

# Negotiation 101: Strategies for Career Success

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November 2013



# Outline

- Why is Negotiation Important?
- Why don't Women Negotiate?
- Strategies for Effective Negotiation
  - Negotiating Styles
  - Do Your Homework!
  - Power and Negotiation
  - Conducting the Negotiation
- Let's Practice!

# Why is Negotiation important?

- Negotiation is a valuable skill in EVERY part of your life.
- Effective negotiation produces mutually beneficial outcomes for all involved.
- It is most enjoyable when both parties gain something and develop positive working relationships.
- The long-term benefits of a mutually respectful relationship are as important as the short term gains.

# Some Statistics on Negotiation

- Men initiate negotiations 4 times more often than women.
- 58% of men vs. 7% of women negotiated their first job offer.
- Men describe negotiation as “fun” like “winning a ball game”.
- Women describe negotiation as “scary” like “going to the dentist”.
- Women, on average, last negotiated 18 months ago to buy a car or home.
- Men, on average, negotiated in the last two weeks to ask a colleague to support a project or ask their wife to pick up a child.

# What does Research say about Women & Negotiation?

Women tend to be more pessimistic about their worth.

Salary differences for men and women persist, in part, because women don't negotiate.\*

But its more than just salary...

Negotiation can have a profound effect on a woman's career trajectory (lower \$ = less value).\*\*

# Why Don't Women Negotiate?

- They fear that negotiating will damage a relationship.#
- They are socialized as children to take what they are given.@
- They don't realize that they can.
- They have learned that society can react badly to women who assert their own needs and desires.\*
- They don't know how to negotiate. They lack the personal and professional networks they need to succeed at negotiation.\*\*

# BUT....

This can be changed by providing multiple opportunities for women to:

1. become aware of the issues,
2. learn about the negotiation process,  
and
3. practice negotiating.



# Strategies for Effective Negotiation

- Understand Negotiating Styles
- Do Your Homework (Set goals, Collect data, Be prepared to compromise)
- Understand Power/Use Positive Tactics
- Conduct the Negotiation (Build trust/goodwill, Separate people and issues, Argue interests not position, Listen, Monitor and adjust)



