



# The Art of Negotiation: As Informed by the Science

Kelly Grace, J.D., Ph.D.  
Director, M.S. HRM Program  
Fox School of Business

October 2022



Fox School  
of Business

Center for  
Executive Education

# How are we doing today? (Two words)

Powered by  **Poll Everywhere**

Start the presentation to see live content. For screen share software, share the entire screen. Get help at [pollev.com/app](https://pollev.com/app)

**When you hear the word "negotiation" what two (2) words  
come to mind?**

Powered by  **Poll Everywhere**

Start the presentation to see live content. For screen share software, share the entire screen. Get help at [pollev.com/app](https://pollev.com/app)

# Perceptions



Intimidation

Discomfort

Courage

Likeability

Confidence





What happens (mentally) when we replace the word “agreement” with “solution”?

[Margaret Neale:](#)  
[Negotiation: Getting](#)  
[What You Want](#)  
[Video](#)

“The **goal** of negotiation is not to get a deal. It is to get a **good deal.**”

Margaret Neale

# Where Does Your **Internal Dialogue** Create Limitations?

- I'm not sure I'm the right person for this assignment
- I don't want to "rock the boat"
- I don't trust "them", so I'm staying out of it!
- Qualifying or minimizing your opinions: "Maybe this isn't relevant but..."
- I'm worried about being perceived as "too aggressive"
- I need more qualifications before I...
- Taking things personally: I'm worried about what others will say or think
- I'm waiting for the "right" time to speak
- Feelings of Imposter Syndrome: "It has to be perfect", or I'm going to be "found out"
- Self-doubt and second guessing yourself: This isn't good enough

Based on Wendi Wasik presentation

# Where Does Your **Internal Dialogue** Create Opportunities?

- Mindset: It's OK to be uncomfortable when learning
- Divergent opinions can help us achieve better outcomes
- I'm committed to being curious and asking open-ended questions
- Ask: where can I align with others' objectives?
- I can be assertive and respectful
- I'm committed to doing my best
- I can take calculated risks in the face of limited experience. This is how I can continue to learn and grow
- It's OK to speak directly
- I'm focused on outcomes – not what others think
- I will not let “perfect be the enemy of good”
- “Now” is the time for me to speak up and contribute value
- I consider all stakeholders, beginning with myself
- I am willing to learn from my mistakes
- I practice separating fact from fiction – it's not personal!

