

DON'T ASK, DON'T GET: NEGOTIATION FOR WOMEN



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Don't Ask, Don't Get: Women and Negotiation

Negotiation is:

- ▣ knowing your own value,
- ▣ understanding the value of where you stand in relation to others,
- ▣ and of speaking up for yourself.



Don't Ask, Don't Get: Women and Negotiation

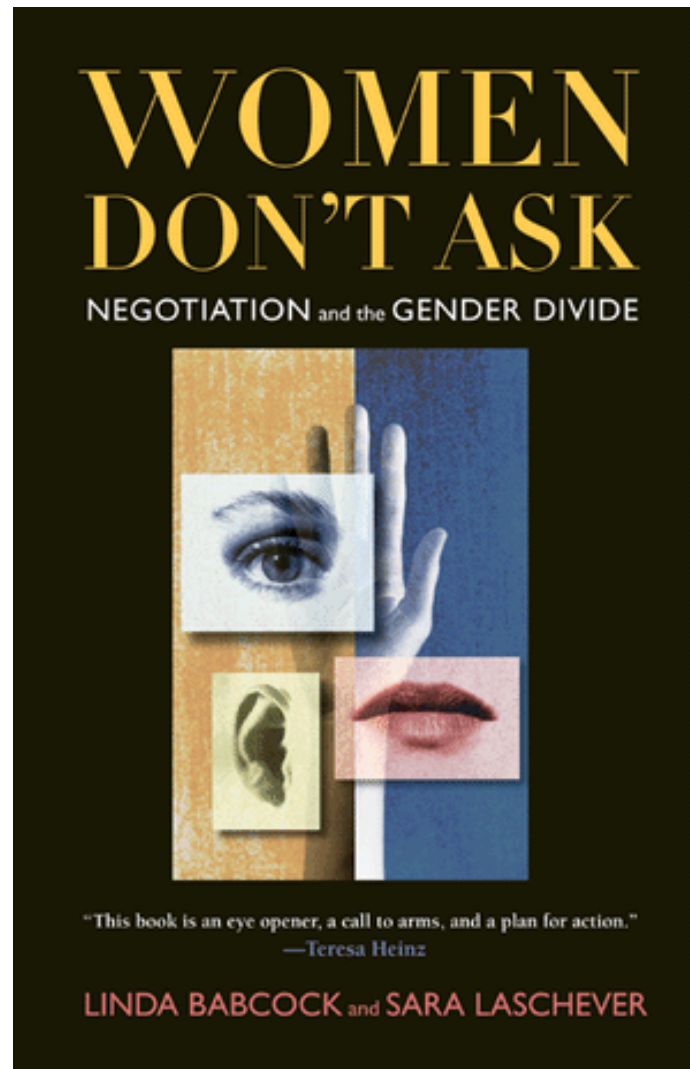


Negotiation Techniques

Share a time when you had to negotiate for something. What went well? What might you have done differently? What did it bring up for you – fear, anxiety, issues of self-worth, excitement, pride, etc?



Women Don't Like to Negotiate



Three Pitfalls for Women

Not seeing situations as opportunities to negotiate.

Not negotiating for themselves like they would for someone else.

Not being willing to say no.



Negotiation Techniques

Caitlin's Challenge: Moves and Turns in Organizational Negotiation

Program on Negotiation at Harvard Law School
By Deborah Kolb



Negotiation Techniques

How does Caitlin's experiences with MI influence this negotiation?
What challenges does it present?



Negotiation Techniques

What can Caitlin do to position herself to negotiate with George?

- What is her value? How does she make it visible?
- What information should she seek that would help her feel that what she wants is justifiable?
- What does she know about George and how can she use it?
- What is her bottom line? What is George's bottom line?

Openings

- When one is challenging the status quo, one is likely to meet with resistance. People who are advantaged by their status (gender, race, culture, age, experience, etc.) often do not recognize this advantage. It is important to understand their reasons for saying “no” and to try to demonstrate appreciation (even when you’re annoyed!).



Openings

- What are George's reasons to deny Caitlin the promotion and bonus?
- Given this analysis, how might Caitlin best open the negotiation?

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**“We believe in paying our employees as much as they need.
Since you’ll be at your desk 90 hours a week,
you won’t need much.”**

Openings



VIDEO

Openings

- How did Caitlin's opening not serve her?
- What are possible openings that use her knowledge about George and her analysis of his good reasons for saying no to her?

