

MA MEDICAL SOCIETY—WOMEN'S LEADERSHIP FORUM

## *Negotiation Skills*

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### *A Definition of Negotiation:*

***“A problem solving process in which two or more people voluntarily discuss their differences and reach a joint agreement on their common concerns.”***

*Christopher Moore*

## +/- Negotiation Experiences

- Level of trust
- Expressions of emotion
- Communication styles
- Commitment to negotiation
  - Power differentials
- Preparedness re information and confidence
  - Scope of shared goals
  - History of relationship

## Understanding Our Negotiation Style

- **Negotiation Style = verbal and physical behaviors exhibited when communicating (often under stress)**

### **Negotiation styles are shaped by our**

- *perceptions, interpretations* and *values* (the meaning we give to the facts)
- *assumptions* about the intentions of the other
- sense of *identity* (worth and value) in the context of the conflict conversation

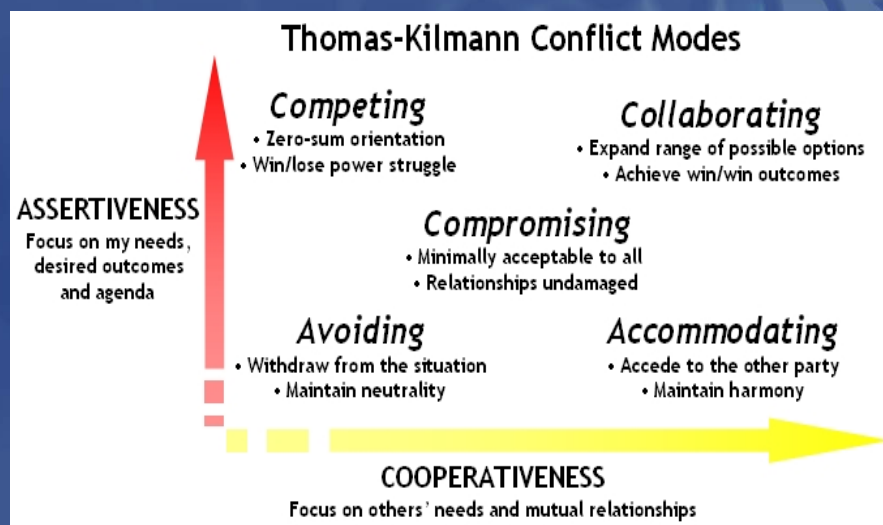
**What may be to our advantage in some situations may not be in others....**

## Five Negotiation Styles

- I. Compete
- II. Collaborate
- III. Compromise
- IV. Accommodate
- V. Avoid

Thomas-Kilmann Conflict Styles of Survey

## Thomas-Kilmann Conflict/Negotiation Styles



## Elements of Principled Negotiations

from *Getting to Yes*, R. Fischer and W. Ury

### 1. Positions and Interests

- WHAT people want
- WHY people want it

### 2. Options – respond to interests (“expanded pie”)

- On the table

### 3. BATNA –Best Alternative to a Negotiated Agreement

- Away from the table

### 4. Objective Criteria – Legitimacy/fairness

- Law, industry standards, common principles

\*\*\* Relationship    Communication    Commitment \*\*\*

## Types of Power in the Workplace

*Connecting* power comes from who you know

*Rewarding* power comes from an ability to bestow rewards

*Coercive* power comes from being in a position to punish others

*Expert* power comes from expertise via an acclaimed skill or accomplishment

*Informational* power comes from having valuable or important information

*Legitimate* power comes from the position a person holds

*Referent* power comes from being well-liked and respected

Adapted from Sharlyn Lauby 3-4-10

## In negotiations, what can you influence?

### The time and place of your conversation

- Scheduled, private, enough time

### Your frame of mind going into the conversation

- Prepare--it increases confidence
- Find ways to relax beforehand

### Engaging as your best self

- Enter with genuine curiosity
- Assume good intentions
- Believe in your power to positively influence
- Behave professionally—*always*

### Your approach

- Frame issues in neutral, non-blaming language
- Take responsibility for your part in the negotiation
- Listen to understand; acknowledge feelings, perceptions, concerns
- Stay focused on your goals



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