Based on Wendi Wasik presentation



Tweaks and Tips

Moves and Turns

Our New (Virtual) Reality



# Tweaks and Tips



Fox School  
of Business

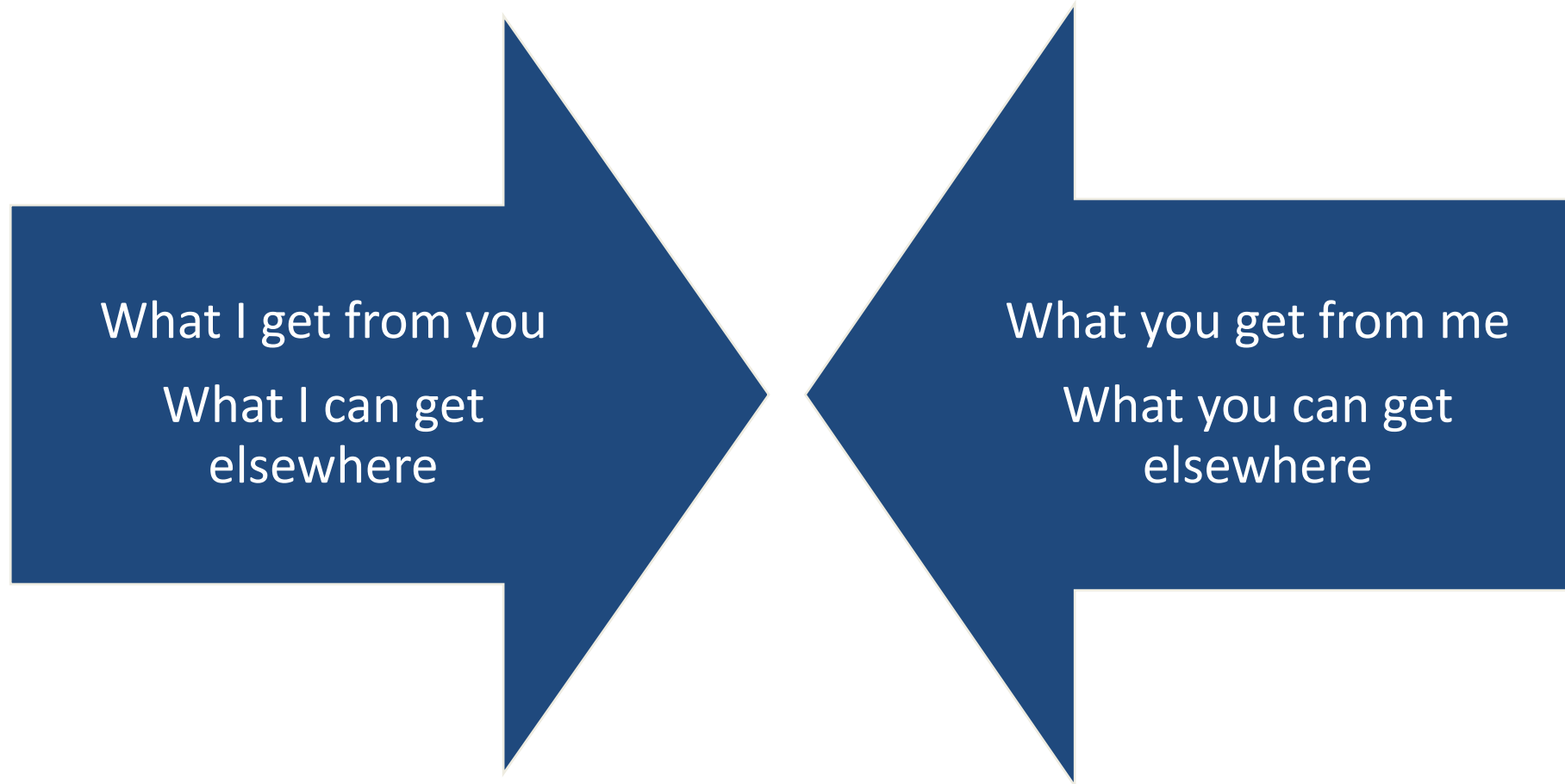
Center for  
Executive Education

# Tweaks and Tips

1. Determine what happens if there is no deal

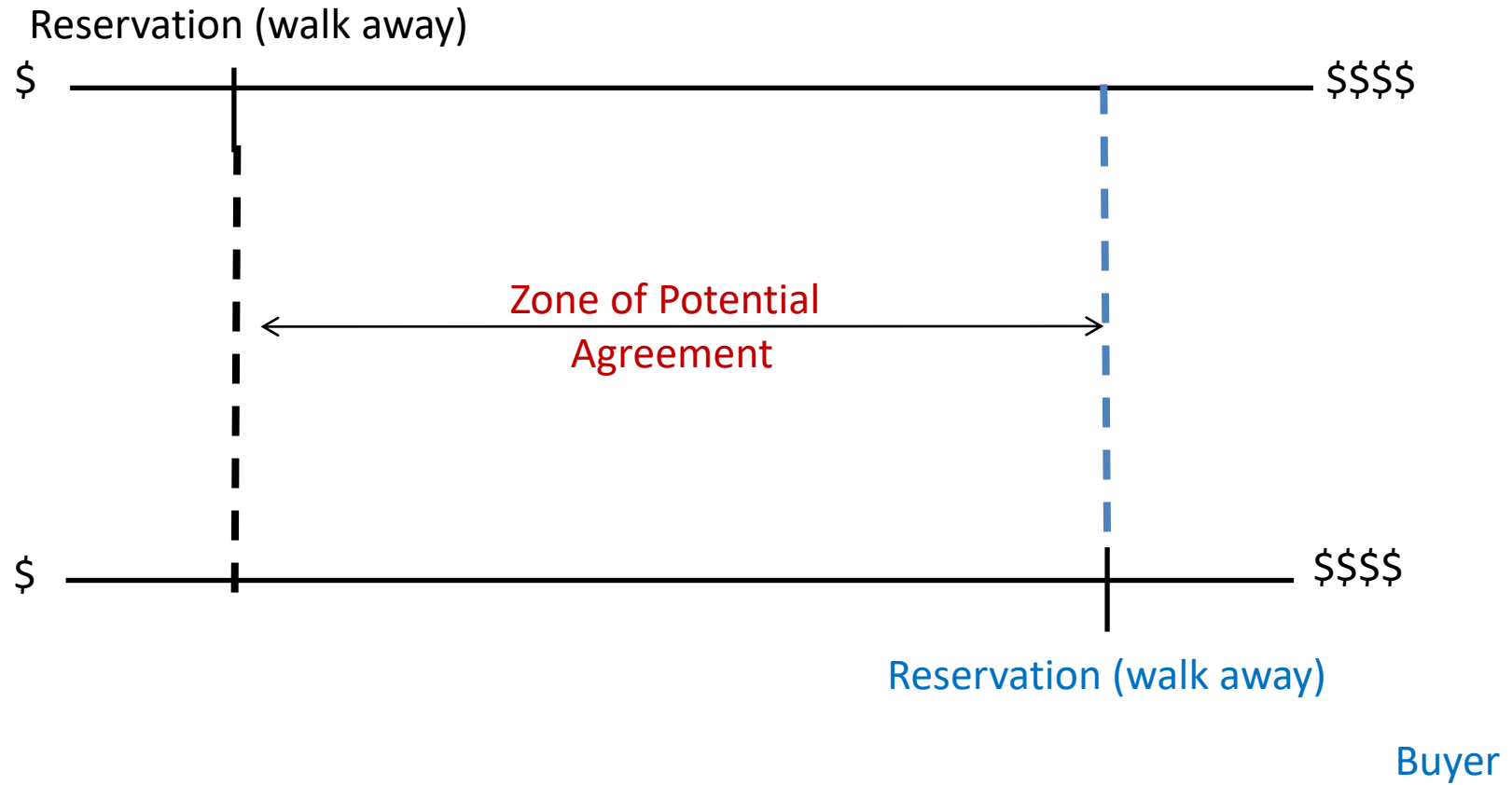
# Hidden Figures Video

# Power as Dependence





Seller

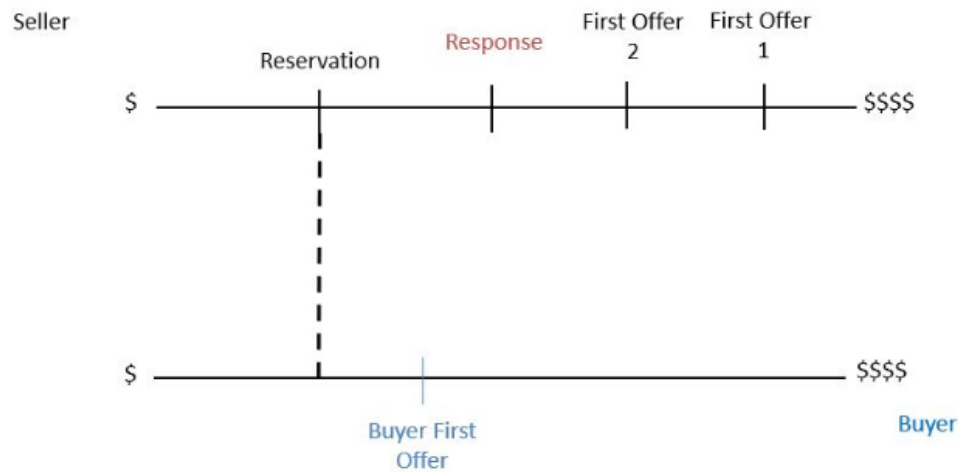


