

The RMR Group - Accelerated Women in Leadership Program

Session 3: Negotiation

Ank Stuyfzand



Your Facilitator



**Ank Stuyfzand
JD, MAOL, PCC**

Senior Facilitator &
Consultant

Focus

Orange Grove Consulting specializes in research-based leadership development and bias removal. Our end goal is to create more inclusive workplaces.

Products & Services

We train employees, managers and the leaders around them to recognize barriers to diverse talent's leadership development and remove or neutralize them by training new skills.

We also provide a scaffold for the organization to apply our techniques more widely for systemic change.



Learning Online – Some Guidelines

Overall

- Please turn your video on
- Please mute your mic unless you are speaking
- To comment or ask questions at any time:
 - Raise your hand, or
 - Just speak up

Breakout Rooms

- At certain times, you will be invited to join a breakout room for group discussion
- Please keep your videos on and unmute yourself
- I will give a sixty second warning before returning you back to the main session
- Audience members can click *leave breakout room* at anytime to rejoin the main session
- You can message me if you'd like me to join your breakout room for any questions



Agenda

1

Check-in

2

Overcoming Negotiation Avoidance

3

Increasing Your Influence



The Program Power Skills

Develop Leadership Effectiveness

01



Understanding
Gender Biases

02



Quantify Your Value | Self
Promotion

Increase Your Voice

03



Negotiation & Direct
Speak

04



Executive Presence

Increase Your Impact

05



Integrate Work & Life

06



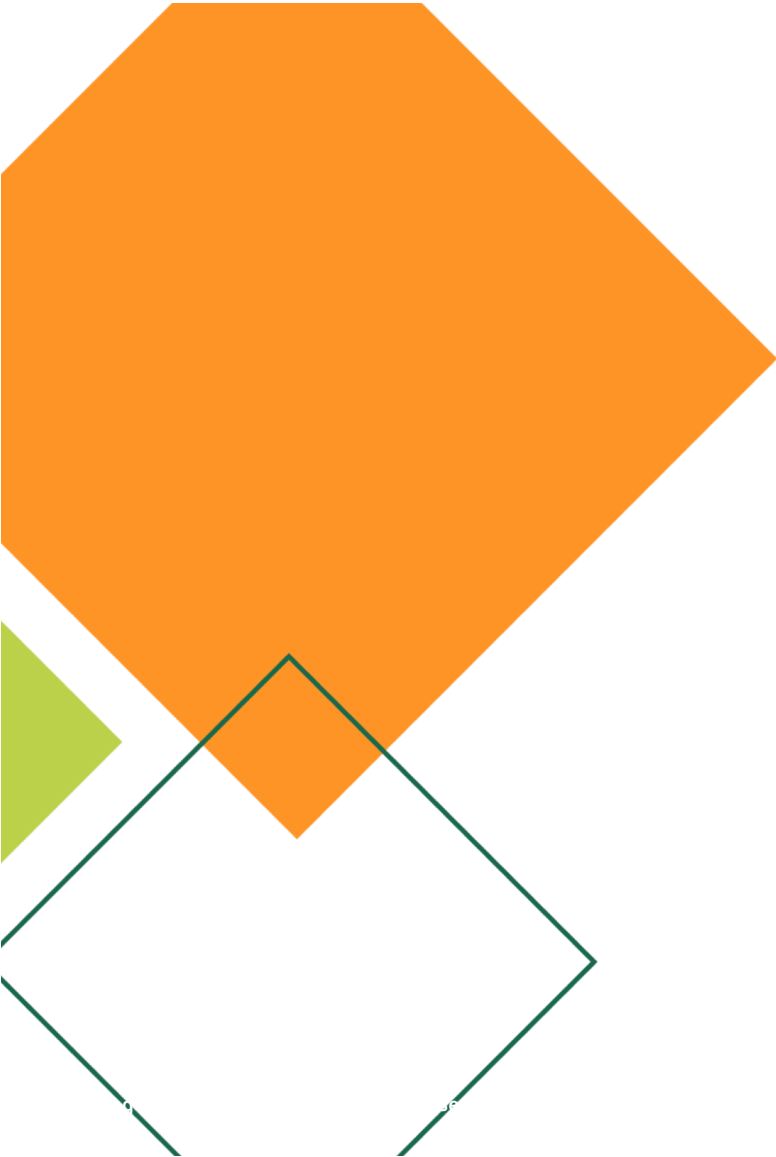
Strategic Shift towards
Leadership

What happened since our last session?

- What behavior did you change?
- What did you do well?
- What was challenging?
- Where was the pushback?
- What did you learn?
- What are the next steps?

