

Session Two:

Negotiations Grounded in Mutual Gain

SNHU Student Experience Leaders

Conducted by: Michelle Joy Wecksler

MWI - Negotiation, Ombuds & Mediation Services and Training since 1994

Share in CHAT:

- 1) What part of Student Experience do you work in?
- 2) Where are you zooming in from?
- 3) What's the last thing you negotiated?

Learning Journey

	May	June	August & September
WORKSHOP	Session One: <i>Regrounding in Collaborative Communication</i>	Session Two: <i>Negotiation Strategies Grounded in Mutual Gain</i>	Session Three: <i>Recognition & Relational Leadership in Hybrid Teams</i>
COACHING SESSION		<i>Negotiation Strategies Grounded in Mutual Gain</i> Coaching Session	<i>Recognition & Relational Leadership in Hybrid Teams</i> Coaching Session

Negotiation: A definition

Negotiation is a conversation

- in which people work together to make decisions and/or solve problems,
- when their interests and/or perspectives may be shared, different, or in tension.

Negotiation: WHO

- Direct reports/advisors
- Peers and fellow leaders
- Cross-functional stakeholders and departments
- Supervisors/directors
- Students?

Negotiation: WHAT

- Priorities and competing demands
- Resources, workload and staffing
- Policies, processes and procedural changes
- Performance expectations and coaching
- Project timelines and responsibilities
- Student-related decisions and outcomes

Negotiation Styles

One word to describe yourself when
you are really “ON” as a negotiator

One word to describe yourself when
you are in a really difficult negotiation
and things are going BADLY

CHAT

Negotiation: What do you find CHALLENGING?

- Managing emotions
- Influencing without authority
- Balancing advocacy with flexibility
- Competing priorities
- Resistance to change

Workshop Purposes and Agenda

- Increase Awareness and Test Common Assumptions about Negotiation
- Learn the Seven Element Negotiation Framework
- Practice using the Seven-Element Negotiation Framework to Prepare for and Conduct a Negotiation
- Enhance Skills
- Provide a Low-Risk Learning Environment

Share in private chat with Elise if you have needs regarding your groupings



Opening Exercise

The background features a light blue gradient. On the right side, there is a series of thin, curved blue lines that sweep upwards and outwards, creating a sense of movement and depth. These lines are more densely packed in some areas, creating a subtle texture.