# Tweaks

2. Use psychology: Anchor by making the first offer *if you are prepared.*

3. Set high aspirations

# Focus on the Seller, which action best reflects the two principles we have just discussed?

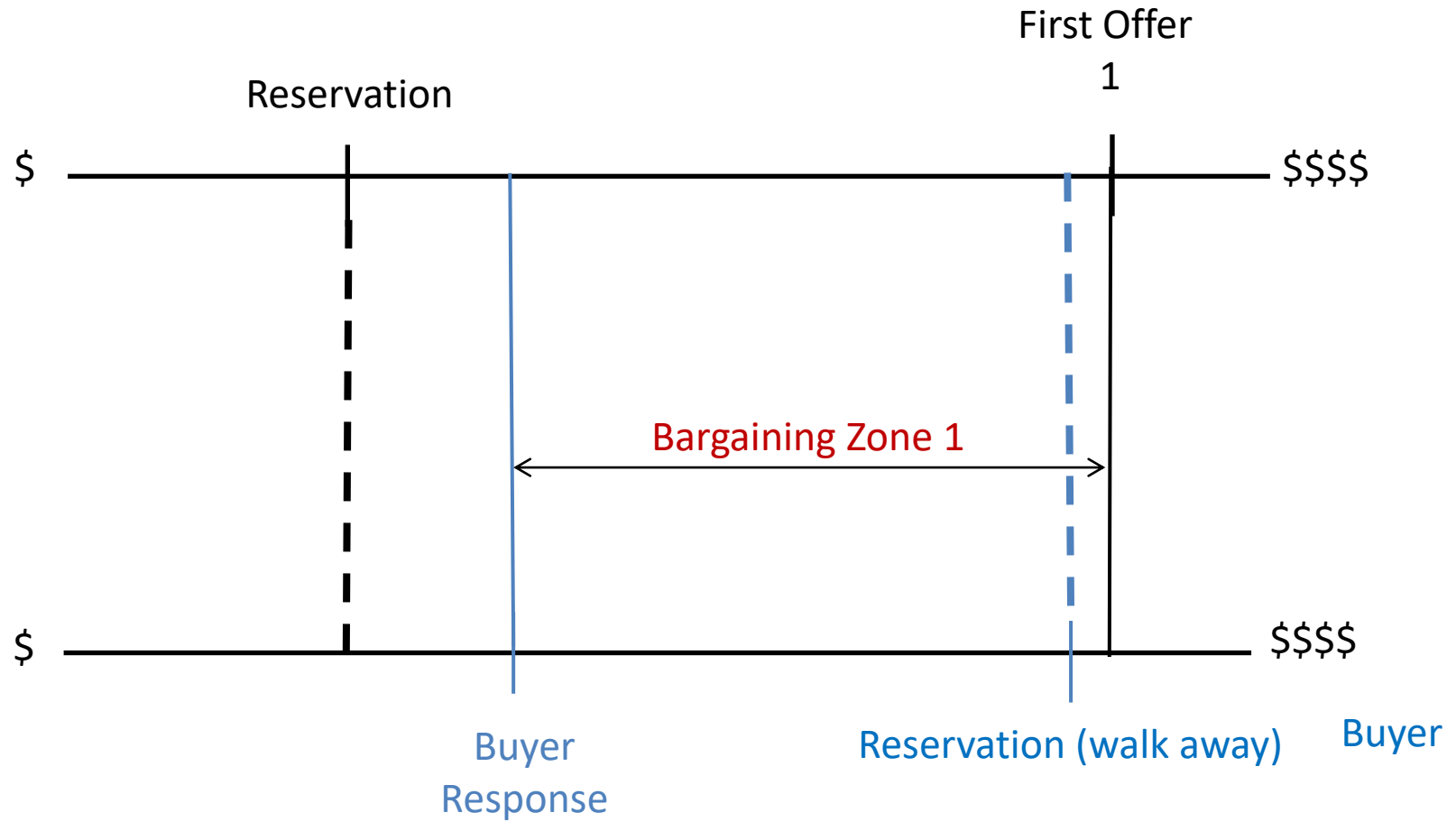


First Offer 1 **A**

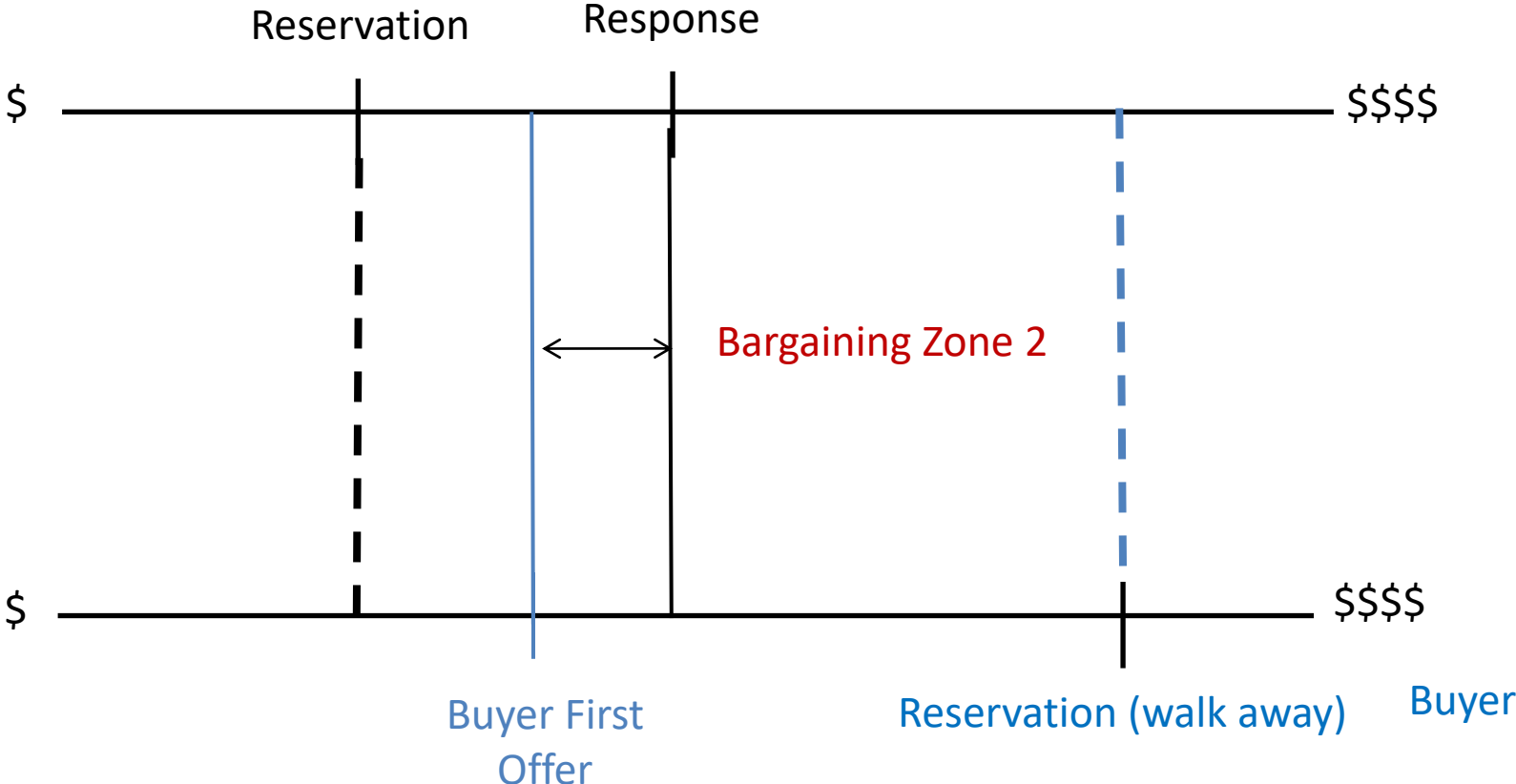
First Offer 2 **B**

Response **C**

Seller



Seller