ACTIVITY





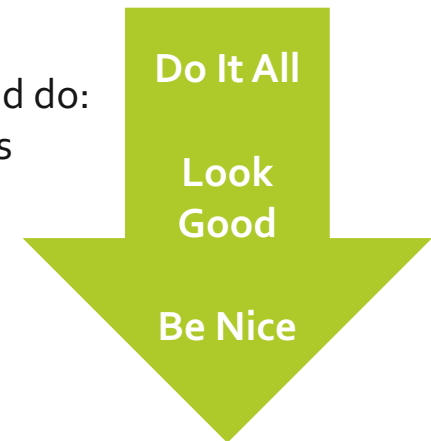
Let's negotiate!

Women Avoid Negotiating for Their Needs

What I think and feel:
Internalized biases



What *others* say and do:
External biases



Our wants and needs and career desires



Gendered Unconscious Biases



Men

- Entitled to pursue career; pursuing a career is primary
- My needs are valid and take priority
- I will do what it takes to meet my needs

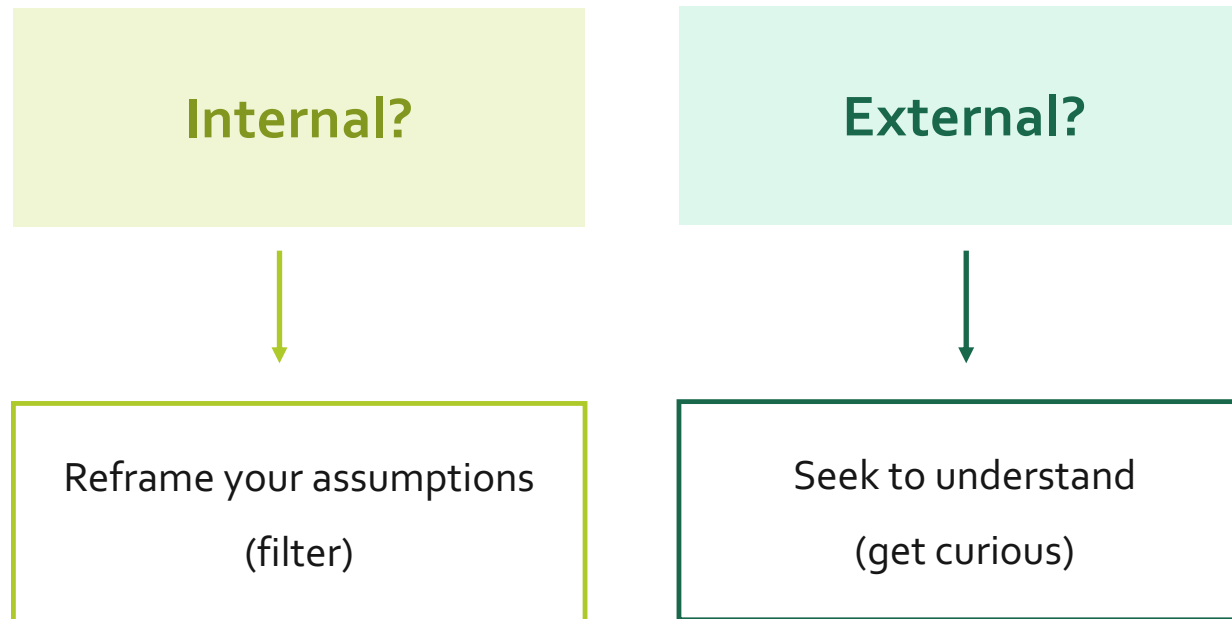


Women

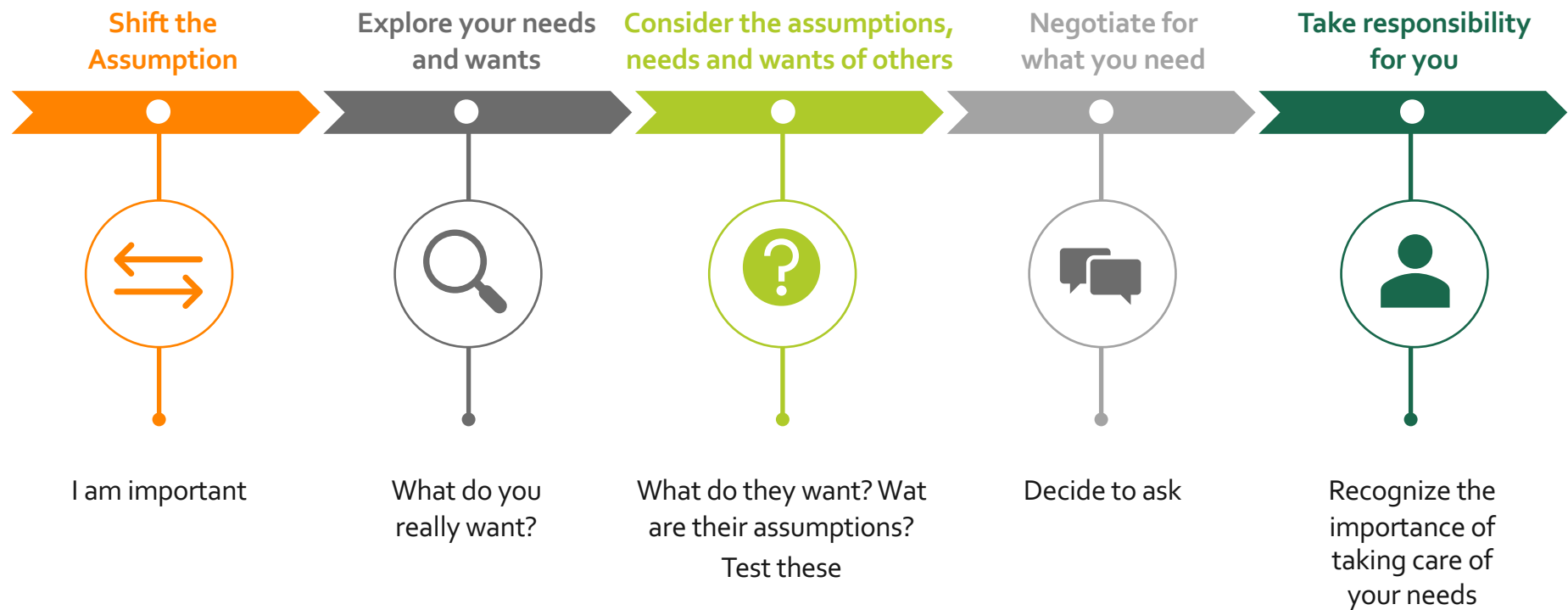
- Entitled to pursue career until they have a family; career becomes secondary
- My needs are secondary
- I look to others to meet my needs



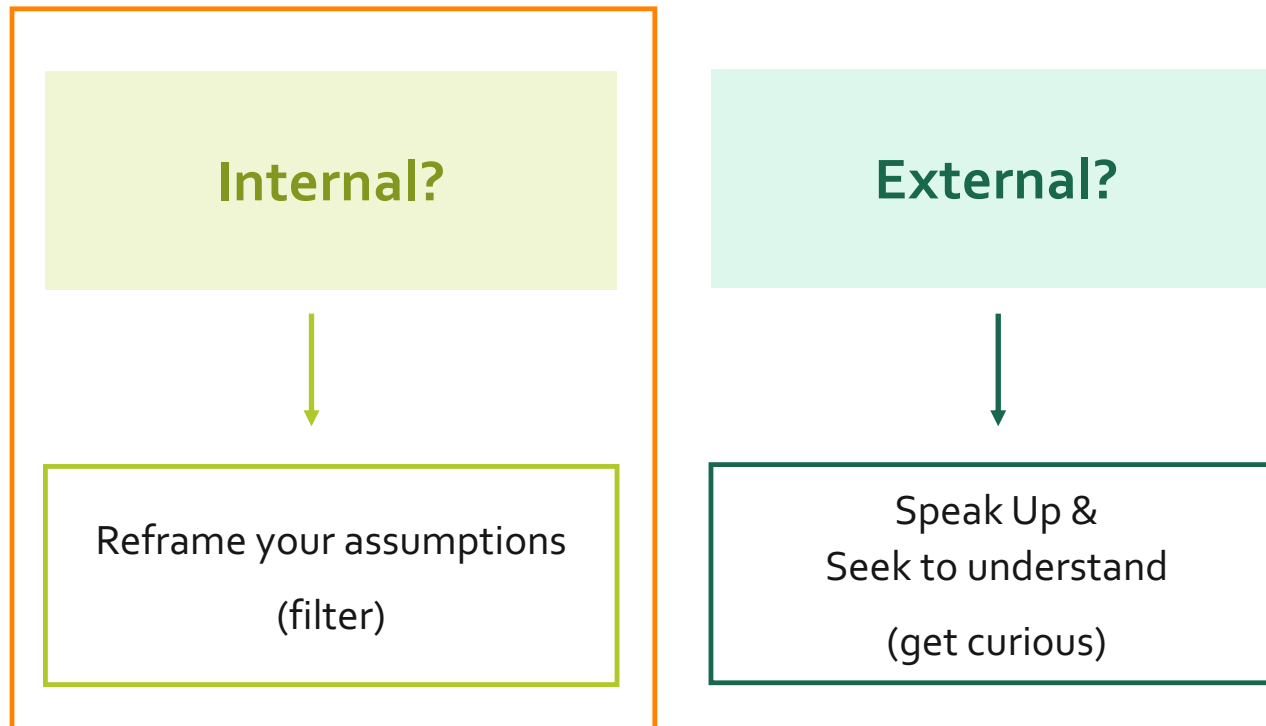
What is the Source of the Resistance?



