PRINCIPLES OF NEGOTIATION:

How To Get What You Want

Presented By:

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“Opportunities are rarely offered; they’re seized”

- Sheryl Sandberg, Lean In
Why Are Negotiation Skills Important?

85% of your financial success is due to your personality and ability to communicate, negotiate and lead.

Shockingly only 15% is due to technical knowledge.

YOU DON'T GET WHAT YOU DESERVE;
YOU GET WHAT YOU NEGOTIATE
-C. KARRASS
Why Are Negotiation Skills Important?

* Men initiate negotiations 4 times more often than women.

* Women own 40% of all U.S. businesses, but receive 2% of available equity capital needed for growth.

* Women report salary expectations between 3% & 32% lower than those of men for the same jobs.

* Men expect to earn 13% more than women during their first year of full-time work & 32% more at their career peaks.

Statistics courtesy of Women Don’t Ask, [http://www.womendontask.com/stats.html](http://www.womendontask.com/stats.html)
Why Don't Women Ask?

- Don't Know How to Ask
- Feel Uncomfortable
- Afraid of Losing Their Job
- Don't Know What to Ask For
- Don't Want to Seem Pushy
- Didn't Know They Should Ask

“[T]here was this fear in the back of my mind that maybe I wasn’t worth more money.”

“[T]he fear of overselling myself - like, ‘What if I’m not worth what I’m asking? I’d better really perform now.’”

-Alina Tugend,
Mistakes I Made At Work
“Compliments don’t pay the bills.”

-Mika Brzezinski, 
Knowing Your Value
Why Are Negotiation Skills Important?

Costs of *not* negotiating:

- Years of added work to make the same salary as colleagues who negotiate
- Increased costs; lower profits
- Lost opportunities to improve your career, your life, and your happiness

*raise/closing the pay gap
*less conversation, dialogue, debate
*fewer opportunities
*lack of progress
*lost talent
*promotion or better title
*additional training
*recognition
*invitation to an event
*better terms (more vacation time, better leave)
*better projects
*help - at work *and* home
Preparing for the Negotiation

Meticulous preparation is essential to a successful negotiation

“In preparing for battle I have always found that plans are useless, but planning is indispensable.”

-Dwight D. Eisenhower
“The conversation doesn’t have to be so dramatic.”

-Alina Tugend,
Mistakes I Made At Work
Preparing for the Negotiation

Identify Your Goals

What are your objectives?

• What do you really want – not what you think you should want? What is the purpose of the negotiation?

• What are the elements of a successful outcome?
  - Differentiate must-haves from would-like-to-haves

What are your opponent's objectives?

• Monetary, non-monetary, emotional, positional

Negotiations are not “won” or “lost”

• A successful negotiation should be collaborative and leave both sides satisfied

• Negotiation is not a form of combat
Preparing for the Negotiation

Legitimize Your Position

• Research and gather the best *objective* criteria to support your position
  - know your audience

• Be open to your opponent's objective criteria
  - evaluate clearly; adjust accordingly

• Learn as much as possible about the other side *before* the negotiation

What is the other side’s goal? How does the other side see the problem?
Preparing for the Negotiation

Determine your BATNA
(Best Alternative to a Negotiated Agreement)

• Identify your “Plan B”

- identify your options if you do not have an agreement (i.e., what’s your fallback position?)

- identify all options, then choose your best option

- identification of your BATNA early allows you to value realistically your position (leverage) in negotiation
Preparing for the Negotiation

*Be prepared to walk.*

*Know when your BATNA is not accepted*

*Smile, say thank you, shake hands*

*Be civil and courteous*
Preparation for the Negotiation

**Evaluate the Process**

- Consider and prepare for the dynamics of your negotiation
  - in person vs. in writing vs. telephonic/video conference
  - location
  - timing
  - how many parties are involved?
  - sophistication level of your opponent(s)
  - relationship with your opponent(s)
  - one issue or many
Preparing for the Negotiation

Brainstorm Before the Negotiation

• Develop your strategy
  - strategy must be customized to fit each negotiation; no two negotiations are the same

• Consider and Re-Consider:
  - Are there ways to satisfy both sides' interests?
  - Can you anticipate counter-arguments?
  - Can you respond to counter-arguments effectively?
  - Are you willing to be creative?
Preparing for the Negotiation

Personal Preparation

● Be confident and remember the big picture
  - silence the voice inside that holds you back

● Trust your instincts

● Maintain control

● Be authentic
  - play to your strengths; not someone else’s

● Ask for more than you want
  - HINT: it is the only way to get what you actually want
How to Start

Strategize the Process

- Timing is everything - start strategically
- Prepare mentally
  - This is a conversation not a conflict
    
