

## Negotiations Toolkit

**“When viewed as problem solving, negotiation moves from being a win-lose game to one of mutual benefit” – Professor Margaret A. Neale.**

Negotiation in its simplest form is to come to an agreement through a discussion.

### ***Negotiating as Problem Solving***

Watch professor Neale explaining a simple framework for approaching negotiation as problem solving that's mutually beneficial to both sides, including tips for practicing negotiating in everyday interactions.

<https://vimeo.com/80117080>

Download professor Neale's interactive [Negotiation Guide](#), which provides three things to understand when thinking about negotiating a deal, four steps to achieving a successful negotiation and three questions to prepare women to enter a negotiation.

### **Purpose**

The purpose of this guidance is to help you plan your strategy ensuring you are prepared for your negotiation. It is aimed at the asker. If you are being asked, the information here might also be useful.

### ***Biggest negotiation mistakes***

- You don't negotiate
- You worry that asking for more will put your job at risk.
- You figure you'll wait to ask.
- You think you have to threaten to leave to be effective.
- You talk about what's "fair" rather than your value.
- You don't know exactly what you want.
- You don't come prepared.
- You fumble, ramble or give up.
- You don't know what to ask or ask weak questions.

### ***The following are some top tips when negotiating:***

- Follow a structured approach;
- Prepare - The more knowledge you possess of the issues in question, the greater your participation in the process of negotiation;
- Work towards a win-win outcome where all sides feel they have gained something positive;
- Certain features of negotiation may influence a person's behaviour, for example some people may become defensive;
- Good interpersonal skills are essential for effective negotiations and include: effective verbal communication, listening, reducing

misunderstandings, rapport building, problem solving, decision making, assertiveness and dealing with difficult situations.

[You can find a list of skillful questioning in negotiation.](#)

King's also provide various training and development programs that can help with negotiation. [A list of learning and development available, including e-learning and toolkits, can be found here.](#)

King's also has a range of resilience and wellbeing courses to build skills relevant to negotiation such as mindfulness, resolving conflict and assertiveness. [A full list of King's courses can be accessed here.](#)



## **1. Preparation**

Before undertaking any negotiation, it is important to prepare.

### **1.1 Research**

What are you asking for? It is important to be clear about what it is you want to achieve. You can then conduct your research around this outcome and any potential objections that might be raised.

You should also consider what your alternative is, if it becomes clear that your preferred outcome isn't likely, what is your second option?

### ***What is Negotiable at King's?***

There are many aspects of your time at King's that are negotiable. Here are some examples of what you can negotiate:

- Additional staff (EAs, PAs, RAs etc.)
- Development (training courses, conference and conference travel, networking, lead author)
- Equipment/technology (including mobile phones, lab access and resources, computers, office space)
- [Flexible](#) and [e-working](#)
- Involvement in Diversity and Inclusion

- Leave - [sabbatical and research leave](#), paternity and shared parental leave
- Salary (only for staff joining King's) and [benefits](#) (such as [relocation](#) for new staff and [recognition pay](#))

**Packaging is a useful tool in negotiation and you should be mindful of this when researching.**

Although it might be tempting to negotiate item by item, it can sometimes be more effective to package items together when negotiating. Your counterpart will likely prefer negotiating issue by issue, but when packaging issues, you have the opportunity to trade among the issues.

Use 'if/then' language: If I give you this, then I get that.

### ***Negotiating a salary***

When negotiating a salary, you need to know what your market value is. This can be checked via:

- Salary comparison websites (examples can be found [here](#), [here](#), [here](#) and [here](#))
- Looking at similar positions at King's (Job opportunities can be found [here](#) and pay information [here](#)),
- Salary range at different universities (THE list can be found [here](#)),
- Discussing with local HR (find your local HR advisory [here](#)),
- Asking colleagues (where appropriate).

Also consider: What you as an individual bring to the position and the additional value you provide, which may be outside your formal role description. Visit Remit's '[Ultimate Guide to Getting a Raise & Boosting Your Salary](#)'. It is a digital guide with tips, tactics and embedded videos, including negotiation scripts, a social psychology masterclass and Top 10 Negotiation Mistakes.

The biggest ways to guarantee you won't get a raise:

- You don't ask.
- You ask too soon.
- You don't come prepared.
- You don't know exactly what you want.
- You've made it clear you wouldn't ever consider leaving.
- You talk about what's 'fair'.

Research and become familiar with negotiation language. For example, avoid saying "but" which can be seen defensive. Instead, look for areas of agreement and build on your counterpart's argument adding your own suggestions.