Overcoming negotiation avoidance: The 'I am Important' Model



Focus on Internal Resistance First



Shifting Your Assumptions About Negotiation

1. What negotiation, boundary of conflict are or have you been avoiding?
2. Why? What are the underlying assumptions?

ACTIVITY



Overcoming Negotiation Avoidance

What am I
avoiding?

Example:
Renegotiating who
takes notes at the
meeting

Why? What are my
assumptions?

Example:
If I speak up,
people will think I
am not a team
player or being too
petty



Shifting Your Assumptions About Negotiation

1. What negotiation, boundary of conflict are or have you been avoiding?
2. Why? What are the underlying assumptions?
3. What is the impact?
4. How can you reframe?

ACTIVITY



Overcoming Negotiation Avoidance

What am I avoiding?

Example:
Renegotiating who takes notes at the meeting

Why? What are my assumptions?

Example:
If I speak up, people will think I am not a team player or being too petty

What is the impact?

Example:
I cannot fully participate in the meetings when I am taking notes

How can I REFRAME my assumptions?

Example:
I am worthy of having my needs be equal to others'



Shifting Your Assumptions About Negotiation

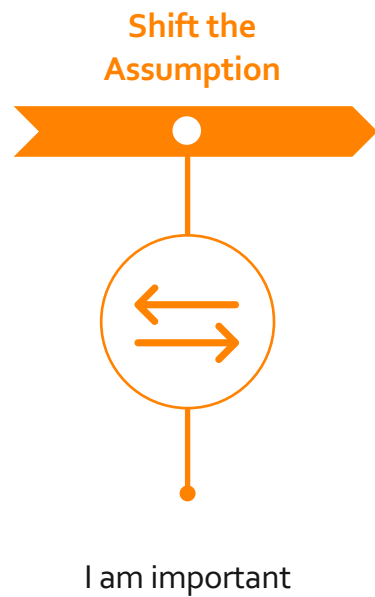
In groups:

- Share your negotiation avoidance process
- Help others to reframe
- Two min per person

ACTIVITY



The 'I am Important' Model



The 'I am Important' Model





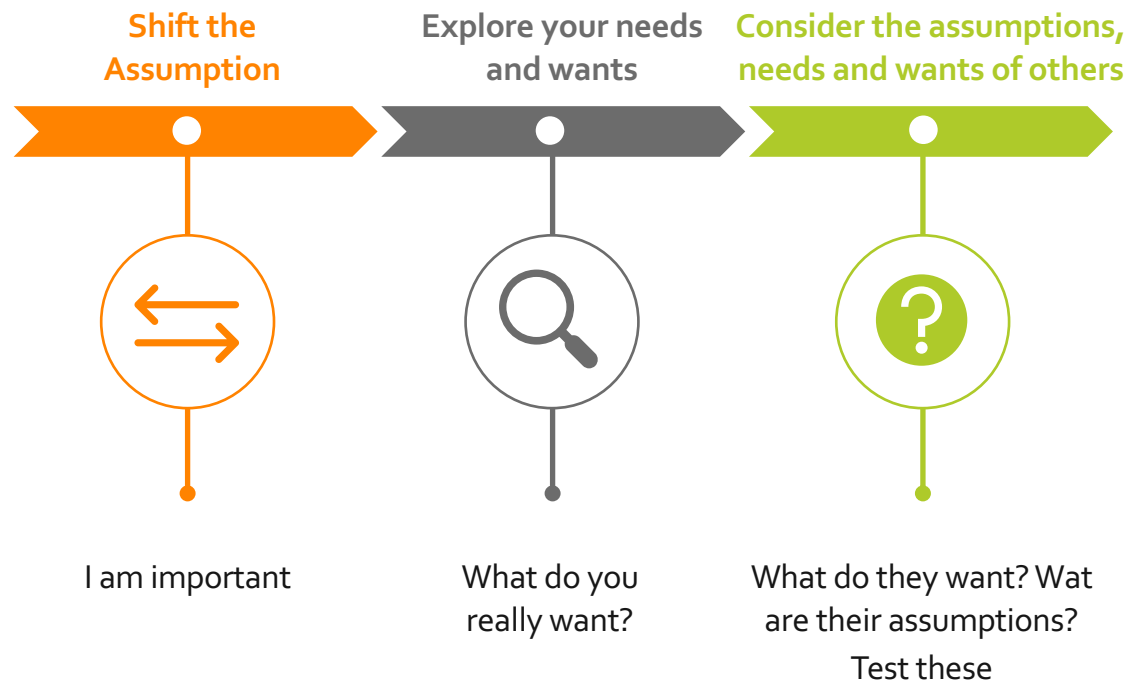
Preparing to Negotiate

Think about a negotiation, boundary, or conflict conversation you have been avoiding