Competition vs collaboration

“Staring Contest” – goal is to beat them

Mindset

“Blinking Exercise” – goal is to maximize earnings

Stare hard, raise eyebrows, and keep eyes open the whole game

Actions

Blink rapidly to give them value and try to enlist them as a partner

Conflict / no money earned

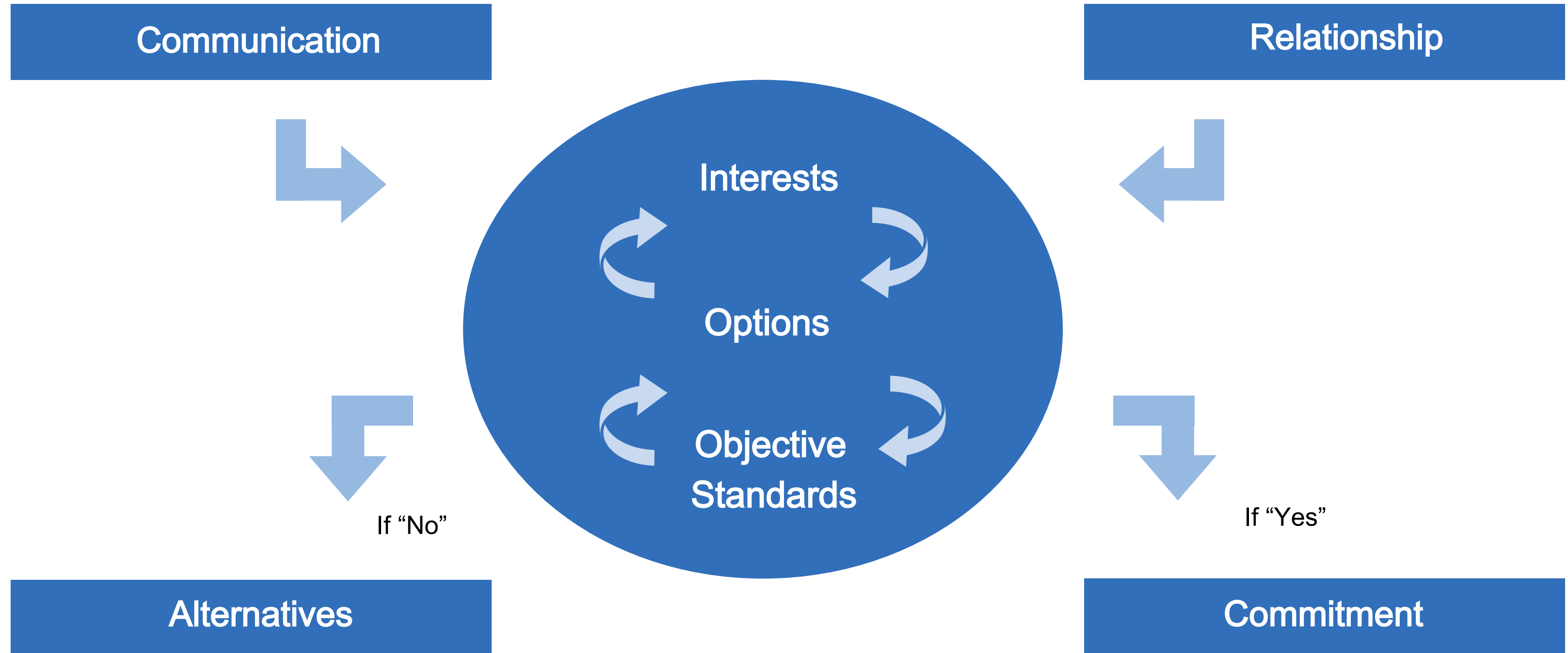
Results

Cooperation / millions earned

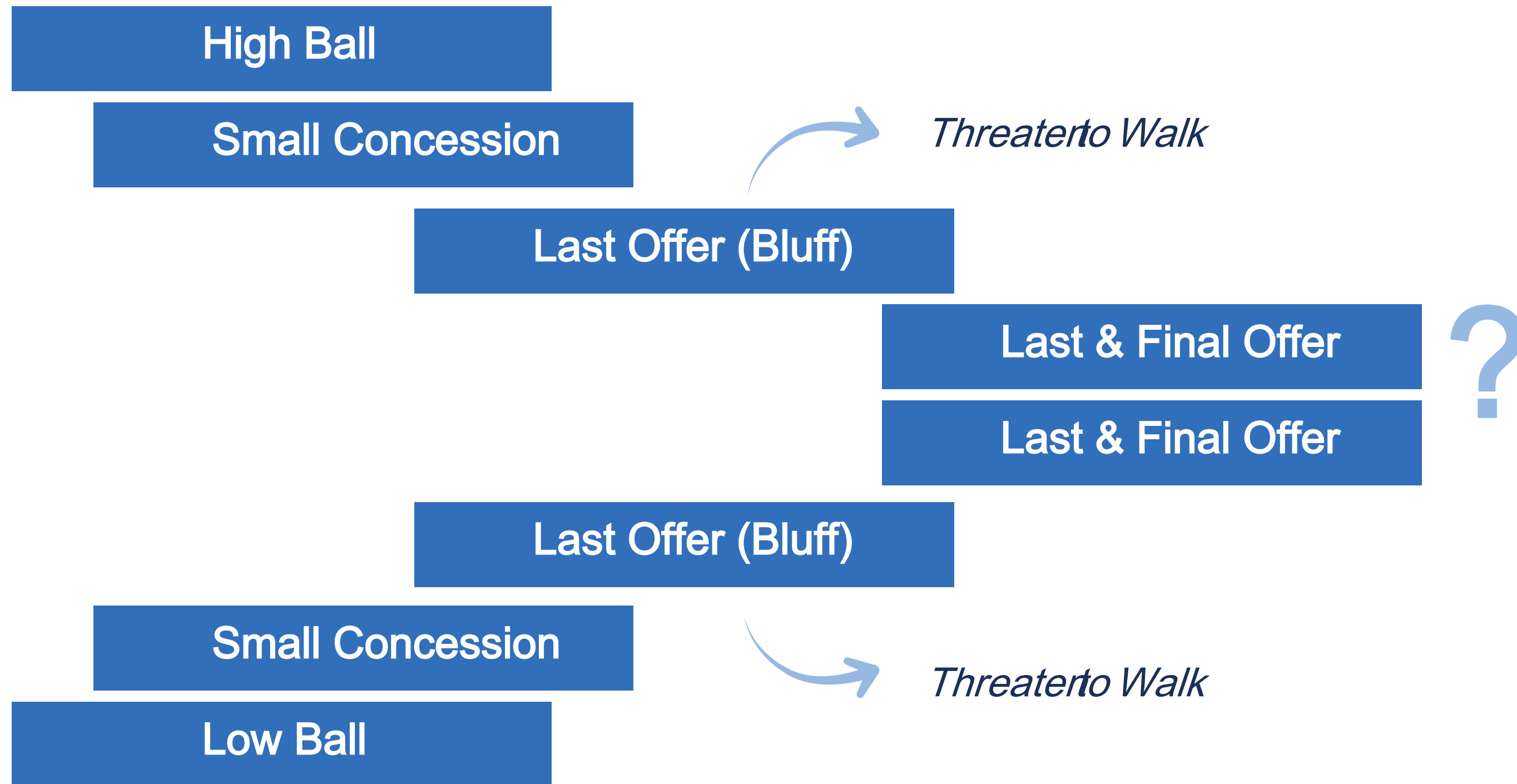
Seven Element Circle of Value Framework