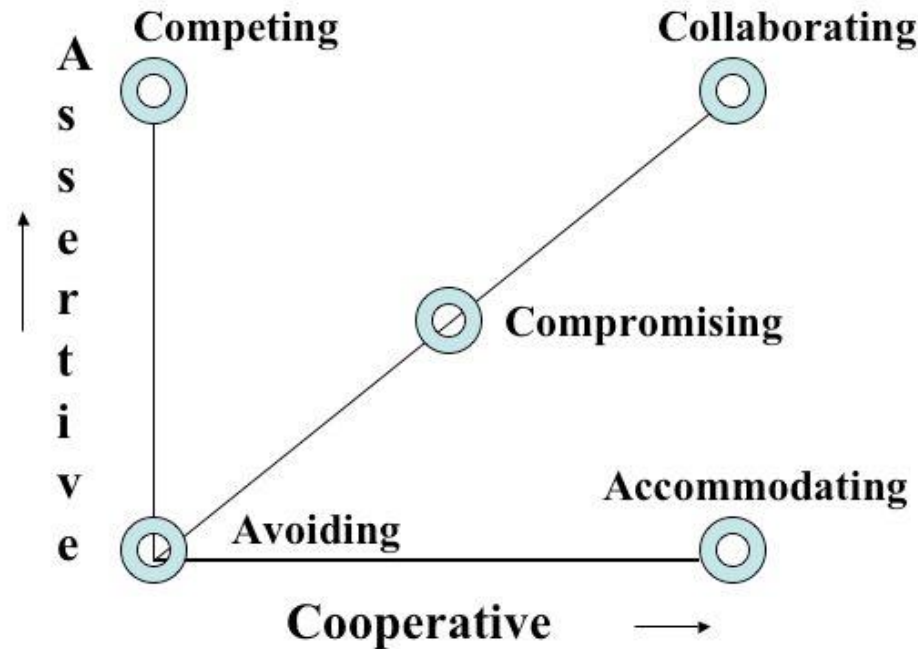
# Identify Your Own Negotiating Style\*

- Competing
- Accommodating
- Avoiding
- Collaborating
- Compromising

\*Thomas-Kilmann Instrument for Conflict Resolution

# Identify Your Negotiating Style

## Thomas Kilmann Conflict-Handling Modes

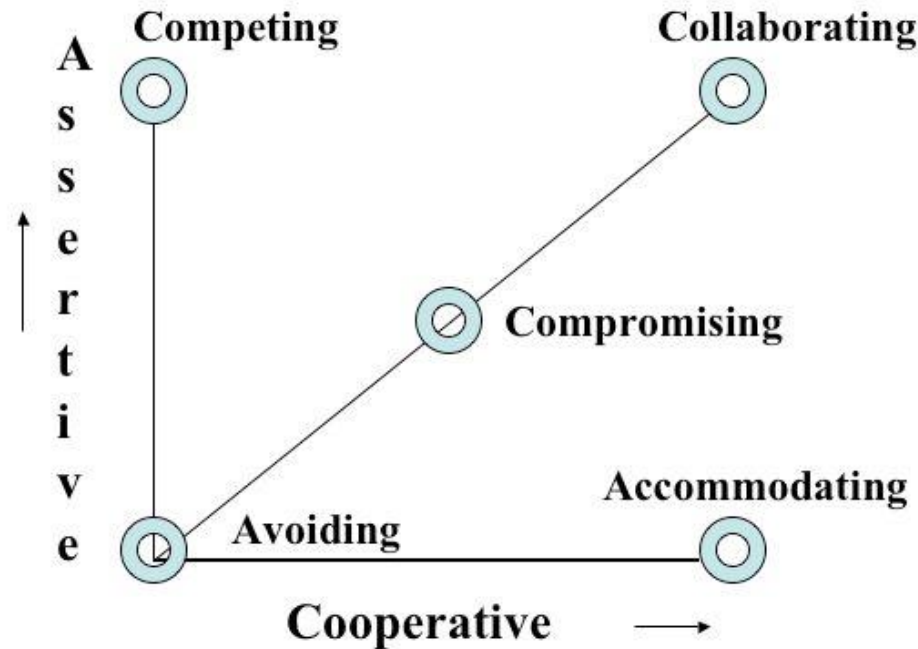


# Competing Style

- Assertive and uncooperative
- Individual pursues own concerns at the other person's expense.
- Power-oriented mode in which you use whatever power seems appropriate to win your own position—your ability to argue, your rank, or economic sanctions.
- Competing means "standing up for your rights," defending a position which you believe is correct, or simply trying to win.

# Identify Your Negotiating Style

## Thomas Kilmann Conflict-Handling Modes

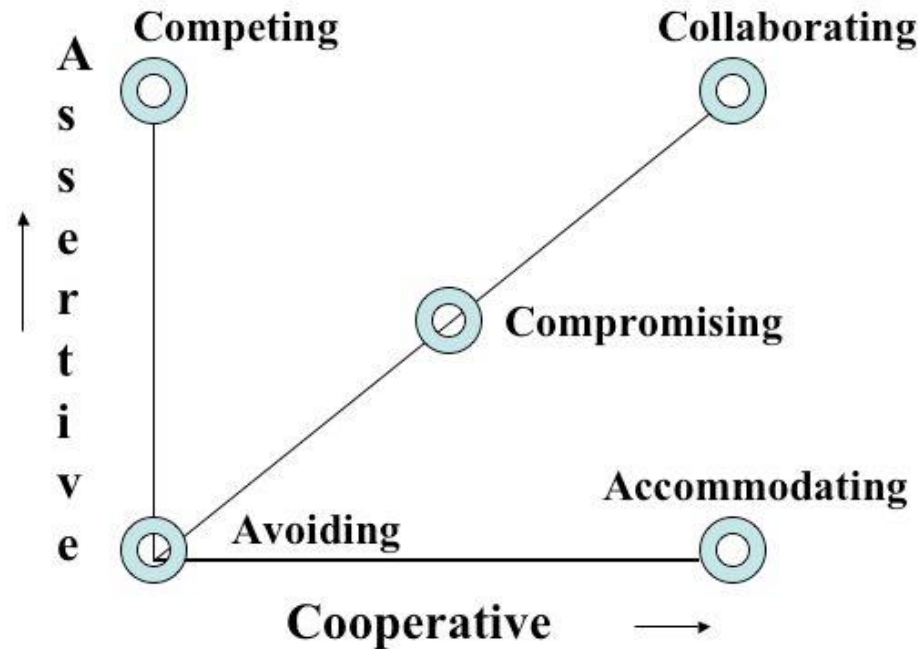


# Accommodating Style

- Unassertive and cooperative
- Individual neglects his own concerns to satisfy the concerns of the other person.
- There is an element of self-sacrifice in this mode.
- Might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view.