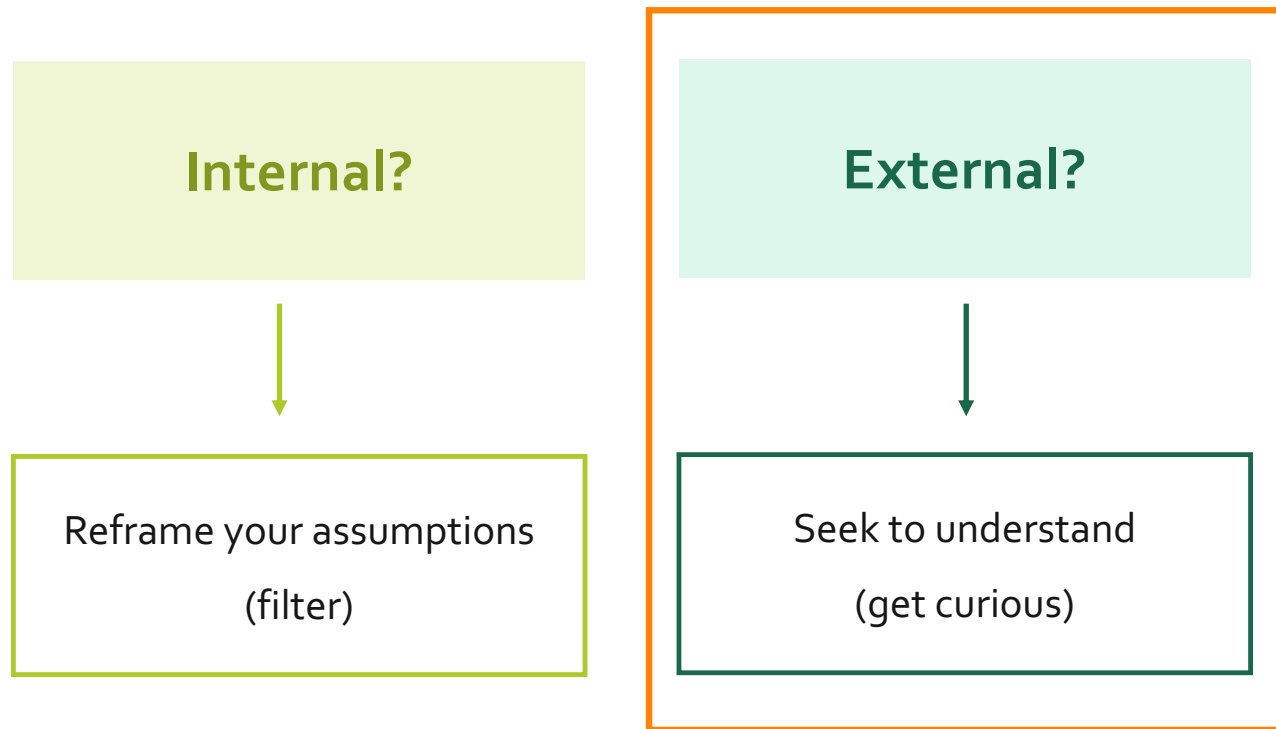
- What do you want or need? What is your position?
- What is your BATNA (Best Alternative to a Negotiated Agreement)?



The 'I am Important' Model



Focus on External Resistance



External Resistance



Seek to Understand the Other's Perspective

| What are their goals and interests? | What are their concerns and fears? | What are their assumptions? |
|-------------------------------------|------------------------------------|-----------------------------|
| | | |
| | | |
| | | |
| | | |

What questions could you ask to uncover and test their assumptions?