Using The Elements to Prepare for and Conduct the Conversation

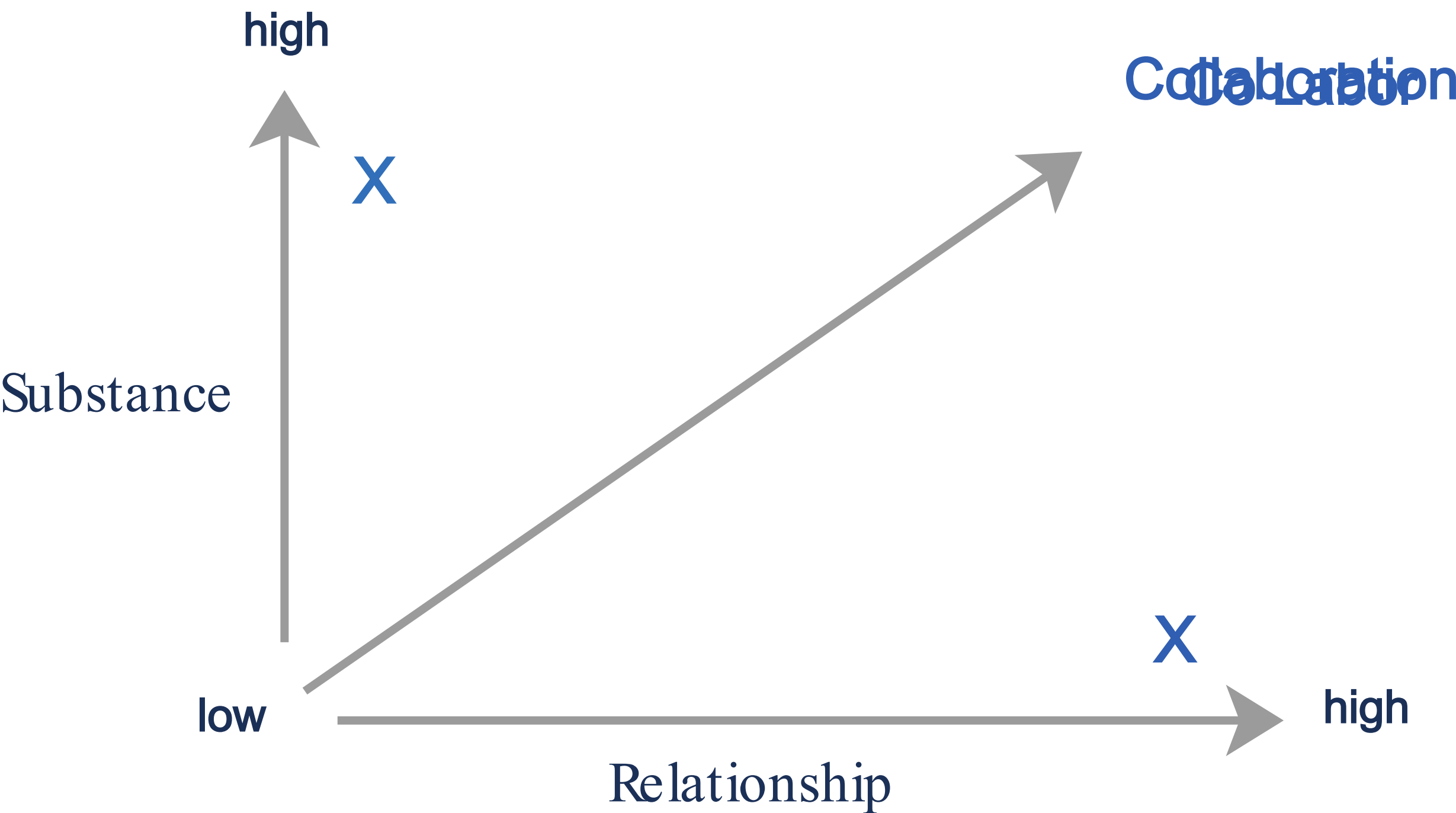
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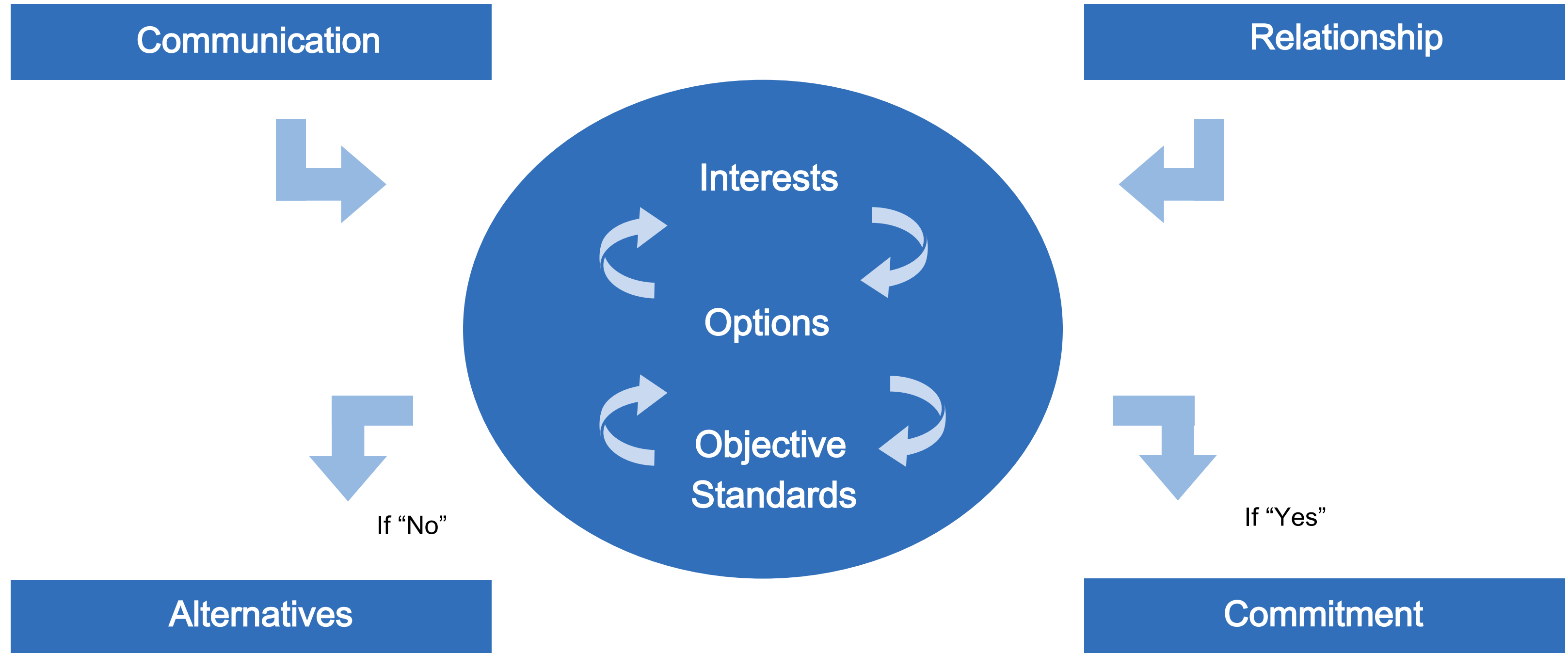
Positional Haggling



