



Painless (no, really!) Negotiating



Mary Ellen Bates
Bates Information Services
BatesInfo.com
303.772.7095



**All presentations at
BatesInfo.com/SLA2009**



First, a little LoC

Locus of control





Locus of control

- **External LoC**
 - 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..."



Locus of control

- **Internal LOC**
 - **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 ..."**



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**



Life's a negotiation

- **You are told to cut 15% of your budget**
- **When hired, you want extra vacation days for your photography exhibits**
- **The client wants the research done immediately**



Everything is negotiable





Shift your thinking

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



Shift your thinking

- **Don't negotiate for your minimum**
 - First offer will be high
- **You don't have to be dissatisfied in order to ask for more**
- **It's business, not personal**



The secrets to strategic and painless negotiation



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?**



ID your BATNA

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



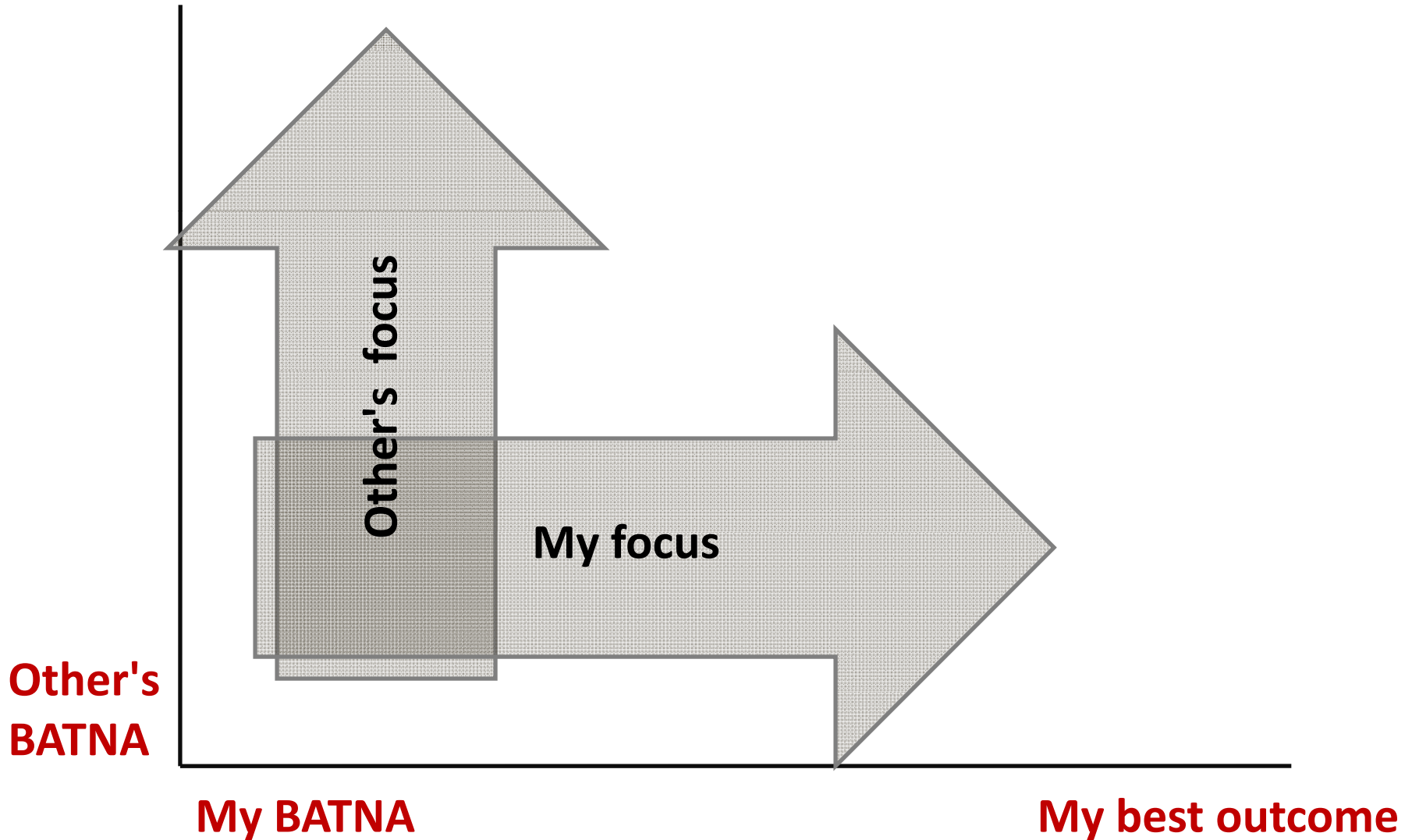
Become *the other*

- **Identify the other side's best outcomes and BATNA are**
 - **How can I move my focus forward while advancing his interests?**
 - **YOU take responsibility for the success of the negotiation**