# 2 Chefs and an Orange

## 2 Chefs and an Orange Video

# Small Group Discussion

## 2 Chefs and an Orange (2Caa0)

### Process Please

- Introduce yourself to your colleagues.
- Have you ever encountered a “2Caa0” opportunity? Share a quick story.
- What did you do/would you do to explore whether you had a “2Caa0” opportunity?
- What did you do/would you do to ensure that you each got what you needed from the “Orange”?
- And, identify a spokesperson/PollEverywhere(r) for your team.

When poll is active, respond at [pollev.com/kellygrace504](https://pollev.com/kellygrace504)

Text **KELLYGRACE504** to **37607** once to join

# Had you ever encountered a "2Caa0" opportunity?

Yes

No

Powered by  **Poll Everywhere**

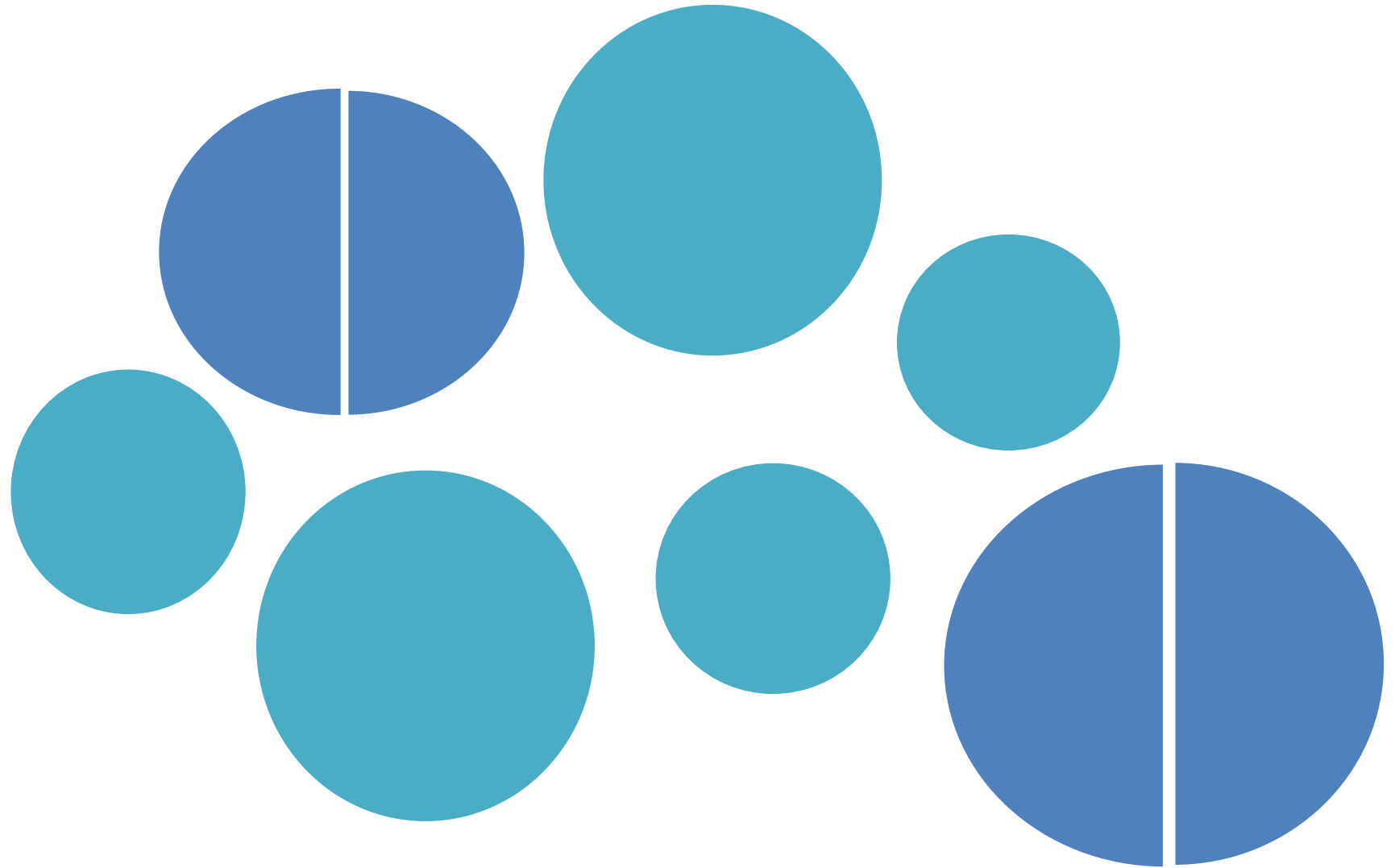
Start the presentation to see live content. For screen share software, share the entire screen. Get help at [pollev.com/app](https://pollev.com/app)

