



Negotiating Up

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First, a little LoC...

Locus of Control





External locus of control

- **Assigns power to the external world**
 - “I had no choice”
 - “He makes me so mad”
 - “I can't / I wish / if only...”
 - “My boss never lets me...”
 - “People take advantage of me”



Internal locus of control

- ~~Assigns power to the external world~~
- Assigns power to **one's own** actions
 - ~~“I had no choice”~~
 - “I didn't look at all the alternatives”
 - ~~“He makes me so mad”~~
 - “I'm choosing to react angrily”



Internal locus of control

- ~~“I can't / I wish / if only...”~~
 - “What do I need to do to accomplish...?”
 - ~~“My boss never lets me...”~~
 - “I haven't yet negotiated with my boss about ...”
 - ~~“People take advantage of me”~~
 - “Thanks for asking; I just can't do that right now.”



Internal locus of control

- **Successful negotiation requires internal locus of control**
 - You are responsible for the outcome
 - You have choices
- **How do you define “fair”?**



***Negotiate* is not
a 4-letter word**

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Life's a negotiation

- You are told to cut 15% of your budget
- When hired, you want extra vacation days for your photography exhibits
- You are offered no salary increase
- The client wants the research done immediately
- You get pulled over for speeding



Everything is negotiable



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Shift your thinking

- **I deserve ...; I'm worth it**
 - No one owes you anything
- **Know your wants**
 - Your ideal outcome
- **Know your musts**
 - A must is not a *want* or *what's deserved*
 - Never sacrifice a must
 - Fallback is to **suspend discussion**



Shift your thinking

- **Negotiating ≠ confrontation**
- **Assertive ≠ aggressive**
- **Conflict can be constructive**



Shift your thinking

- **Don't negotiate for your minimum**
 - Your first offer isn't your final offer
- **You have to be your own best advocate**
- **It's business, not personal**



Shift your thinking

- **Focus on your ultimate goal, your WHY, not HOW**
- **Perfect is the enemy of good**
- *“Ain’t always right but I’ve never been wrong”*



The secrets to strategic and painless negotiation

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Approach it as a puzzle

“I’m going to quit! I’m working too many hours!”

“I enjoy X, Y and Z of my job, and I cannot do this much travel. What if we...”

You propose a series of webinars. Your boss says “absolutely not”...

“Oh, OK.”

“What problems would this cause you?”



What does this look like?

**Negotiating flex-time for
childcare or eldercare**

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ID your best outcome

- **Pick just one to lead with; others are fall-back:**
 - I spend 20 hours/week exclusively with my child/parent
 - I spend 20 hours/week at home with my child/parent
 - I have flexibility in when I work, week to week



Identify your *musts*

- I must keep my job here?
or can I find another job?
or no job?
or can I pay for help at home?
- I must have time off?
can it be telecommuting one day/week?
can it be 5/4/9?



Identify your best “out”

- **Status quo, but revisit in 3 months**
- **Status quo; take annual leave or other forms of leave**
- **Take alternative job with flex-time**
- **Find a job elsewhere**
- **Stomp around, pout, say “it’s not fair!”**



ID your boss's best outcomes

- **Library's service level maintained**
- **Experienced employee retained**
- **Policy consistency among staff**

- **Address each of these outcomes**



Do your homework

- **What is the HR policy?**
 - Ask for advice!
- **ID others in your org or in your industry**
- **Sketch out a proposed schedule**



Prepare your proposal

- **Know what you are asking for**
- **Figure out what wouldn't change**
- **Figure out what would change**



Strategic negotiation worksheet

	Me	My boss	Strategic thinking
Current situation	I want to work fewer hours	I need you here full time	
Best outcome	I want to work at home 20 hours/week	I want to maintain service levels	I will ensure that I cover my 40 hours
Best outcome		I want to retain an experienced employee	I am committed to staying here
Best outcome		I have to be consistent	Consult with HR
Do nothing	Status quo with personal leave	Just say no; consequence may be losing employee	



Have the conversation

- Listen to what the other person says
- Focus on joint interests
- Don't assume
- Be flexible
- **Aim for what's possible, not what you'll settle for**



Zen negotiation

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Zen negotiation

- **Focus on the current situation, not what got you there**
- **Go at the problem, not each other**
- **Interest-based rather than position-based discussion**



Zen negotiation

- **Negotiate from an assumption of abundance**
- **Shift from worst-case to best-case thinking**



Zen negotiation

- **You aren't responsible for the other party**
- **You are responsible for working toward to common goal**



Cheat sheet for negotiating

- **Say only half of what you are thinking**
- **Allow pauses**
- **Listen carefully, reflect back**
- **The more you talk, the more you give away**
- **You can always pause to consider offer**



Your assignment

In the next week, negotiate something new

Did you survive the ordeal?



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