

Negotiation and Conflict Management

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Objectives:

The session is designed to:

- Identify and discuss individual sources of negotiating strength.
- Practice skills that can influence the outcome of the negotiation.
- Develop an awareness of the importance of personality traits, trust and self-awareness in effective negotiating and conflict resolution.

When and where do we negotiate?

- At Work
 - Salary and job responsibilities, space etc
- With Patients
 - Compliance
- With Students and Colleagues
- At Home

What is negotiation?

Negotiation is back and forth communication designed to reach agreement while leaving the other side intact and positive.

Easier to negotiate when the two sides have some shared interests and some opposed.

Negotiation

- Includes:
 - Listening
 - Ability to identify the interests of both sides
 - Persuasion
 - Diplomacy
 - Building and preserving relationships

Negotiation

Soft:

Participants are friends.
The goal is agreement.

Hard:

Participants are adversaries.
The goal is victory.

Negotiation

Principled =Negotiating on the merits or principles or interest based negotiation

- Develop multiple options to choose from; decide later.
- Avoid premature judgment.
- Avoid searching for the single answer.
- Avoid assuming the pie is fixed.
- Avoid thinking that "solving their problem IS their problem".

From Fisher and Ury: Getting to Yes, 1981

Negotiation Process Preparation1:

- Know what your interests are and why you value them.
 - What is the issue at hand.
 - What are the "needs" vs. "wants".
- Know the strengths and weaknesses of your position and self.
 - Self awareness, personality characteristics, emotional intelligence.

Negotiation Process Preparation2:

- See things from the other side's point of view- why they are negotiating?-
 - Research the interest of the other side.
 - What are their needs (security, autonomy, recognition).
- Be aware of the unpleasant consequences for both sides if your idea/proposal is not accepted.
 - If you succeed who else might be affected, harmed, advanced?

Definition of Conflict:

"any situation in which people have incompatible interests, goals, principles or feelings"

"Becoming a conflict competent leader" pp.19

What is the cause of conflict?

- Differences in perspectives, expectations, competencies, access to information, and culture
- Differences in communication skills, and personal style
- Incompatible goals, allocation of resources and role clarity

Positive Outcomes

- Stimulates creativity and problem solving
- Increases the probability of making good decisions
- Fosters teamwork and improves social relationships
- Promotes reflective thinking and open communication
- Signals possible deficiencies in the existing system

Challenging Outcomes

- Damages relationships with misunderstanding and distrust
- Diverts energy from other important issues
- Disrupts self, others and workplace
- Causes anger, fear, hurt, and embarrassment
- Provokes aggressiveness and competition
- Produces poor quality decisions

Common Symptoms of Dealing with Conflict

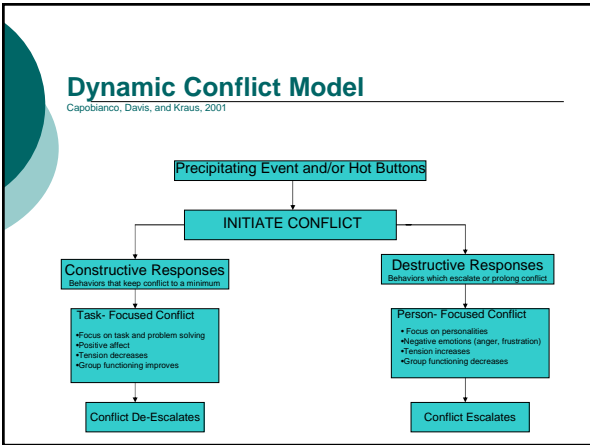
- "Maybe it will go away on its own."
- "Everything is fine."
- Spend time complaining.

Time Spent On Conflict

What percentage of management time is spent on conflict?