# Identify Your Negotiating Style

## Thomas Kilmann Conflict-Handling Modes

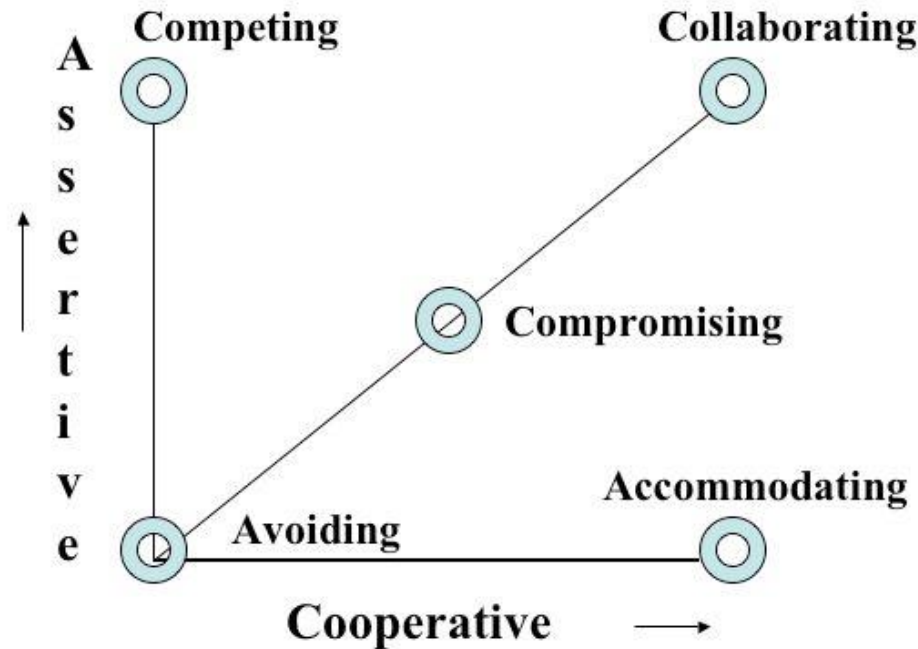


# Avoiding Style

- Unassertive and uncooperative
- Individual neither pursues his own concerns nor those of the other individual.
- Does not deal with the conflict.
- Might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

