

Negotiating with Power
2021 NW Diversity Learning Series
Dr. Christina T Fong--May 19 2021

Negotiation Preparation Worksheet

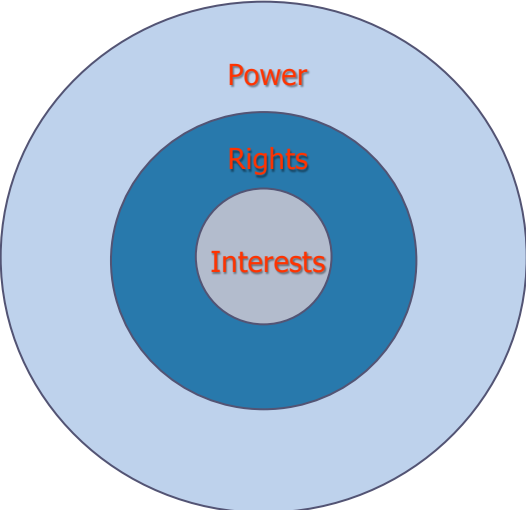
(1) Think of an upcoming discussion in which you will ask someone to make a DEI-related change. Take a moment to jot down a quick description of the upcoming interaction to help you remember the details (e.g., what are you asking for? Who are you asking?)

(2) Prepare for this negotiation by answering the 3 most important questions:

<p>What is my BATNA? <i>If I end up walking away from this negotiation, what will I have? What are my alternatives to negotiating with this person?</i></p>	<p>When would I walk away from this negotiation? <i>[this is often called 'reservation point' or 'resistance point' in negotiation lingo] What are the dealbreakers that would cause me to walk?</i></p>	<p>What is my best case scenario? <i>[often called 'target point'] If you could get everything you wanted, what would that be?</i></p>


Time for the 'hard truth' - *Are you willing to live with your BATNA if you walk away over this? If not, remove this from your walkaway list.*

Understanding Power, Rights & Interests



What are your sources of power in this negotiation?	What are your rights in this negotiation?	What are the shared interests in this negotiation?

How will you open the conversation?

Power

“I can make you do this.”

- Threats, force, position

Remember, opening with rights and moving quickly to interests optimizes the negotiation dynamics and facilitates joint problem solving and value creation.

Rights

“You’re supposed to do this.”

- Contracts/legal threats

Interests

“We’re both better off if you do this.”

- Understand other’s underlying needs, desires, concerns

to

Example: “I’m so glad that our organization has publicly committed supporting minority owned businesses in our Anti Racism statement from Spring of 2020. Our customers will be looking for decisive action now. I’d like to explore options for reviewing our procurement process to identify ways that we can increase our supplier diversity, which is a great opportunity for us to demonstrate our commitment meaningfully and quickly to customers while also ensuring we are creating a fair and equitable system to evaluate potential suppliers.”

How might you open your DEI negotiation?

What kind of information/research do you need to have at your fingertips for this negotiation? Make your notes below.

Glossary of Terms

BATNA (Best Alternative to a Negotiated Deal)	<i>If I end up walking away from this negotiation, what will I have? What are my alternatives to negotiating with this person?</i> <ul style="list-style-type: none"> Establishes power and leverage in the negotiation Pre-determined BEFORE the negotiation at hand
Dispute	A specific type of conflict when a claim has been made by one party and “rejected” by the other party. Often, Strong emotions are present, people may come to the table reluctantly, and there is power in the status quo.
Process Intervention	During a negotiation, calling attention to how the negotiation is going- what are the ground rules you are following? What has happened? Why are you negotiating?
RP (Reservation Point)	What are the dealbreakers that would cause me to walk? Often (but not always) equal to BATNA
TP (Target Point)	Best Case Scenario- If you could get everything you wanted, what would that be?
Upward Influence	“Managing up” or influencing those who have more power in an organizational context.
ZOPA (Zone of Possible Agreement)	Predicted via overlapping Target and Reservation Points of the relevant Parties—the ‘dancefloor’ upon which you negotiate.

Resource List

[Negotiating the Impossible](#) website with free videos and tips

[Leigh Thompson’s](#) website has a wonderful free course on negotiations and many resources, I constantly recommend her book below, too.

[How to hold your company accountable](#)

[Influence by Bob Cialdini](#)

[Switch](#): a great book on driving org change

[The Truth about Negotiations](#) by Leigh Thompson