



Stacking Up: Negotiation Skills to Elevate Your Professional Role

Objectives:

- Learn the basics of interest-based negotiation.
- Learn to lead at the bargaining table by sharpening your negotiation skills.
- Achieve better outcomes by learning to resolve seemingly intractable disputes.
- Evaluate your personal short-comings when asking for what you want.

Your Experience Validated

- **Volunteer Engagement Professionals (VEPs) are often underpaid and undervalued and their work is often misunderstood.**
- **The MAVA study underscores that there truly are equity issues in how volunteer engagement professionals are received, paid, included and understood in the workplace.**
- **The research examines why there is a lack of true understanding about the essential nature of volunteers and those who lead them.**

Partner Exercise

- **What resonated for each of you in the findings of the MAVA Study?**
- **Where might you need to advocate?**
Salary equity? Inclusion on executive team? Job Title Change? Inclusion of volunteerism in strategic plan? Transition to full time volunteer engagement duties? More senior/strategy level job duties? Participation in Service Enterprise? Change of language (i.e. “team member” lounge instead of “staff” lounge)?
- **What next steps might you like to take?**

What Is Needed?

- Salary equity?
- Inclusion on executive team?
- Job Title Change?
- Inclusion of volunteerism in strategic plan?
- Transition to full time volunteer engagement duties?
- More senior/strategy level job duties?
- Participation in Service Enterprise?
- Change of language (i.e. “team member” lounge instead of “staff” lounge)?



What is Interest-Based Negotiation?

Interest Based Negotiation

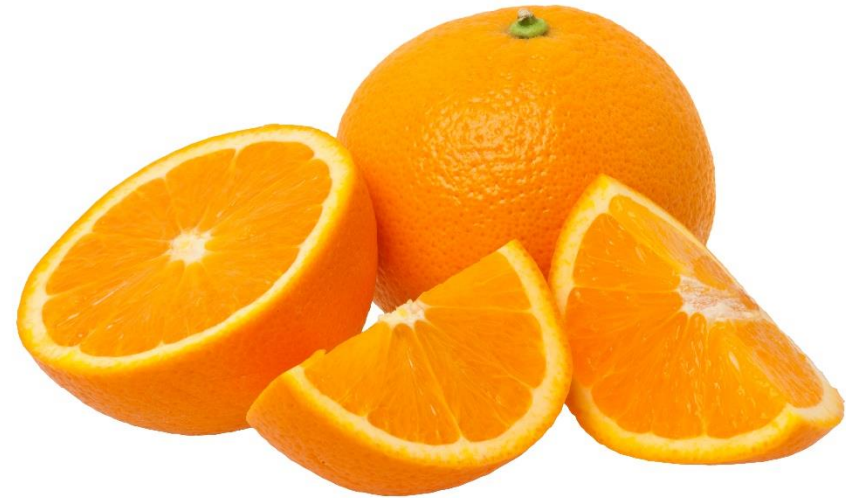
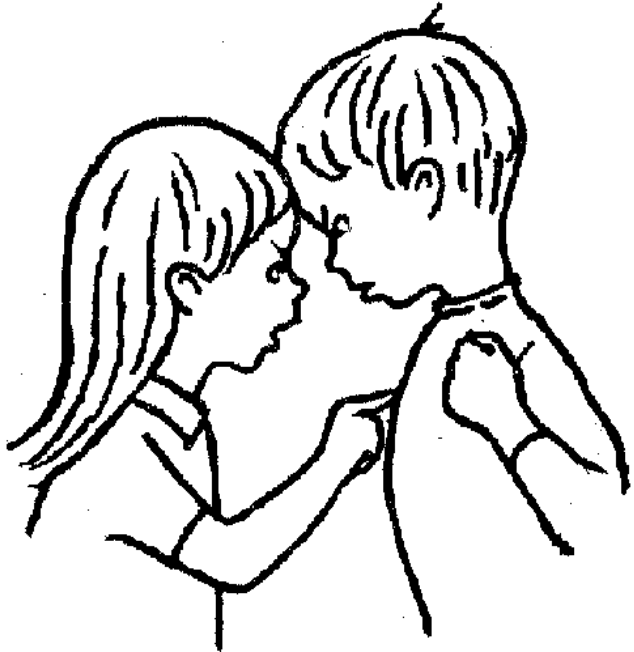
<https://www.youtube.com/watch?v=Wzimr2fAhrU>

What is Interest-Based Negotiation?