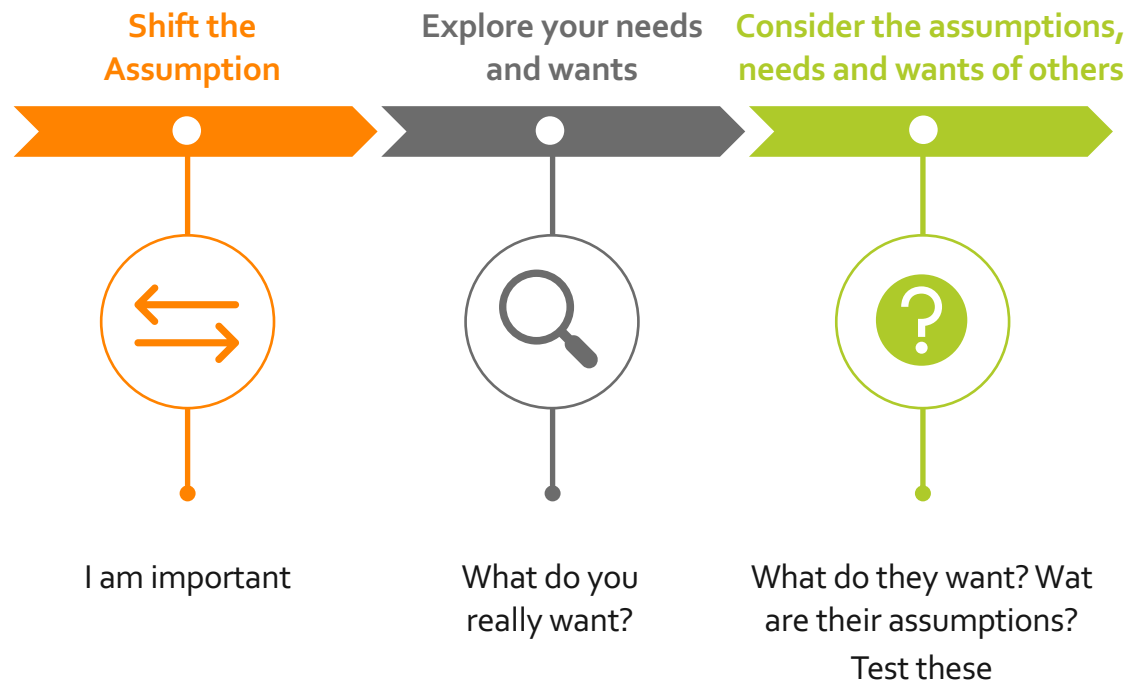
Preparing to Negotiate

Think about a negotiation, boundary, or conflict conversation you have been avoiding

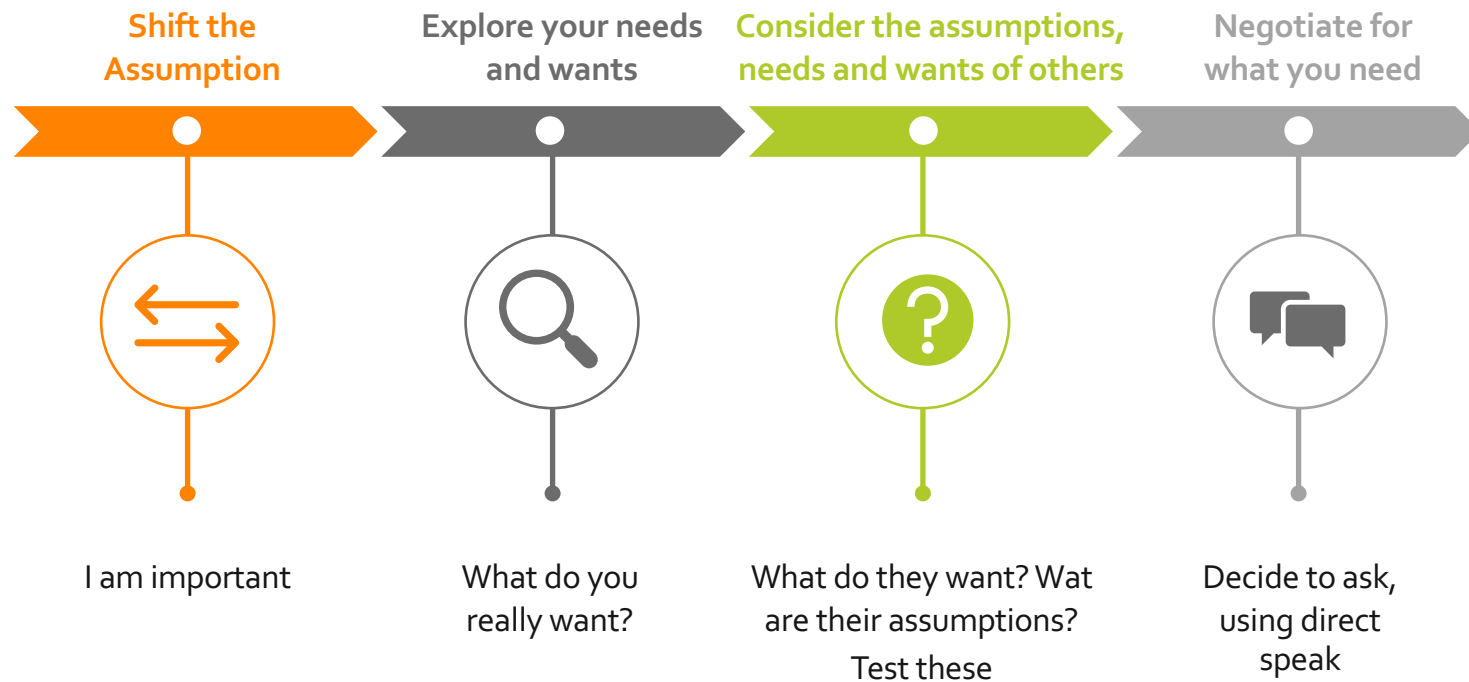
- What do you want or need? What is your position?
- What is your BATNA (Best Alternative to a Negotiated Agreement)?
- What are the other's wants, needs and interests?
- What do you have in common?



