



Painless (no, really!) Negotiating

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Slide deck available at
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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..."

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Internal locus of control

- Assigns power to one's own actions
 - "I didn't look at all the alternatives"
 - "I'm choosing to react angrily"
 - "What do I need to do to accomplish...?"
 - "I haven't yet negotiated with my boss about ..."

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Internal locus of control

- **Successful negotiation requires internal locus of control**
 - You are responsible for the outcome
 - You have choices



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


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Everything is negotiable

WYSIWYG


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Shift your thinking

- I want, not I deserve
- Negotiating is a moment of discomfort to get a larger pay-off
- Negotiating ≠ confrontation
- Assertive ≠ aggressive

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Shift your thinking

- Don't negotiate for your minimum
 - First offer will be high
- You have to be your own best advocate
- You don't have to be dissatisfied in order to ask for more

- It's business, not personal

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The secrets to strategic and painless negotiation

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ID your best outcome

- What is my ultimate goal?
 - What it will be, not how I'll do it
 - Your underlying, tangible, measurable goal
- What are my fall-back outcomes?

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ID your BATNA

- **BATNA=Best alternative to negotiated agreement**
 - If BATNA beats negotiation, walk away
 - Determines the balance of power

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Show you care

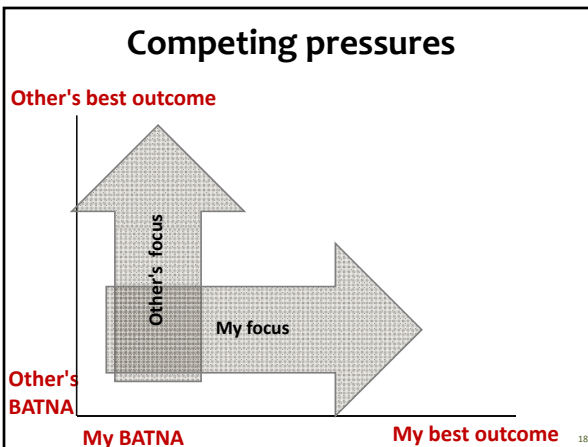
- Consider a unilateral concession that
 - is of small cost or risk to you
 - is of high value to the other party
- Agree to meet at the other party's convenience rather than your own
- At the start of negotiations, agree to one of the smaller requests

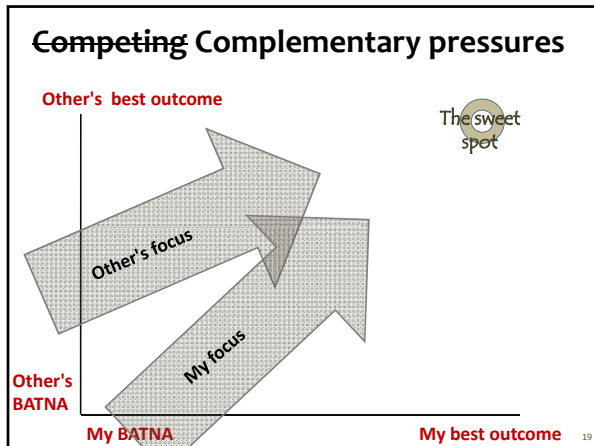
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Become the other

- Learn everything you can about the other party
- Identify their best outcomes and BATNA
 - How can I move my focus forward while advancing his interests?
 - YOU take responsibility for the success of the negotiation





What does this look like?

Negotiating flex-time when returning from family leave

I want flex-time

- Start from want, not need.
 - You *don't* "need"; you have choices
- Identify your best outcome
 - Benefits (to you), not features (details)



Best outcome

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

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Identify your BATNA

- Could be:
 - Status quo, but revisit in 3 months
 - Take alternative job with flex-time
 - Status quo; take annual leave or other forms of leave
 - Find another job at another firm
- Which is YOUR best alternative?

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ID your boss's best outcomes

- Library's service level maintained
- Experienced employee retained
- Policy consistency among staff
- Address *each of these outcomes*

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Do your homework

- What is the HR policy?
 - Take an HR rep to lunch. Options?
- ID others in your org or in your industry
- Sketch out a proposed schedule

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Prepare your proposal

- Your boss' best outcomes
- Your best outcome
- What won't change
- What would change
- Ask yourself "how can I....?"

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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
BATNA	Status quo with personal leave	Just say no; consequence may be losing employee	

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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

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Zen negotiation

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Zen negotiation

- Say what's true for you
- Assume any situation is negotiable
- Focus on the current situation, not what got you there

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Zen negotiation

- Move beyond the fear
- Negotiate from an assumption of abundance
- Shift from worst-case to best-case thinking

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Zen negotiation

- Interest-based rather than position-based discussion
- Go at the problem, not each other
- You aren't responsible for the other party

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Your assignment

- In the next week, negotiate something you haven't negotiated before
- Check to see if you survive

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