- Interest-based bargaining is a negotiation strategy in which parties collaborate to find a "win-win" solution to their dispute.
- This strategy focuses on developing mutually beneficial agreements based on the interests of the disputants.
- Interests include the needs, desires, concerns, and fears important to each side. They are the underlying reasons why people become involved in a conflict.
- Positional bargaining is based on fixed, opposing viewpoints (positions) and tends to result in compromise or no agreement at all. Oftentimes, compromises do not efficiently satisfy the true interests of the disputants. Instead, compromises simply split the difference between the two positions, giving each side half of what they want.
- Creative, interest-based solutions, on the other hand, can potentially give everyone all of what they want.

There are often many interests behind any one position. If parties focus on identifying those interests, they will increase their ability to develop win-win solutions.

The classic example of interest-based bargaining and creating joint value is that of a dispute between two little girls over an orange.



Identifying Interests

The first step in interest based bargaining is identifying each side's interests.

A key approach to determining interests is asking "Why?"

The bottom line is you need to figure out why people feel the way they do, why they are demanding what they are demanding.

Identifying Interests

- Next you might ask yourself how the other side perceives your demands.
- What is standing in the way of them agreeing with you?
- Do they know your underlying interests?
- Do you know what your own underlying interests are?
- If you can figure out their interests as well as your own, you will be much more likely to find a solution that benefits both sides.