“In business as in life, you don't get what you deserve you get what you negotiate”

Openings

- Engage George on issues that matter to him:
 - “George I hope you heard that we closed the deal with Salloway and Diamant” (Sets the stage by showing that she does have the expertise to do the job).



Openings

- ▣ Reflect your knowledge that George does not like surprises.
- Smile and say “George, I know you don’t like surprises and what I want to talk about might be a surprise”. (Sets the stage for her to talk about her ideas).



Openings

□ Frame the issues:

- “George, I think it’s important that we figure out how, going forward, we are going to deal with Marty’s departure. I have some ideas.” (Sets the stage for her proposals).
- Or – “George, I think it is important that we figure out how we are going to deal with Marty’s departure. Are you recruiting for the position?” (Enables her to deal with a potential outside hire at the outset and make a pitch).

Strategic Moves

VIDEO

Strategic Moves

- Moves are actions that negotiators take to position themselves in the negotiation process. Moves that put the other person in a good position can put you at a disadvantage.



Strategic Moves

Anticipate Moves

- Question your competency/expertise
 - ▣ Your budget is way out of line with what you deliver. We are not getting value for our money.
- Criticize your style
 - ▣ You are being unreasonable.
 - ▣ Don't get so upset!



Strategic Moves

Anticipate Moves

- Demean your ideas
 - ▣ Where did you even get these numbers from?
 - ▣ You can't be serious.
- Appeal for sympathy/support
 - ▣ I really need your help on this.
 - ▣ I know you won't let me down.



Strategic Moves

These moves typically make the recipient feel defensive and so we respond by defending ourselves. A typical response is a *countermove* – which keeps us in the same defensive position.

MOVE: Don't get so upset.

RESPONSE: I'm not upset.

MOVE: You're not ready for the position.

RESPONSE: Yes, I am ready.

Strategic Moves

What moves should Caitlin anticipate from George and how might she deal with them?

WOMEN
Like men,
only cheaper.



Strategic Moves

VIDEO

Strategic Turns

Turns are responses to the other's moves. Rather than accept the "mover's" logic, turns signal that the positioning is not accepted.



Strategic Turns

□ Interruption

- Interrupting disrupts the move.
- You can take a break or just be silent.

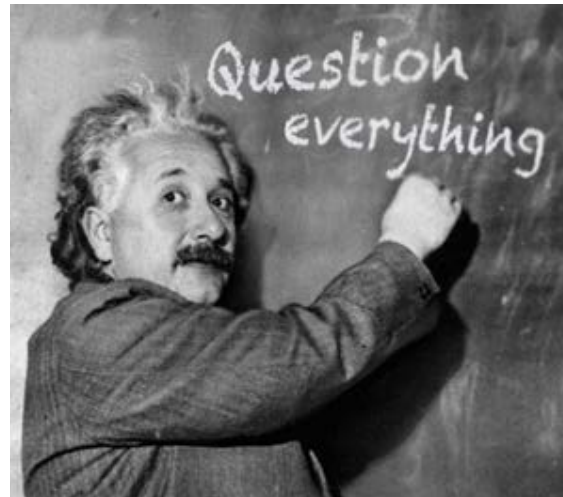
□ Naming

- This signals recognition of what is occurring.
- **MOVE:** “If you can’t do this work for what I am offering, I will find somebody else.”
- **TURN:** “I’m surprised you say that as you and I both know that what I am asking for is in line with what others get.”

Strategic Turns

□ Questioning

- This suggests something puzzling about a move.
- **MOVE:** “There is no way I can agree to your proposal; it makes no sense.”
- **TURN:** “I am surprised: tell me more about why you feel so strongly about this.”



Strategic Turns

□ Correcting

- ▣ Substitute a different version or motivation to the one the move implied.
- ▣ **MOVE:** “I really need your help on this: I know you won’t let me down.”
- ▣ **TURN:** “I am trying to help: let me show you how what I am asking can meet your needs and mine.”



Strategic Turns

- What turns can Caitlin employ at this point?



Strategic Turns



VIDEO

Strategic Turns

- What is going on for George at this point?
- How might Caitlin respond?



Strategies

- Is gender implicated in Caitlin's Challenge? If so, in what ways? Would a man be having this problem? What's different? The same?



Strategies

- She never asks for recognition and reward. Is this limited to women?
- Why did George get mad at her in the past?
- She is not seen as VP material. Is this an example that at MI women do not come to mind?



Strategies



VIDEO

Strategies

□ How can they move past this impasse?