**What did you do/would you do to ensure that you each got what you wanted from the "Orange"?**

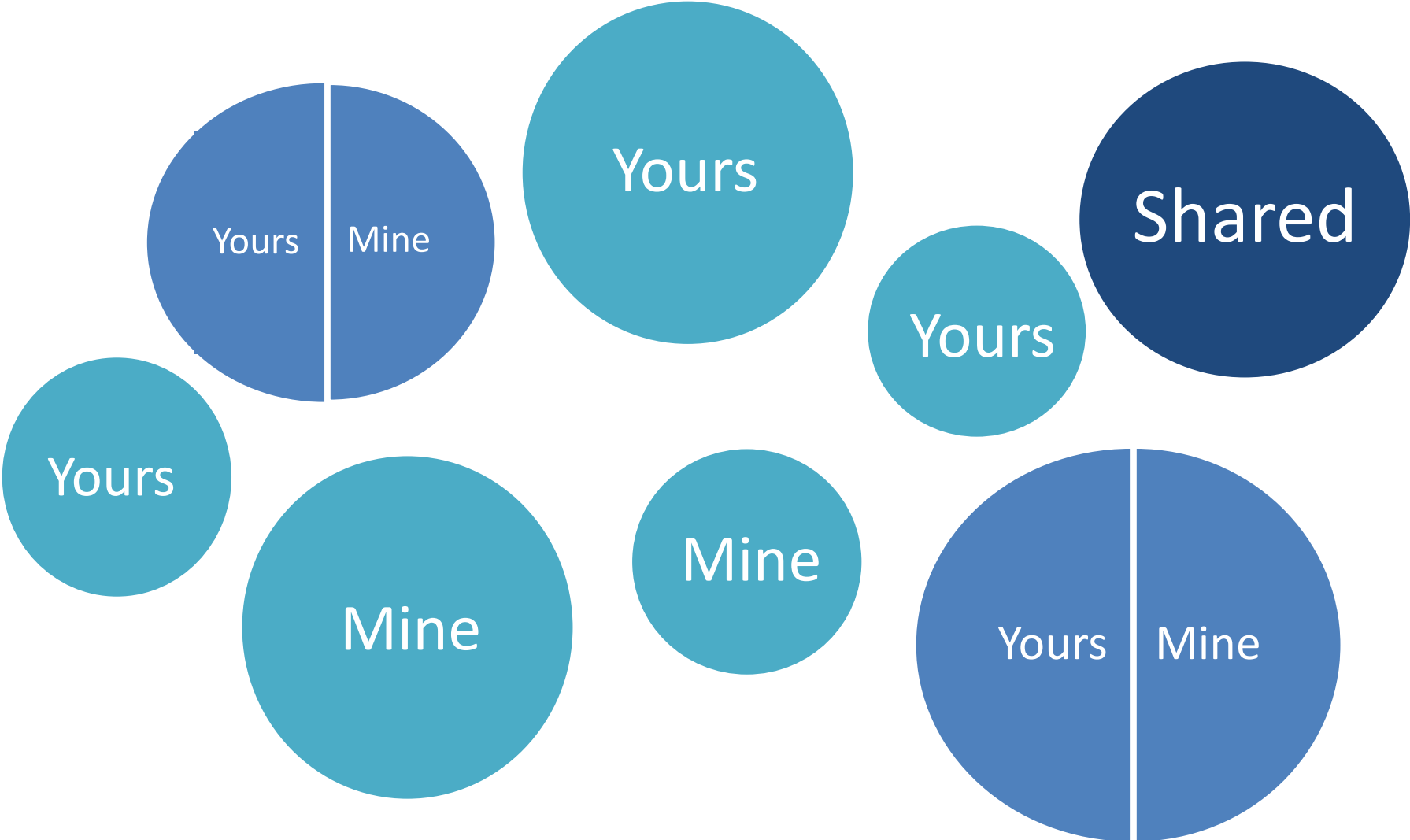
**What did you do/would you do to explore whether you had  
a "2Caa0" opportunity?**



## 4. Prepare



# The End Game



# Tweaks

4. Remember that what looks like **irrationality** is more likely **ignorance** of interests you do not understand.

5. Do not let negotiations end with “no”; end with “yes” or with an explanation for why not.



# Let's Break



Fox School  
of Business

Center for  
Executive Education



# Moves and Turns



Fox School  
of Business

Center for  
Executive Education

# Common Pitfalls

- Saying yes to everything

“I’d love to help out. I need to think about how I’ll manage the extra work and what I’ll need from you to make it work. Let me get back to you with my thoughts tomorrow.”