Substance and Relationship Tension?



Seven Element Circle of Value Framework



Scenario: Retention at Risk

- Jordan and Morgan work at a large online university. They are preparing for the start of a new academic term – one of the busiest times of the year. Student questions, advising needs, and support requests increase significantly during the first few weeks of classes.
- The university is expecting higher enrollment this term while also operating under staffing and budget constraints. Leadership has emphasized improving student retention while avoiding additional costs.
- Jordan works in Student Experience and is requesting; expanded evening support hours, additional advisor availability, and more proactive outreach to students who appear disengaged.
- Many of these requests would require support from Morgan's Student Support operations team, which is already managing heavy workloads.
- Jordan and Morgan are meeting to discuss what level of support is realistic and whether they can reach an agreement before leadership becomes involved.

Preparation: Retention at Risk

- Half of you prepare as Jordan, Student Experience
- Half of you prepare as Morgan, Student Support
- Read your confidential backstory provided in CHAT
- We will learn the elements in plenary and provide time to consider that element in relation to your role
- Then you will prepare together in breakouts with others in your same role
- After the preparation process, you will meet 1:1 (Morgan:Jordan) to negotiate or discuss how you would approach the negotiation

Take 8 minutes to read your backstory

Preparing to Negotiate

PARTIES: Who are the parties involved in the negotiation at and away from the table?

Us:

Them:

INTERESTS: What motivates each party to negotiate: their goals, hopes, needs.

Our Interests:

Their Interests:

OPTIONS: What the parties could do together to meet their interests. Possible solutions.

OBJECTIVE STANDARDS: Standards of fairness recognized by both parties.

Industry standards, precedents, company policies, laws, expert opinions, etc.

ALTERNATIVES: what each party can do on their own to meet their interests

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Actions to close the gap between the current relationship and the future ideal relationship

COMMUNICATION: How messages are sent and received by each party

Questions to ask (inquiry):

Messages to send (advocacy):

COMMITMENT: What each party will and will not do prior to, during, and after the negotiation

Process:

Outcome:

Preparing to Negotiate

PARTIES: Who are the parties involved in the negotiation at and away from the table?