Competing pressures

Other's best outcome

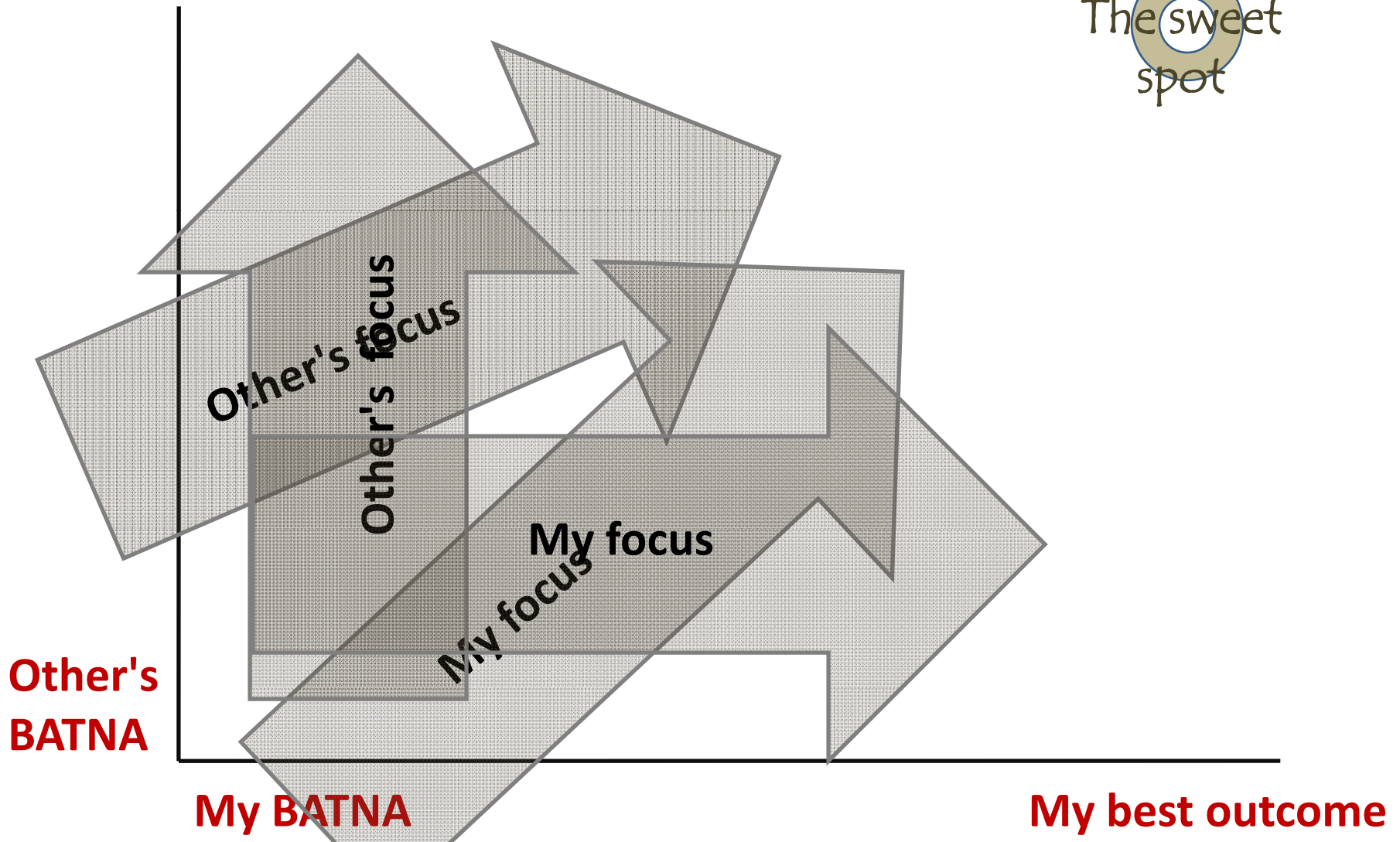




Competing Complementary pressures

Other's best outcome

The sweet spot





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



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?**



ID your boss's best outcomess

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



Prepare your proposal

- Your boss' best outcomes
- Your best outcome
- What won't change
- 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
BATNA	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



Zen negotiation

- **Say what's true for you**
- **You have the right to decide how to live your life**
- **Assume any situation is negotiable**



Zen negotiation

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



Zen negotiation

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



Your assignment

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

#



All presentations at BatesInfo.com/SLA2009

