pay increase, plan to discuss (and get in writing) a schedule of increases in the future as the economy turns around and the company situation improves. Or ask for other benefits that might not cost the company anything but reward you for taking on more work (i.e. flexible schedule, telecommuting, and so on).
- ❑ Talk yourself into asking for what you really want and deserve. And once you have talked yourself into this, don't talk yourself out of it. Remind yourself to hold firm and have logic and reasoning to support your perspective.
- ❑ Think through your BATNA (Best Alternative to a Negotiated Agreement) and theirs. Don't underestimate yours and overestimate theirs—a common mistake that you can test by discussing this with a colleague.

Questions to ask yourself:

- ❑ How can I be persuasive to my current or future employer in this context? How can I speak their language while still advocating for myself?
- ❑ What other possible facts could be used in my situation and how do I make the case that these facts, and this evidence, are more suitable for this particular negotiation than other standards?
- ❑ What is my BATNA and is there any way that I can improve it? And what is their BATNA?

ISSUE 4

UPHILL BUT CLIMBABLE, NEGOTIATING WITH YOUR BOSS

Negotiating with your boss. Well, it is something we have to do from time to time so we can either embrace it or loathe it. When you loathe something it rarely turns out well. So let's go right to the heart of this kind of negotiation and see it as a challenge to overcome.

Start with this tip: Chances are that if you need to negotiate with your boss about something, it is an issue that is pretty important. Remind yourself of this reality and that it is quite likely that your boss needs you as much as you need them.

When it comes to negotiating with your boss, remember these key points:

- ❑ Remind yourself that you negotiate (informally) with your boss all the time. Think broadly about negotiation in this context because it will give you confidence that you can do this.
- ❑ Think of times when you have worked very effectively with your boss and how you did it. Pull out those things that were effective and use them in this scenario.
- ❑ You bring certain things to your organization, perhaps you perform certain tasks nobody does as well as you. Make sure to think about all those unique things you contribute to the organization and think creatively about how to weave them into the negotiation.
- ❑ Practice with a colleague, friend, or spouse and try out the things you want to say and for what you want to ask. Have your colleague, friend, or spouse play your boss and help you hone your messaging.

Questions to ask yourself:

- ❑ How can I assert effectively for my needs in the face of a power asymmetry with my boss?
- ❑ Am I crystal clear about my interests, why they are so important (i.e. logic and reasoning), and how to frame them in the negotiation?
- ❑ What does my boss value in me and how can I use that to be persuasive to them? How can I use *his/her* words from the past to support my case?
- ❑ What source of power do I have in this context and how can I use it to help me in this negotiation?
- ❑ Are there constraints to what I am asking for that go beyond my boss' ability to satisfy? In other words, are there people s/he has to get approval? And, if so, can I help him/her to make the case to these other people?
- ❑ If my boss pushes my emotional buttons am I prepared for that and how best to manage that challenge?

ISSUE 5

NEGOTIATING IN A VIRTUAL WORLD. DO'S AND DON'TS AND THINGS TO CONSIDER WHEN NEGOTIATING VIRTUALLY

Who would have thought, as little as fifteen years ago, that I could sit at my desk at home in the United States and negotiate with people from all around the world. What a blessing. . . and a potential curse if you don't do it well. And there are a lot of pitfalls to be aware of!

Start with this tip: Simply put, the golden rule of virtual negotiations should be, if you would not say something in a face-to-face negotiation, don't write it in a virtual negotiation.

When it comes virtual negotiations, remember these key points:

- ❑ If something can be misinterpreted in a virtual negotiation, it will be.
- ❑ Assume positive intention on the part of the other negotiator. If you get a potentially inflammatory email, respond with a clarifying question (i.e. a question that seeks more information or to clarify the intent of the other person). Try asking, "When you stated the following in your email what were you trying to say?"
- ❑ Take your time to respond to an email. Give yourself a break before hitting reply. And in the best case, ask a colleague to review the email for tone and other potential problems.
- ❑ Come up with clear guidelines together with the other negotiator about how you will use email in your negotiation. For example, some guidelines might be: 1. "We are only going to use email to summarize our conversations that will transpire over the telephone," 2. "We agree to check our assumptions and ask clarifying questions if we become angry or frustrated by what is said," 3. "We agree never to respond immediately and think carefully about how we frame our emails," 4. "We agree to use email in a more formal manner - such as the way we might write a letter."
- ❑ Avoid ambiguous words as much as possible and try to emphasize the emotional meaning behind what you are trying to convey because this often gets lost in virtual communication.

Questions to ask yourself:

- ❑ What am I assuming and perceiving about the issues in the email or other communication? How can I check those assumptions and perceptions before replying?
- ❑ How can I try to build a relationship with the other person who I have to work with in a virtual manner? What gestures can I make to send a positive signal?
- ❑ How are our cultures impacting our virtual negotiations? Is there anything I can do about that issue? Is there someone I can consult about this challenge?
- ❑ Is it time to expend the resources to go and meet my counterpart in person? It will be costly in the short term, but may pay off in the long term.