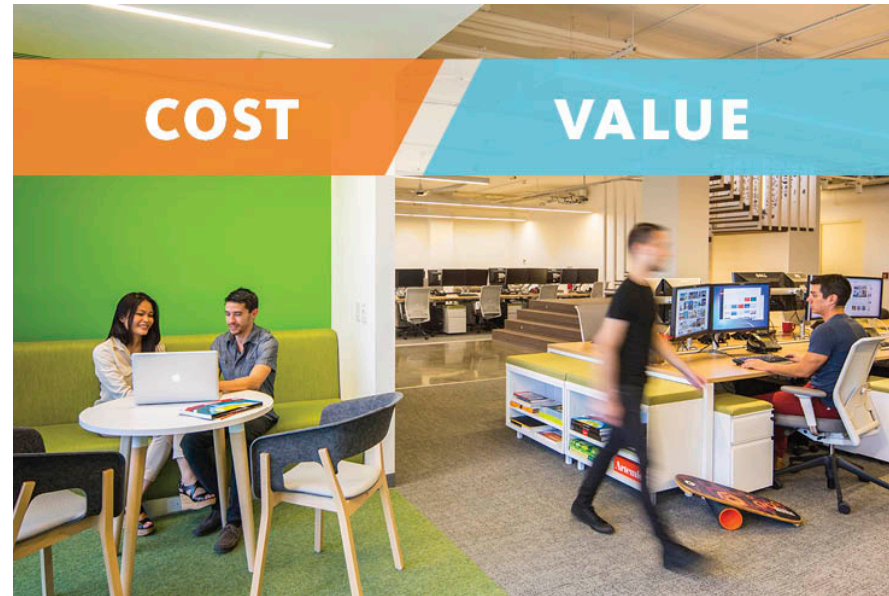
Strategies



VIDEO

Strategies

- What does Caitlin bring to MI that an outside candidate will not? What turns can she offer at this point in the conversation?



Strategies

- Do you think that Caitlin's suggestion is strategic? If so, why? If not, why not?
- What would you offer at this point?



Strategies

□ Move:

You are not ready for the VP position.



Strategies

- Correct: I've been doing the job.
- Question: What can I do to prepare?
- Divert: What are the success criteria for the job?



Strategies



VIDEO

Strategies

What is Caitlin's bottom line?

What is a good outcome for Caitlin?

What is George's bottom line?

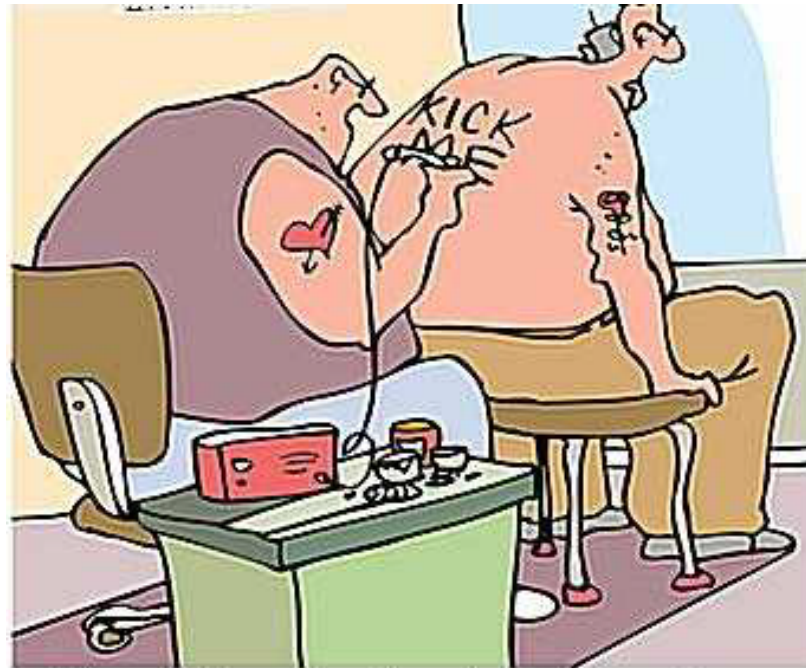


Strategies



VIDEO

Negotiation Techniques



"I'm getting the fire-breathing dragon with wings. He wanted \$200, but I talked him down to fifty bucks."

Negotiation Techniques

- Topic:
- Available facts:
- Negotiable issues:
- Your needs:
- What you can offer:
- Bottom line:

Negotiation Techniques

What is one thing you learned from today's session that you can use in a future negotiation?



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THANK YOU!

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We reject your buyout offer. It's ridiculously high.