The 'I am Important' Model



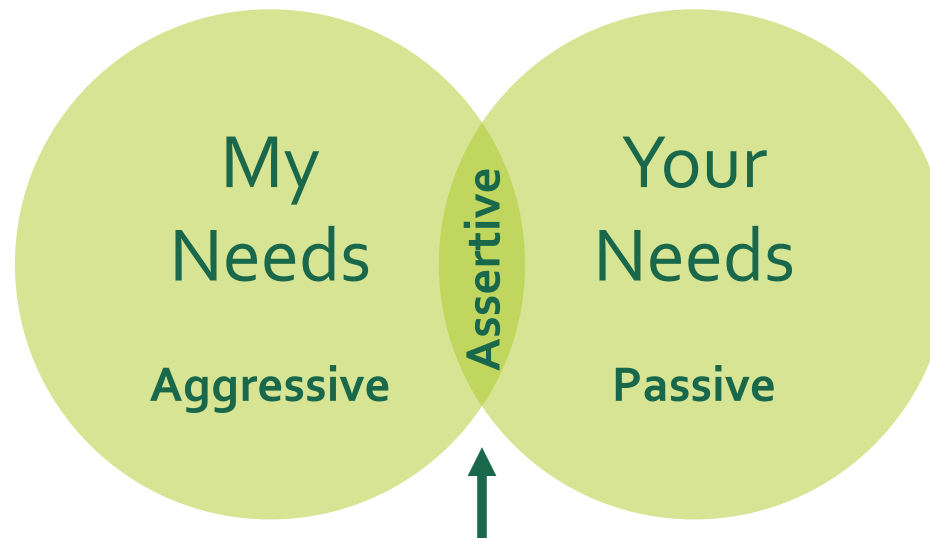
The 'I am Important' Model



How to Negotiate: Direct Speak

Aggressive Communication

Exerts control over another
Creates win-lose situations
'This is the best approach'



Direct Speak

Passive Communication

Allows another to take advantage. Avoids conflict and confrontation
'Whatever you want is fine with me'



Direct Speak: Three Steps

1. Share your perspective of the situation or event

When I am continually the one taking notes ...

I think that I am well prepared for a management position

2. Describe how you feel without blame

I cannot fully contribute to the meeting and I feel that my contributions are undervalued

I feel I am being overlooked and am confused as to why

3. State your wants clearly

I would like to rotate taking notes so that everyone shares the responsibility

I would like you to understand what is required to get the promotion and where my gaps are.