Positional Bargaining

disputants are adversaries



goal is victory



demand concessions



dig into position



mislead, use tricks



insist on your position



apply pressure



look to win for you alone

Integrative Bargaining

disputants are joint problem solvers



goal is wise decision



work together to determine who gets what



focus on interests, not positions



be open about interests, use fair principles



insist on objective criteria; consider multiple answers



use reason; yield to principle, not pressure



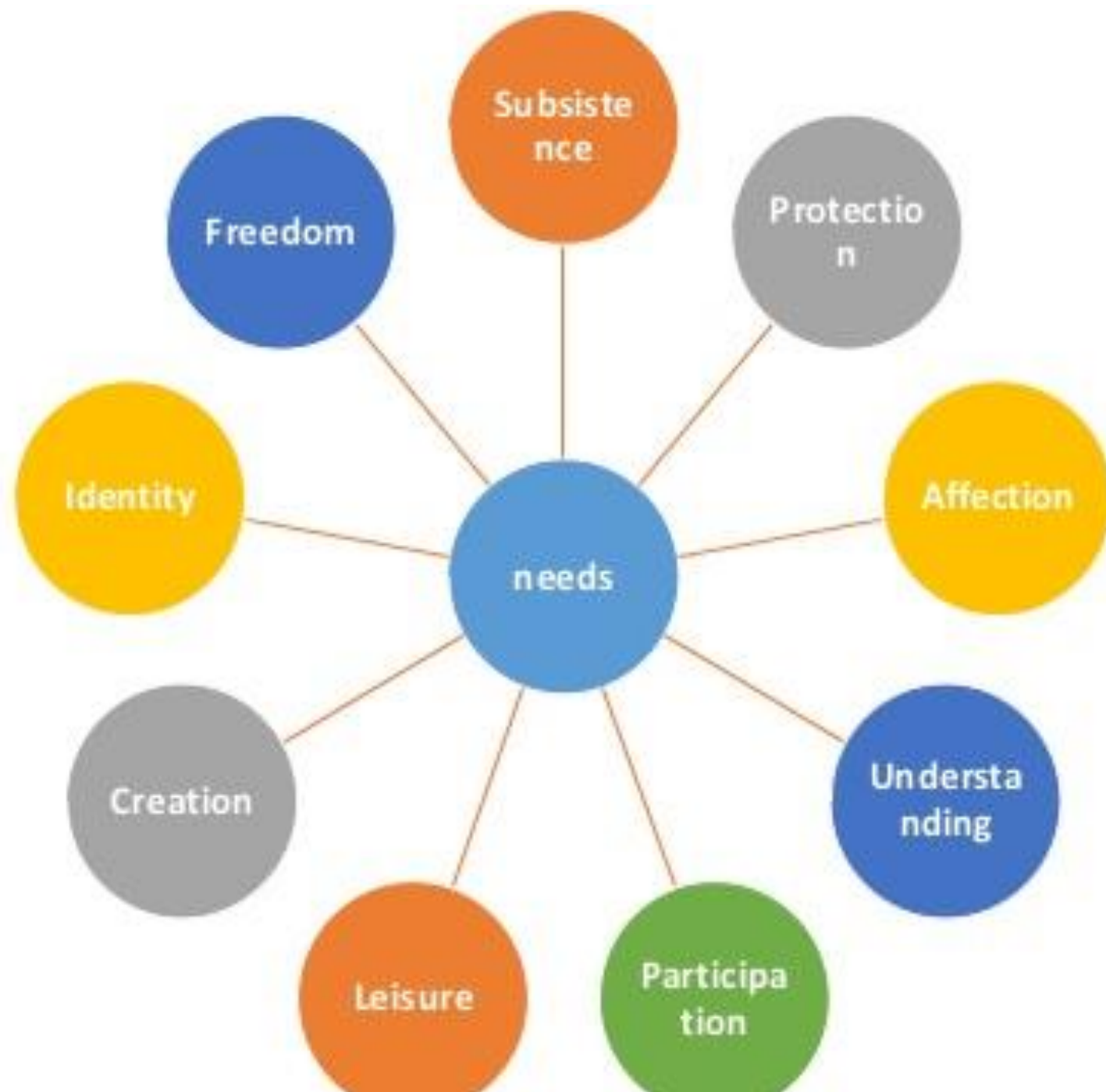
look for win win opportunities



Five Basic Workplace Needs

1. **Physiological Needs** (basic issues of survival such as salary and stable employment)
2. **Security Needs** (stable physical and emotional environment issues such as benefits, pension, safe work environment, and fair work practices)
3. **"Belongingness" Needs** (social acceptance issues such as friendship or cooperation on the job)
4. **Esteem Needs** (positive self-image and respect and recognition issues such as job titles, nice work spaces, and prestigious job assignments.)
5. **Self-Actualization Needs** (achievement issues such as workplace autonomy, challenging work, and subject matter expert status on the job)

Fundamentals of human needs



Power and Influence

Title Power-You may think you have no power to negotiate and that you will never be able to prevail when the power is in the hands of those with higher level positions in your organization

Congruent or Referent Power-People who consistently say what they mean and after making a statement, actually follow through on it.

Information Power-The old adage, knowledge is power, still holds true in negotiations.

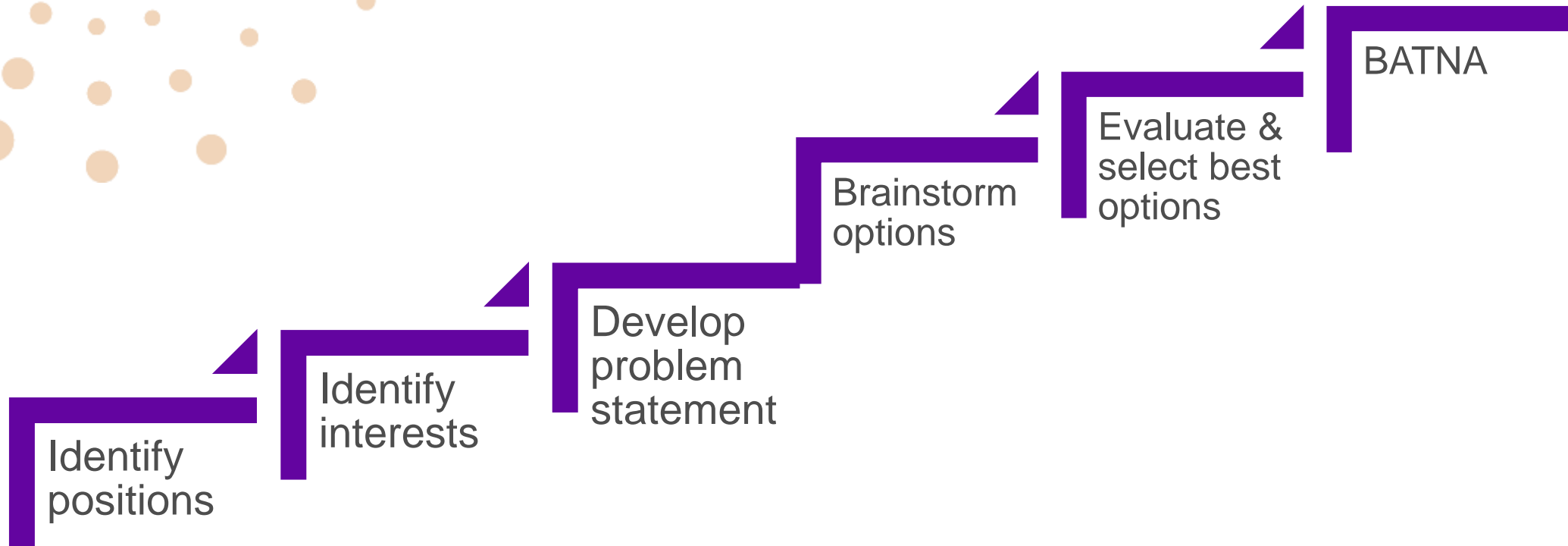
Charismatic Power-the unspoken dynamic influence that someone has over another party as a result of their personality.

Expertise Power –You have knowledge, expertise and skills that are needed. Your job is to share some of this expertise and create awareness about why your interests are also the organization and community's interests.

Situation Power-When someone can directly control the outcome of what you need or want, they have situation power.



