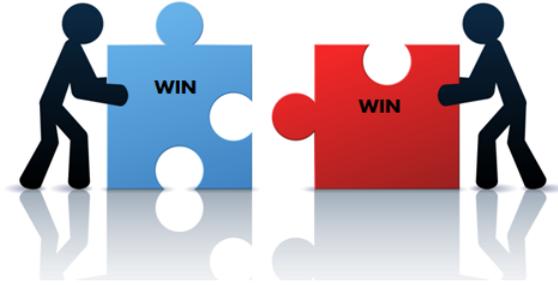


Negotiation



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Do you find yourself agreeing to things when actually you want more – or less? In this session we will look at how to be clear about what you want, and how to use assertiveness and negotiation skills and strategies to achieve win-win outcomes when working with others.

What is negotiation?

Cambridge dictionary entry for “**negotiate**”:

“to have formal **discussions** with someone in order to reach an **agreement** with them”

Session aims

- Reflect on situations in which you might need to negotiate
- Introduce a basic framework for conducting a negotiation
- Discuss how self-awareness and assertiveness are vital for good negotiation outcomes

Negotiation scenarios

- We all encounter negotiation scenarios (but sometimes we don't recognise them as such!)
- Handout provides some examples relating to:
 - teaching load
 - collaboration (x2)
 - getting approval for training courses
 - external consultancy

Basic negotiating approaches:

- **Win - lose:** fixed resources / options

- **Win - win:** works to increase
resources / options

Win - win negotiations create better ongoing relationships.

Win - lose negotiations don't.

Assertiveness = balance

A framework for negotiation

1. Preparation

2. Discussion

3. Summarise, Clarify, Agree

(4. Completion)

Preparation:

*What do
I want /
need?*

Preparation:

*What do they
want?*

*What do they
need?*

My experience

What I wanted/needed

Permanent academic job
Commutable from Oxford
Good working environment
Enough money to support family
Flexible working
Travel funds
Delayed start
Own office

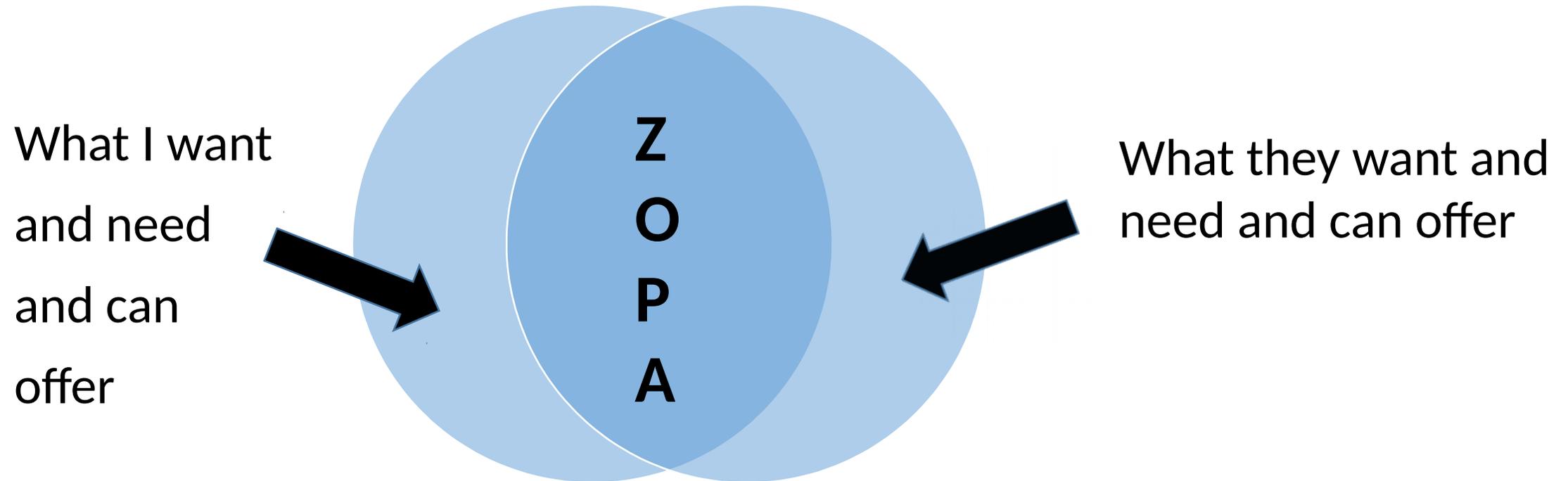
What they wanted/needed

Me!
High quality research
Regular presence in the department
Active participant in department
Teaching
Supervision
Admin
Immediate start

Preparation: Think creatively about:

- What can I offer in this context that will provide what they need and increase the options?
- *What and where is my value / capital?*
- What's my deal breaker and back-up plan?