Consider talking to colleagues, mentors, friends and family about what potential arguments and objections might be raised by your counterpart. What is their perspective? Where are they coming from? What information do they not have? Understanding these view points and perspectives is important so you are prepared with alternatives, areas of agreement and suggestions when discussing the negotiation.

## 1.2 Self-Awareness

Your negotiation is about achieving an outcome that you want. Once you have done your research it is important to think about yourself. What are your strengths? What value do you bring? How do you communicate? What does your body language say about you?

What are your strengths? Knowing what you are good at and therefore what value you bring to your work can help you to back up your arguments.

When preparing for negotiation, it is also important to reflect on your communication style. How do you process information? How do you communicate to other people? It is especially important to reflect on how you communicate when you are under pressure. Being too direct may be seen as aggressive. However, failing to clearly state your needs is also not going to serve you well.

Find a middle ground by observing your counterpart and adapting to their style, and above all, just be polite. Being polite basically means being aware of and respecting the feelings of other people.

Remember that body language is equally important. It is also important to consider cultural differences between yourself and counterpart. For example, direct eye-contact and smiling might be interpreted differently depending on someone's cultural background. Consider if this will be interpreted as a sign of confidence, connection or confrontation.



### ***What's your cultural profile?***

People have oversimplified ideas about how people from other cultures operate. To get an accurate picture, you need to gauge cognitive relational, and behavioural differences across various dimensions where cultural gaps are most common.

[You can read more here.](#)

[To take the test and see what your cultural profile is.](#)

[Another example of cultural self-analysis questionnaire.](#)

### **1.3 Planning**

It is important to plan the negotiation discussion itself:

- How is the negotiation taking place?
  - Formal
  - Informal
  - In person
  - Telephone or Skype
  - Written request
- Where will the discussion take place?
  - Neutral space
  - Meeting room
  - Common space
  - Personal office
- Who will be involved in the discussion?
  - Counterpart or counterparts
  - HR
  - Union Representative
  - How will you respond to personal emotions?
  - Mindfulness
  - Breathing
  - Pauses
- Prepare:
  - Your arguments and evidence based on your research
  - Answers to potential objections and questions that might be raised
  - Your response to a possible 'no'

### **Managing Expectations**

Prior to and during negotiations, people develop expectations about the negotiation outcome including the ideal result they're looking for.

Negotiation research by business-school professors Richard Oliver and Bruce Barry of Vanderbilt University and Sundar Balakrishnan of the University of Washington demonstrates that negotiators automatically compare their actual outcome with the outcome they expected prior to negotiating. You can read more [here](#).

As a negotiator, you can do one of three things: ignore, meet or manage your counterpart's expectations. To learn about the effects of these three options, visit [here](#).

It is also important to manage your own expectations. What outcome do you want? How will you feel if you don't achieve this outcome?

### **1.4 Practice**

Don't forget to practice. The more you practice, the clearer your arguments will become and the more prepared you will be to respond to any objections and counterarguments that might be raised.

Consider asking colleagues, mentors, family and friends to provide productive feedback.

You can also use mirrors to practice your body language.

## 2. Discussion

### 2.1 Key Skills

Some of the key skills needed for the discussion section of negotiation include:

- building rapport
- questioning
- listening and
- clarifying.

Building a harmonious understanding with your counterpart from the beginning of the meeting can give you a positive head start. Open questions are great for this as they will allow you to get to know each other better. You should also use questions to find out what's important to your manager, so that you can achieve a win-win outcome.

#### ***What is your Emotional Intelligence?***

Emotional Intelligence is the measure of an individual's abilities to recognise and manage their emotions, and the emotions of other people, both individually and in groups. Emotional Intelligence has its place in negotiation and will likely be useful during the discussion to reach an agreement.

You can find out more about Emotional Intelligence and how it can be useful in negotiation [here](#).

It may also be useful to consider your personality as it is another factor that might influence your negotiation. You can read about a five-factor model of personality and academic performance [here](#).

Remember that listening is the most fundamental component of interpersonal communication skills, so listen actively and clarify any main points. Sometimes it is helpful to take notes of what's being discussed, which helps when clarifying and summarising the conversation to reach an agreement.

### 2.2. Self-regulation

When negotiating and asking for what you want, it is important to self-regulate and be aware how you are addressing your reaction to emotions. It is therefore important to consider how you can best deal with your emotions during discussions.

Mindfulness is great for recognising and managing our emotions in the moment. You can practice mindfulness in preparation for your negotiation meeting. Once in the meeting, breathe through your stomach which will immediately calm you down.