Negotiation Preparation



Negotiation Preparation Checklist

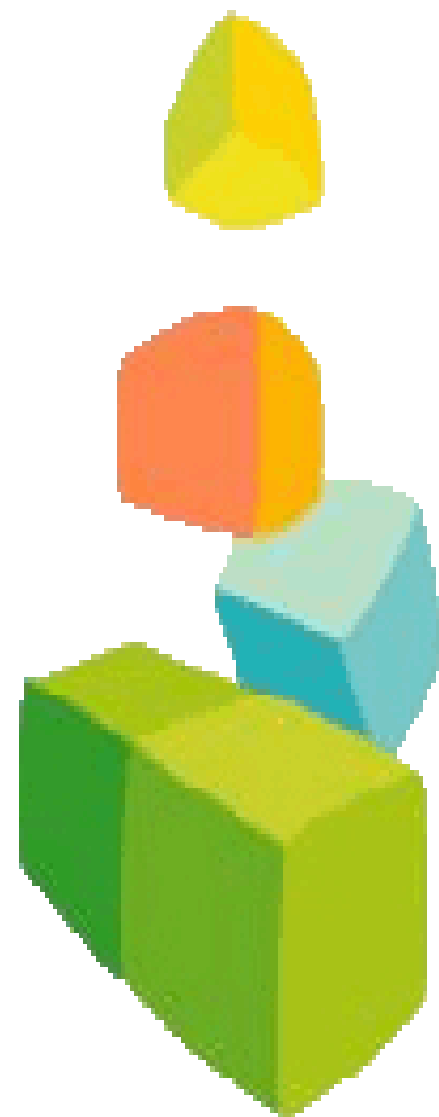
- ☐ What do I want from this negotiation? List short-term and long-term goals and dreams related to the negotiation.
- ☐ What are my strengths—values, skills, and assets—in this negotiation?
- ☐ What are my weaknesses and vulnerabilities in this negotiation?
- ☐ Why is the other party negotiating with me? What do I have that they need?
- ☐ What lessons can I apply from past negotiations to improve my performance?
- ☐ Where and when should the negotiation take place?
- ☐ How long should talks last? What deadlines are we facing?

Negotiation Preparation Checklist

- ☐ What are the other side's interests? How important might each issue be to them?
- ☐ What is my relationship history with the other party? How might our past relationship affect current talks?
- ☐ Are there cultural differences that we should prepare for?
- ☐ Who should be on my negotiating team? Who should I consult with for support and coaching?
- ☐ Do we need to involve any third parties (agents, lawyers, mediators, interpreters)?
- ☐ What parties not yet involved in the negotiation might also value an agreement?
- ☐ Have I practiced communicating my message to the other side? How are they likely to respond?
- ☐ Does the agenda make room for simultaneous discussion of multiple issues?
- ☐ Is an agreement likely to create net value for society? How?



Activity



Factor in Fairness

- ☐ Are you being paid a salary that reflects high skill-level work?
- ☐ Have you been promoted to the level that considers the strategic decision making & personnel management aspects of your work?
- ☐ Does your title describe your level of responsibility and authority?
- ☐ Are you progressing in your career at a brisk pace?
- ☐ Are you being given assignments that use all your talents?
- ☐ Are you doing work commensurate with your abilities?
- ☐ Do you feel recognized for the full scope of your contribution?

DO YOUR HOMEWORK

Size up the situation you're dealing with*

- ☐ Number of issues.
- ☐ Number of parties.
- ☐ Nature of your relationship.
- ☐ Will the contract be binding?
- ☐ Costs and benefits of delay.
- ☐ Is there “linkage”? (Will the outcome affect negotiations with others?) If so, who will be affected and how?
- ☐ Will the process and/or outcome be public or private?
- ☐ Behavioral norms for negotiation in this situation.
- ☐ Are there precedents for what you're asking?

Identify sources of information you need

- ☐ Websites
- ☐ Trade publications
- ☐ Business press
- ☐ Professional associations
- ☐ Mentors

*From www.shenegotiates.com

DO YOUR HOMEWORK*

Find out what you can about the other side

- ☐ How well is the organization doing?
- ☐ What are the organization's short-and long-term plans?
- ☐ What are the other side's interests
- ☐ Priorities over the issues
- ☐ Likely target(s)
- ☐ Likely BATNA
- ☐ How do decisions get made?
- ☐ Who has influence over the decision-making process?
- ☐ Relevant policies, procedures, and precedents.
- ☐ Internal political issues that may influence the outcome.
- ☐ What common goals do you share with the other side?
- ☐ Where do your interests conflict with those of the other side?
- ☐ What problems might prevent them from giving you what you want?

*From www.shenegotiates.com



Activity



Questions?

• Karmit Bulman, Esq.
Executive Director

Minnesota Association for Volunteer
Administration

kbulman@mavanetwork.org