The aim of all this is to create a Zone of Possible Agreement: the ZOPA

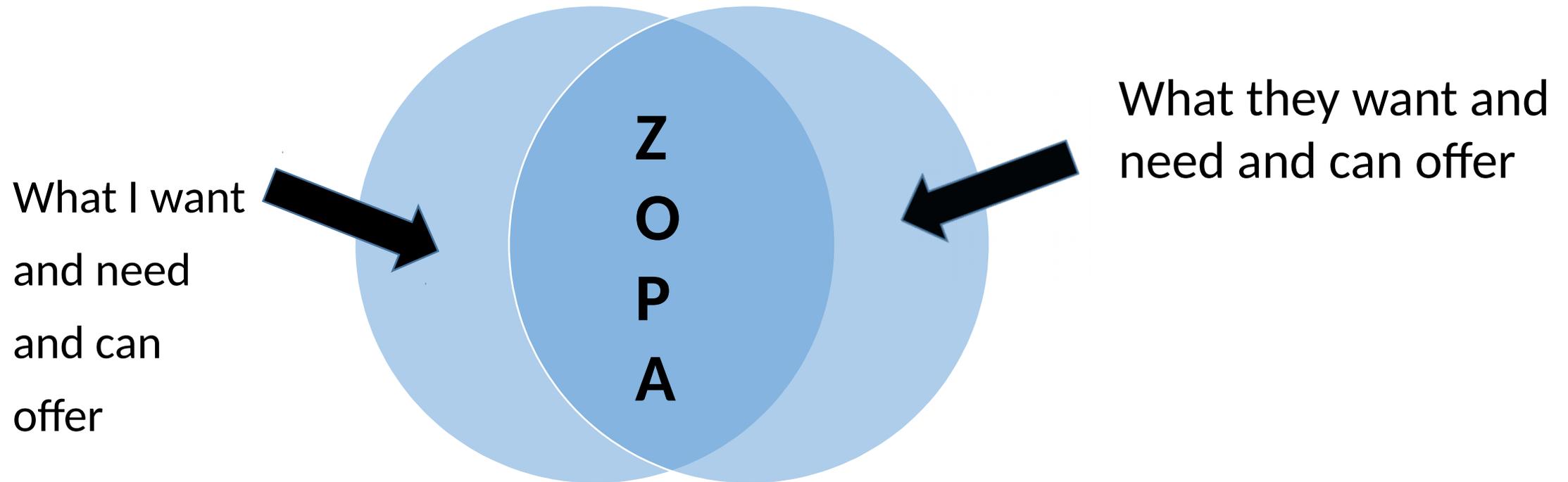


Discussion

- The first rule of negotiation is to ask
- The first offer is the start of the negotiation, not the end
- Be curious about the other's needs, standpoint, perspective – take the time to ask questions

Discussion

Take a creative approach: look for opportunities to create additional options and make the ZOPA as big as you can



Discussion

- Consider giving and asking for concessions
- Allow time for negotiations
- Be aware of your body language and reactions

What if it's not working?

- Do they know they're in a negotiating situation?
- Are they taking a win-lose approach?
- Remember your deal breakers and back up plans and be prepared to walk away

Summarise, Clarify, Agree

- Keep the discussion moving towards agreement – clarify, summarise, agree when appropriate – as you go along
- When offers are made that you want to accept, do so at the time – then ask for more! - first rule of negotiating is to ask
- Make sure you conclude!

Finally, do what you have agreed...

Now your preparation: (In pairs)

- What do I want/need?
- How could the other party provide that?
- What does the other party want/need?
- How can I provide that?
- What added value can I offer?
- What can I concede?
- What are my deal breakers and back up plans?
- Where might the ZOPA be?

Slides available:

www.ucl.ac.uk/~ucahdhe