JORDAN

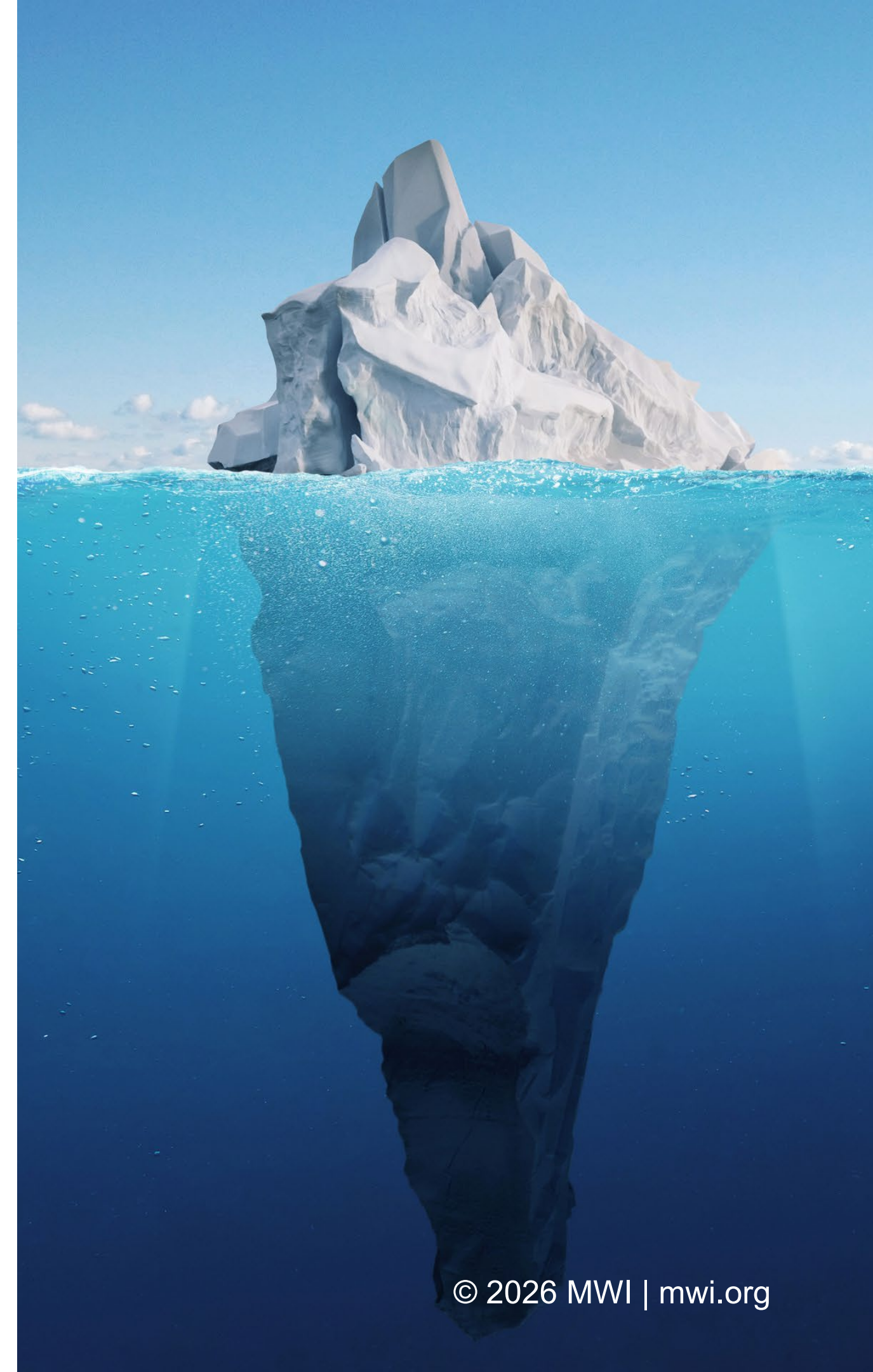
Expand support hours
Increase advisor availability
More proactive outreach

MORGAN

We already have too much
on our plate

The Seven Elements *Interests*

- Definition
 - The needs, concerns, goals, desires and fears that inform parties' actions, and underlie their positions in negotiation.
- Note
 - Interests are different than positions
 - Positions are not the only way to meet our interests





Interests: the parties' underlying motivations

Financial	interests related to financial priorities, budgets and other financial measures of success
Operational	interests related to the day-to-day functions, systems and structures
Personal	interests related to individual motivations and needs of team members
Strategic	interests related to organizational direction and positioning for the future
Relational	interests related to internal relationships and relationships with external partners, funders and communities
Educational	Interests related to the ensuring best educational outcomes for students

Financial Interests: Examples

Financial	Interests related to financial priorities, budgets and other financial measures of success <i>What are the financial priorities and key financial metrics?</i>
	• Reduce costs associated with recruitment efforts • Stretch limited aid funds to support the greatest number of students • Demonstrate value to justify departmental budgets • Obtain resources for advising technology and training • Secure grants or external funding • Financial sustainability • Increase affordability for students

Educational Interests: Examples

Educational	Interests of ensuring the best educational outcomes for students <i>What are the educational priorities and key success metrics?</i>
	• Ensure students master course learning outcomes • Improve course completion and program graduation rates • Maintain high standards for online teaching • Increase student engagement • Prevent misuse of AI tools • Support non-traditional learners • Align curriculum with employer needs

Preparing to Negotiate

INTERESTS

- What are your interests? What are their interests?
 - NOTE: You can only *speculate* about their interests and must always test your hypotheses