- Feeling lucky to get an opportunity

“That sounds like a great project, and I’d love to run it. But in order to do it, I’ll need X, Y, and Z to be successful.”

- Focusing on personal mistakes and imperfection

“I didn’t have the best quarter last year. I thought a lot about what went wrong and what I need to be successful this quarter. I need an assistant, or training, or more time to plan.”

Are you  
crazy? That  
will never  
work.

I don't believe  
you have the  
background to  
be successful.

If you're unable, I'll  
give the  
opportunity to  
someone else.

No need to  
raise your  
voice.

I really need  
you right  
now!



# Activity: Recognizing Moves

*We are going to put you in small breakout groups so you can learn from each other.*

*1. Select the two (2) moves that you most frequently come across, or where you're totally gob smacked by them.*

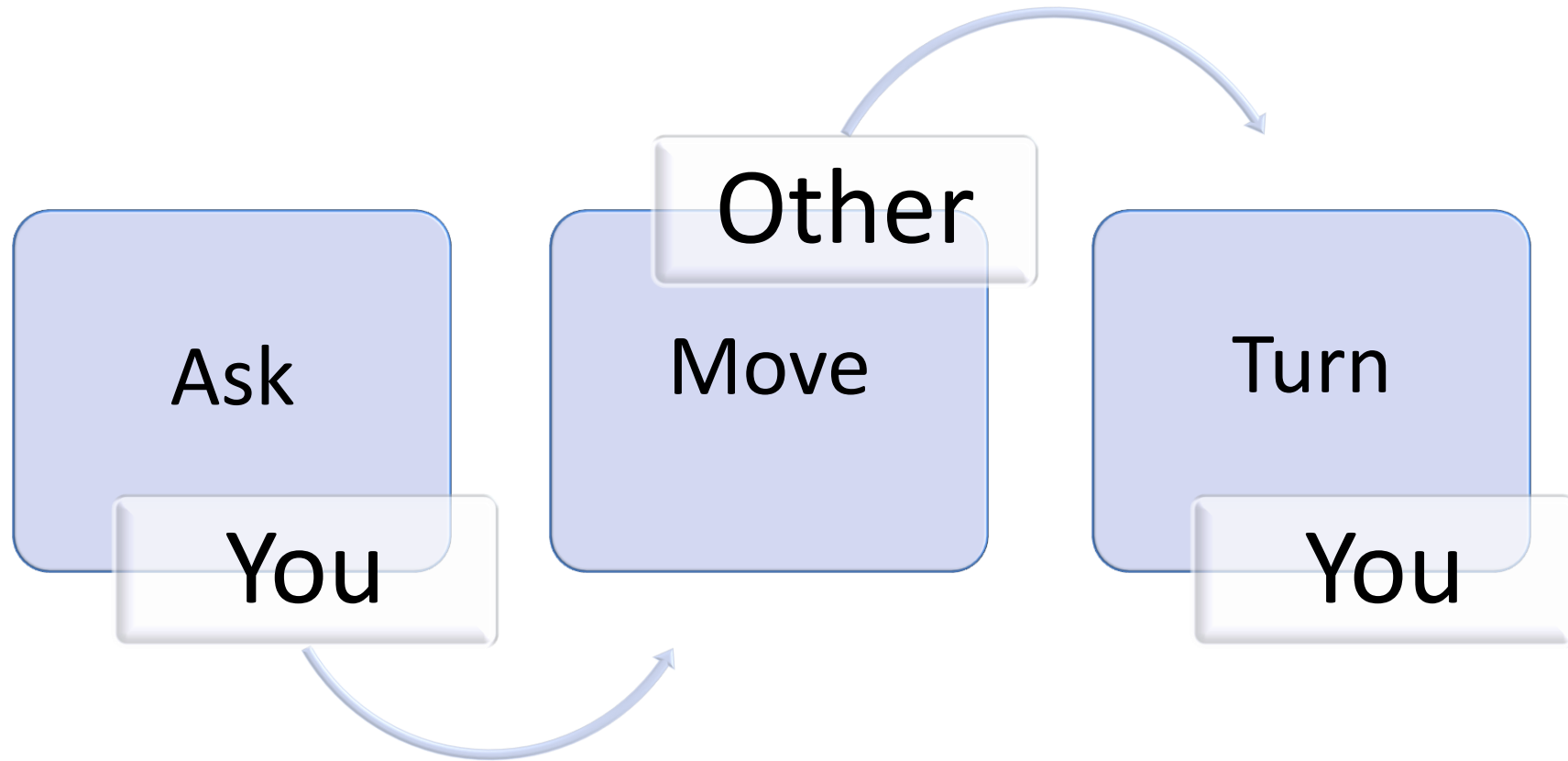
*2. Identify one or two additional examples of those two (2) moves – preferably those that you have experienced. Tell a bit of the story of what happened.*

A worksheet is being distributed through the chat function. This activity is Column 1

We'll be back in 15 minutes to hear some examples of moves and to discuss the response. Hint: It's not a countermove!