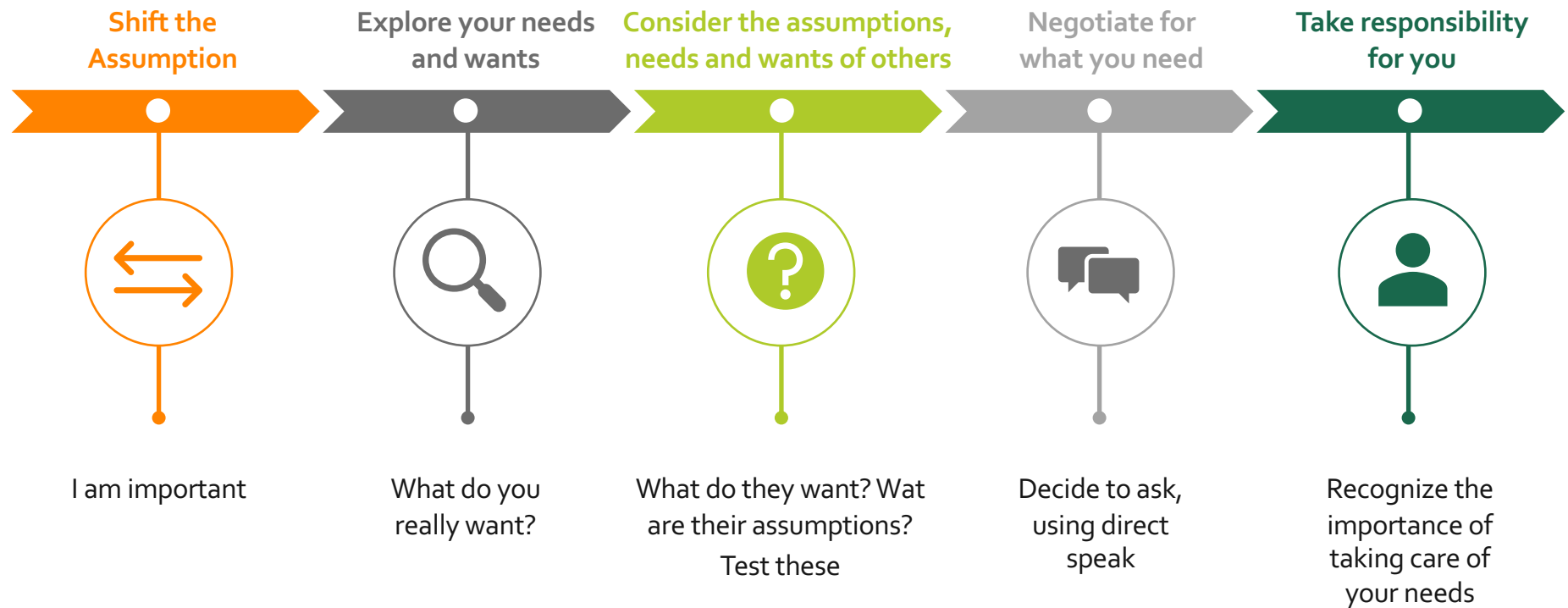
Your needs and wants in direct speak

Create direct speak statements for at least two of your wants and needs you defined in the previous exercise.

Share with a partner



The 'I am Important' Model



Negotiating and Promoting Your Needs

All Day, Every Day

Start Small

Everyday boundaries

Regularly & Often

Practice helps you improve

Observe Reactions

Beware the “flinch”

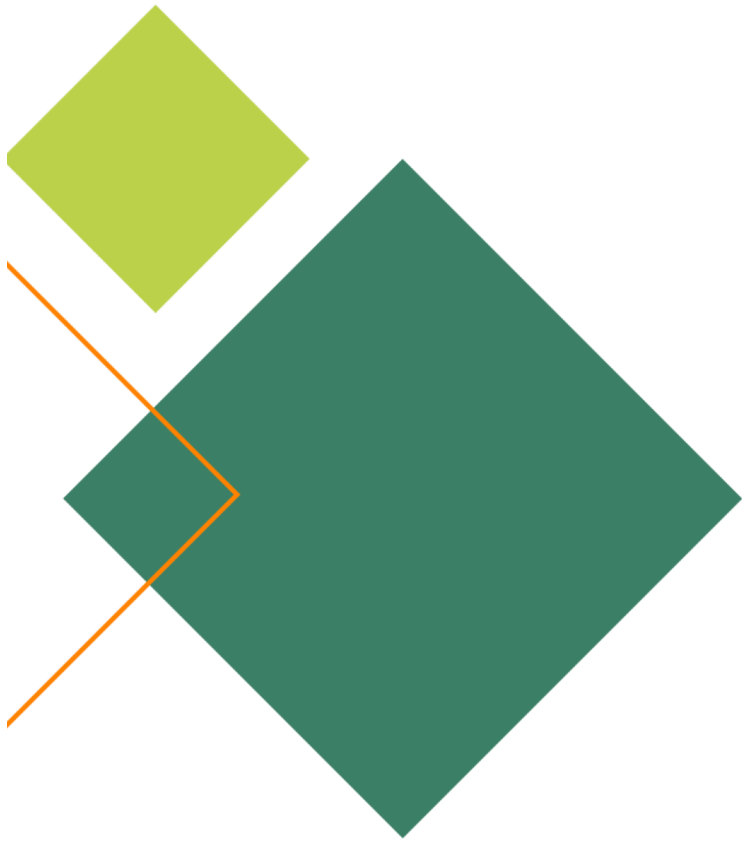
Learn & Adjust

Test and apply to larger negotiations



When Should I Negotiate?





Power Skill #3

Negotiating and Meeting Our Own Needs
with Direct Speak

Negotiation - Action Planning

What do I need to do to achieve my goal(s)

| What do I need to do? | Target date or check in | How can I measure success in this encounter? |
|-----------------------|-------------------------|--|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |
| 6. | | |
| 7. | | |



“

*We are what we repeatedly do.
Excellence is, therefore, not an
act but a habit.”*

Aristotle



Intersession Homework: Practice and Reflect



Photo: Raw Pixel

1. Negotiation action planning
2. Prepare to negotiate
3. Negotiate: have the conversation
4. Reflect on what you've learned and practiced
5. Check in with accountability partner





Coming in Action

What are you taking away?

What are you going to try and do differently next month?



The RMR Group - Accelerated Women in Leadership Program

Session 3: Negotiation

Ank Stuyfzand