#### ***How to practice mindfulness?***

Mindfulness is the basic human ability to be fully present, aware of where we are and what we're doing, and not overly reactive or overwhelmed by what's going on around us. It is a technique which can help people manage their mental health or simply gain more enjoyment from life. It involves making a special effort to give your full attention to what is happening in the present moment – to what's happening in your body, your mind or your surroundings, for example – in a non-judgemental way.

You can view tips on how to practice mindfulness [here](#).

You might also find information from Mind useful, which you can access [here](#).

The NHS has developed a Mood self-assessment using a [simple questionnaire](#) which includes advice on what might help.

You can also use pauses to collect your thoughts and breath. Silence can be a powerful negotiation tool.

### ***2.3 A Win-Win approach***

By using a win-win approach, the focus is on the common interest. The best way to achieve this is by:

- Considering your counterpart's underlying individual needs, desires, wants and fears.
- Clearly expressing your own needs, desires, wants and fears so that others can also understand your interests.
- Use assertiveness in a tactful, diplomatic way where assertiveness is expressing your thoughts, beliefs and opinions in an honest and appropriate way projecting self-confidence.
- Conflict resolution may sometimes play a part in negotiation. When seen as problem solving, conflict can turn out to be quite useful.
- ... and of course... keep a positive mind-set!

### ***2.4 Managing Conflict***

When negotiating, it is possible that conflict will arise, where conflict is behaviour that is intended to obstruct the achievement of another person's goal. It may not be possible to avoid the conflict, but you can learn to manage it effectively to ensure you can still reach an outcome in your negotiation.

Useful ways to manage conflict include:

- Take a considered and rational approach
- Focus on behaviour and events, not personalities
- Listen carefully
- Let everyone have their say
- Evaluate how things are going
- Identify points of agreement and disagreement and identify options of how to move forward
- Implement what has been agreed
- Build on your success

Consider preventative strategies for the future

You can read more about how to manage these areas in detail [here](#).

The NHS has developed a toolkit on managing conflict that you can access [here](#).

### ***2.5 Regaining Control***

Negotiation can get tough during discussions. But it is possible to gain back control and add a positive spin.

Remember your research and strengthen your argument by offering time-scales of when you foresee the benefit of your proposals being reached.

If possible, rather than directly voicing your opinion, turn your statement into a question for the other person to think about.

Keep your preferred outcome in mind, try not to get distracted, go off on a tangent or get bogged down in irrelevant details.

If the conversation gets heated, try to give yourself room to respond in ways that help rather than inflame a situation. It is ok to leave the discussion and reconvene at a later point. Tell your counterpart that you need time to consider what they said. There is no obligation to answer immediately.

## **2.6 Failure to Agree**

During the discussion, it is possible for the negotiation to break down meaning an agreement cannot be reached. At this point, rescheduling the meeting for a future day may be the best option as it avoids all parties becoming embroiled in heated discussion or argument which can damage future relationships.

In other situations, it may be relevant for a mediator to become involved. A mediator is an impartial third party to support and help those involved in a conflict to find a resolution and come to an agreement.

Useful information on mediation can be found [here](#).

## **3. Conclusion**

Concluding a negotiation requires implementing a course of action. This is a summary of what you understand the outcomes reached to be and drafting a list of actions and agreements.

Agreement can be achieved once all viewpoints have been considered and understood with all participants keeping an open mind during the entire negotiation.

It is also possible that at the conclusion, you did not achieve the outcome you wanted. To read more about how to bounce back after a failed negotiation, follow the link [here](#).

## **Useful Links**

Information included in this negotiation toolkit has been taken from the following. These links also provide additional and more detailed information that you might find useful in your negotiation preparation.

[Emotional Intelligence](#)

[Techniques for persuasion and influencing](#)

[Negotiation in action](#)

[Negotiating A First Academic Job](#)

[Skilful questioning](#)

[Negotiation skills you need](#)

[15 steps from researchers](#), financial experts, advisers and writers on salary negotiation

[Women and salary negotiation](#), a large-scale field experiment by Andreas Leibbrandt & John A. List, 2015.

[A toolkit for women seeking a raise](#)

[2 Simple strategies to improve your negotiating skills](#)

[How to answer the question](#) – what was your last salary?



[Ultimate guide to getting a raise](#)

[6 ways to guarantee you won't get a raise](#)

[Tactics that will help you get a raise \(if you're female\)](#)

[How to get a salary negotiation in 15 steps](#)

[Time to talk salary](#)

[Video on how to negotiate your salary](#) with Ramit Sethi

[Why we don't negotiate our salary](#)

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If you wish to have a conversation with a member of the Diversity & Inclusion Team about your situation, please email us at [ioppn.inclusion@kcl.ac.uk](mailto:ioppn.inclusion@kcl.ac.uk).