    You have objective criteria to support your request
  
  - Everything is negotiable
    
    There is much to be gained for both sides when you ask for what you want
  
  - No downside to negotiating
    
    Worst case, you understand why you can’t get what you want and can consider your options, e.g., BATNA
How to Start

Strategize the Process

● Build a rapport
  - small talk
  - make a connection
  - gather information

● Lead with your objective criteria – why a negotiated resolution is best for both sides
  - ask for a response to objective criteria
  - invite an offer

● Your request should be for more than what you want
Important Principles During Negotiation

Relationships

● Honesty and credibility are critical; be authentic
  - your reputation will precede and follow you
  - say want you mean and mean what you say

● Use inclusive pronouns:
  - “We” connotes collaboration and partnership
  - “It” objectifies (de-personalizes) which can allow for problem-solving
  - “I” sends the message of personal responsibility, introspection
  - Avoid “they,” “you,” “he/she” which can infer blame, accusation and cause a defensive response
Important Principles During Negotiation

A Personal Connection

● Be likeable (which does not mean weak)
  - The “Liking Principle.” We are more likely to say yes, to share information, and agree with people we like
  - Pushing back in a professional manner does not have to be combative

● Consider and prepare for emotional factors
  - Are there emotional factors that help your position?
  - Mitigate emotional response on your side
  - Avoid emotional debate
  - Pushback does not mean you are wrong
TOUGH AS NAILS;
WARM AS TOAST

-Anna Quindlen
Important Principles During Negotiation

“Relentlessly Pleasant”

- Mary Sue Coleman, former President of the University of Michigan, says women have to combine niceness with insistence.
- Success and likability positively correlate for men and negatively correlate for women. 2003 Heidi/Howard Study.
- This approach requires: “smiling frequently, expressing appreciation and concern, invoking common interests, emphasizing larger goals, and approaching the negotiation as if solving a problem.”  Lean In, p. 48.
- Best negotiation results occur with an understanding of all sides interests and biases.
Important Principles During Negotiation

Communicate Effectively

- Ask open-ended questions
- Communicate your interests and offers clearly
- Listen actively, attentively
- Say “yes” - focus on where you agree, not differences
Important Principles During Negotiation

Communicate Effectively

- Allow for **silence** after you ask – it is a powerful tool

- Understand your opponent's interests & consider
  - “I don’t want to misunderstand. Can you explain your last point?”
  - “What I heard you say is ___; is that accurate?”

- Never talk about what you “need”

- Never be apologetic
Closing the Deal

• Timing is everything
  - don’t fight the momentum of the negotiation; work with it

• Wait until all options have been disclosed to find what is best for both sides

• Consider memorializing the deal in writing
  - a confirming email or a more formal agreement
WAYS TO BREAK AN IMPASSE

● If an impasse on one part of negotiation, table it and move to something else
  - Focus on areas of agreement
  - Show how far you have come & narrow the scope of what is in dispute

● Brainstorm options & consider process changes
  - Take a break
  - Exchange information
  - Set a deadline
  - Explain difficult terms in writing
WAYS TO BREAK AN IMPASSE

● Pick a fair alternative
  - Split the difference
  - "The Steak Clause"
  (Ryan Holmes, CEO of Hootsuite)

● Concede
  - What are you willing to sacrifice?

● Pursue your BATNA
  - Sometimes walking away is the best option
  - Choosing your BATNA does not mean you failed
Negotiation

Practice Tip

*Remember the 4 Cs:*

1. credibility
2. connect emotionally
3. compelling evidence
4. common ground
Suggested Reading

- *Ask For It*, Linda Babcock & Sara Laschever (follow-up to *Women Don’t Ask*)
- *Be Our Guest*, The Disney Institute, Theodore Kinni
- *Beyond Winning*, Robert H. Mnookin
- *Getting to Yes*, Roger Fisher & William Ury
- *Getting to Yes with Yourself*, William Ury
- *How to Fascinate*, Sally Hogshead
- *Knowing Your Value*, Mika Brzezinski
- *Lean In*, Sheryl Sandberg
- *Mental Toughness for Women Leaders*, LaRae Quy
- *Thrive*, Arianna Huffington
- *Women Don’t Ask*, Linda Babcock & Sara Laschever

- *Women Rainmakers’ Best Marketing Tips*, Theda C. Snyder
- *Mistakes I Made At Work*, Jessica Bacal
Social Resources

@EERhinehart
@BeLeaderly
@FastCompany
@HarvardNegotiation
@SheNegotiates

#askformore
#negotiation
#WomenInBusiness
#WomenInLaw

• Paula Davis-Laack  
  (misc. podcast interviews on burnout & resilience)
• TED Radio Hour, NPR Podcasts