- 5-10%
- 11-20%
- 21-30%
- Greater than 30%

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Hot Buttons

Situations/people that cause irritation to the individual and can ignite conflict:

- Unreliable
- Unappreciative
- Micro-managing
- Uncompromising
- Argumentative
- Overly analytical
- Aloof
- Self-centered
- Untrustworthy

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Conflict Response Categories

	Constructive	Destructive
Active		Winning at All Costs Displaying Anger Demeaning Others Retaliating
Passive	Reflective thinking Delay Responding Adapting	Avoiding Yielding Hiding Emotions Self Criticizing

Conflict Response Categories

	Constructive	Destructive
Active	Perspective Taking Creating Solutions Expressing Emotions Reaching Out	Winning at All Costs Displaying Anger Demeaning Others Retaliating
Passive	Reflective thinking Delay Responding Adapting	Avoiding Yielding Hiding Emotions Self Criticizing

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- ### Negotiation Process Planning1:
- Brainstorm all alternatives that could satisfy your needs.
 - Be creative and expand the pie.
 - Know who is supportive and who is not/less.
 - Does this person have the authority to make the decision?
 - Are there any penalties for bluffing?
 - Are there time limits associated with negotiations?

- ### Negotiation Process Planning2:
- Imagine how it would feel to achieve your goal.
 - Role play your opening with a trusted colleague and rehearse the problematic areas.
 - Be the devil's advocate
 - Plan ways to break it/Buy time
 - "I need to think over what you just said. Can I have a couple of minutes?"

- ### The Best Alternative to a Negotiated Agreement (BATNA)
- A well thought out BATNA gives you more power (leverage).
 - Decide on:
 - What you can comfortably walk away?
 - Bluffing? Don't allow desperation to be detected in your non verbal

- ### Negotiation Process During1:
- Bring the list of your main points and a set of questions.
 - Try not to interrupt; the more they reveal, the more you'll learn.
 - Re-state as impartially as you can ("as I hear it...").
 - Stay open to new information.
 - Take notes.

- ### Negotiation Process During2:
- **Focus** on interests. Not people, not gains.
 - **Use** objective criteria to make decisions and be sure the other party does as well.
 - **Redirect** personal attacks onto the problem at hand.

Negotiation Process During3:

- Listen actively and reflectively.
 - Listen also for what is not said.
- Learn from what the other side says.
 - Stay open to new information.
- Synthesize the information you hear and use it in your own argument.

Negotiation: Planning

REF: Shell, Bargaining for Advantage

Negotiation Behavior	Skilled	Average
Questions, as% of all negotiating behavior	21.3	9.6
Active listening: Testing for understanding	9.7	4.1
Active Listening: Summarizing	7.5	4.2
Total information exchange	38.5	17.9

Negotiation Process During4:

- Be prepared to walk away if an agreement is not reached.
- Write a note or memo if contract or agreement is required.

Common Errors

- Assuming shared values.
- Assuming similar communication preferences.
 - Big picture thinking or detailed analyses?
 - Stories or facts?
 - Time to process or get decisions over with?
- Expecting reciprocity.
- Avoiding conflict.
- Trying to prove how smart or "right" you are by talking.
- Not listening carefully.

Negotiation of new position/\$

- Salaries
 - Learn about the "market" regionally, nationally and the range at the institution
- Postpone until position is offered
- Additional features to Negotiate
 - Promotion criteria, track
 - Space and equipment
 - Expectations/ time commitments
 - Professional development opportunities

Gender and Negotiation

Mythical Perceptions

- Good behavior is justly rewarded.
- Corporate or academic family will take care all members.
- One's unique abilities naturally lead to advancement.

Reality

- Unwillingness to ask for desired reward and then to negotiate to mutual agreement.

Remember...

- Don't dwell on people or gains. Stick to the interests at hand.
- Don't close doors. Be fair. You may wish to enter into negotiations again.
- The end result should be acceptable to both parties.
- Your BATNA establishes the reality of how important the agreement is to you and what you are willing to accept.

Remember...

- If you don't ask, don't expect...
- Negotiations with high expectations do better.
- Pay attention to both levels of process:
 - Discussion of the issue about which decision must be made.
 - Development of a relationship that leads often to win/win solution.
- You are an asset and present from strength.

Final Thoughts or Comments?

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