# Identify Your Negotiating Style

## Thomas Kilmann Conflict-Handling Modes



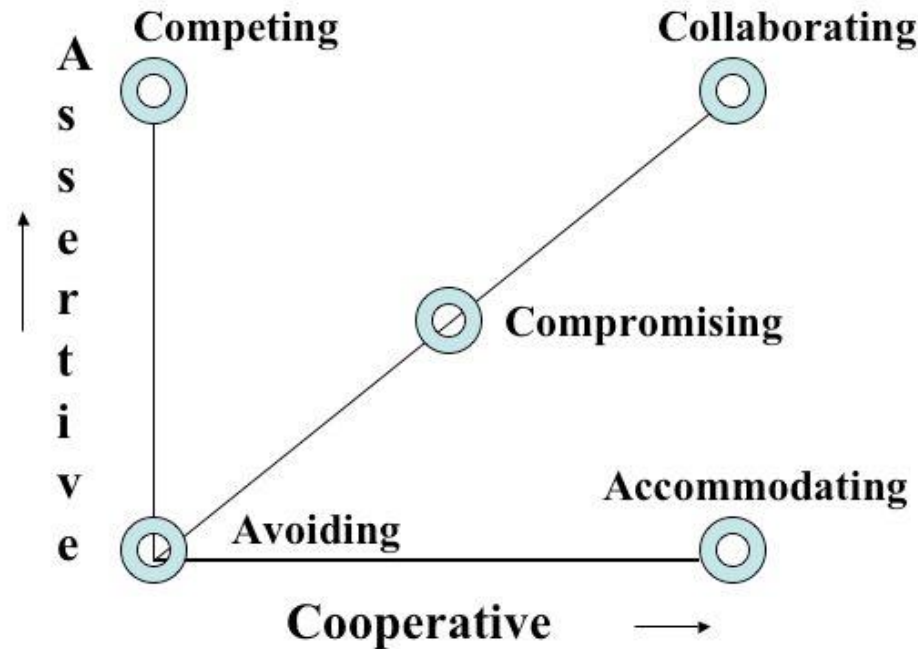


# Collaborating Style

- Assertive and cooperative
- Involves an attempt to work with others to find some solution that *fully* satisfies all concerns.
- Requires digging into an issue to pinpoint the underlying needs and wants of all concerned.
- Might take the form of exploring a disagreement to learn from each other's insights or trying to find a creative solution to a problem.

# Identify Your Negotiating Style

## Thomas Kilmann Conflict-Handling Modes



# Compromising Style

- Moderate in both assertiveness and cooperativeness.
- Objective is to find some expedient, mutually acceptable solution that partially satisfies both parties.
- Gives up more than competing but less than accommodating.
- Addresses an issue more directly than avoiding, but does not explore it in as much depth as collaborating.
- Might mean splitting the difference between the two positions, exchanging concessions, or seeking a quick middle-ground solution.

# Styles

- Most people have a predisposition for one style but use more than one.
- Different relationships require different styles.
- All styles have advantages and disadvantages.
- Identify your behavioral patterns and tendencies so you can mitigate them.

# Doing Your Homework: Prepare to Negotiate

- Set your goals and targets
- Collect supporting data and information
- Use your goals and tradeoffs to create an agenda for yourself (**B**est **A**lternative **T**o a **N**egotiated **A**greement)\*
- **Consider what matters to the other person\*\***
- Practice negotiating with someone else

# Power and Negotiation

- Power struggles are a natural part of negotiation.
- It is important to understand how power is projected.
- Positive tactics: collect data, put the request in writing, project confidence through your physical posture, reframe the issue, and utilize the power of silence.
- Negative tactics: build negative coalitions, pursue the optimum outcome at all costs (“my way or the highway”), and use emotionally-charged arguments.

# Power and Negotiation

Focus on positive tactics...

# Conducting the Negotiation

- Separate the people from the issue(s).
- Build trust and goodwill from the beginning.
- Avoid over-empathizing with the other person.
- Be prepared to compromise but don't make concessions too quickly or too willingly.
- When you give up something, do it gracefully and pleasantly.



# Conducting the Negotiation

- Listen carefully (acknowledge feelings vs. agree) and listen for ulterior motives, hidden agendas, preconceived notions.
- Respect the other person's power, as well as your own power.
- Don't be discouraged by disagreements.
- **Argue your interests, not your position.**
- Monitor in-process and adjust.

# Concluding the Negotiation

- End it politely and graciously, even if you are not successful.
- If your goal is critically important, ask to discuss it with someone else.
- Thank the other person for their time and willingness to hear you out.

# Practice!!

- Babcock, Linda and Sara Laschever, 2008. *Ask for It! How Women Can Use the Power of Negotiation to Get What They Really Want*. New York, NY. Bantam Books.

# Negotiation Gym

- 6-week set of practice exercises
- The goal is to become comfortable hearing the word “No”.
- Starts with small asks of strangers with low stakes.
- Builds to asks from family and friends and larger asks still with low stakes.
- Keep notes on which strategies work best, which need more practice.

# Closing Thoughts

- Negotiation works everywhere.
- You will not always get what you want by asking, but it IS unlikely that you will get what you won't if you do not ask at all.
- Negotiation requires preparation.
- Negotiation improves with practice.

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[http://www.virginia.edu/vpr/postdoc/docs/negotiations\\_handout.pdf](http://www.virginia.edu/vpr/postdoc/docs/negotiations_handout.pdf)
- Negotiation Resources on the ADVANCE Portal at  
<http://www.portal.advance.vt.edu/index.php/tags/negotiation>
- WEPAN Knowledge Center:  
<http://www.wepanknowledgecenter.org>



# Questions?