	Column 1
	Create 2 good examples of this MOVE from your own experience
<b>Challenging Competence or Expertise</b>	1
Example: Your fees are way out of line with what you deliver.	2
<b>Demeaning Ideas</b>	1
Example: You can't be serious.	2





Question the  
Move  
“What really  
concerns you?”

Interrupt  
the Action

Use Role Reversal  
“If you were in my  
shoes, what  
would you do?”

Reject the  
Positioning  
“I’m surprised you  
said that.”

Correct the  
Impression  
“I can see why  
you might think  
that and . . .”

Divert to the  
Proposal  
“How would you  
make it work?”

# An Example: Turns

<b>The Move:</b> If you can't do this work for what I am offering, I will find someone else who can.	
Reject the Positioning	"I am surprised that you would say that as you and I both know that what I am asking for is in line with what others get."
Question the Move	"I bring a lot to the table [expand] I am curious as to where you might find someone who can complete this work as I am able."
Divert to the Proposal	"Let's go over the assumptions we have made to see where you and I disagree so that we can start to work out something else that might present a better solution."

# Activity: Developing Turns

*We are putting you back into the small breakouts. For each of the MOVE examples you identified, develop at least one TURN.*

	Column 1	Column 2
	Create 2 good examples of this MOVE from your own experience	For each of the MOVES in column 1, identify one good TURN. Be specific. . . what would you actually SAY?
<b>Challenging Competence or Expertise</b>  Example: Your fees are way out of line with what you deliver.	1	
	2	
<b>Demeaning Ideas</b>	1	

We'll be back in 15 minutes to debrief!



# Our Virtual World



Fox School  
of Business

Center for  
Executive Education

# New Issues

Working remotely and continuing to work remotely.

Starting new projects.

Managing our teams.

Having adequate online tools.

# New Tools

1. Video is better, use the biggest screen you can! Email buys you time.
2. Before you dive in, chit chat/schmooze (Email & Zoom).

## Zoom

- Clarify the purpose and timing after chit chat/schmooze.
- Westerners: Camera on but hide self-view.
- If your team is present, use a different platform for chats and keep it short.

“The goal of negotiation is not to get a deal. It is to get a good deal.”

Margaret Neale



# References

- Babcock, L., Laschever, S., Gelfand, M. & Small, D. 2003, October. Nice girls don't ask. *Harvard Business Review*, 81: 14-15.
- Bowles, H.R., Babcock, L. & Lei, L. 2007. Social incentives for gender differences in the propensity to initiate negotiations: Sometimes it does hurt to ask. *Organizational Behavior and Human Decision Processes*: 103: 84-103.
- Fisher, R., Ury, W., & Patton, B. 2011. *Getting to yes: Negotiating agreement without giving in* (3<sup>rd</sup> ed.). New York, New York: Penguin Books.
- Kane, G.C., Nanda, R., Phillips, A., & Copulsky, J. 2021, Spring. Redesigning the post pandemic workplace. *MIT Sloan Management Review Frontiers*.
- Kilmann, R.H. & Thomas, K.W. 1975. Interpersonal conflict-handling behavior as reflections of Jungian personality dimensions. *Psychological Reports*, 37(3): 971-980.
- Kolb, D.M. 2004. Staying in the game or changing it: An analysis of moves and turns in negotiation. *Negotiation Journal*, 20(2), 253-268.
- Malhotra, D. 2016. *Negotiating the impossible: How to break deadlocks and resolve ugly conflicts (without money or muscle)*. Oakland, CA: Berrett-Koehler Publishers.
- Movius, H. 2020, June 10. How to negotiate – virtually. *Harvard Business Review online*.
- Raven, B.H. & Rubin J.Z. 1973. The interdependence of persons. *Social Psychology: People in Groups*: 268-274. Oxford, England: John Wiley & Sons.
- Thompson, L. 2015. *The mind and heart of the negotiator*, 6<sup>th</sup> ed. Boston: Pearson.
- Voss, C. and Raz, T. 2016. *Never split the difference: Negotiating as if your life depended on it*. New York: Harper Business.



# The Art of Negotiation: As Informed by the Science

*Thank you!*

Kelly Grace, [kelly.grace@temple.edu](mailto:kelly.grace@temple.edu)



Fox School  
of Business

Center for  
Executive Education