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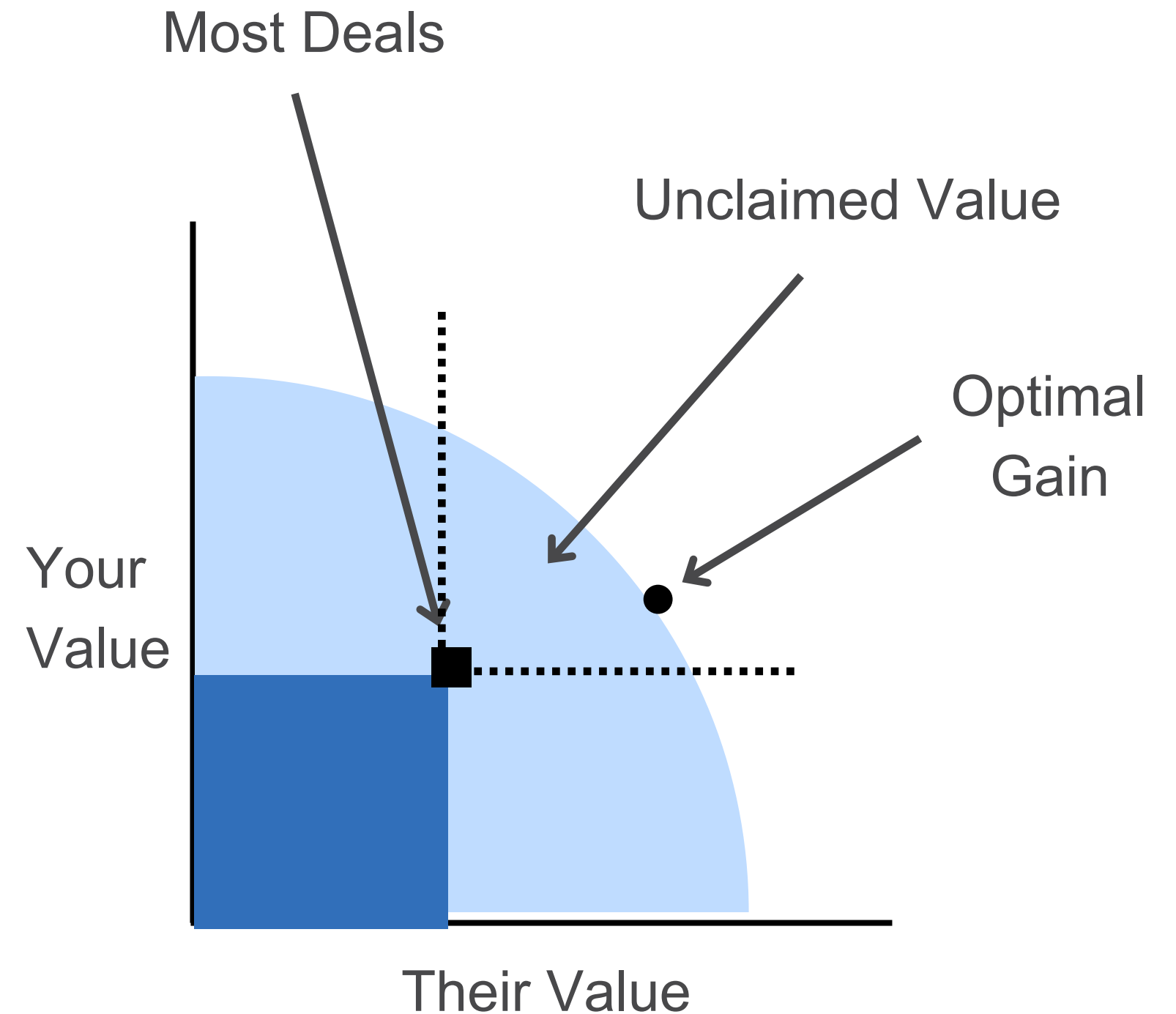
The Seven Elements *Options*

- Definition
 - The range of possibilities on which the parties might agree
- Note
 - Options are “On the table”



The Pareto Frontier

- It is often possible to improve negotiated outcomes with low-cost/high-value tradeoffs
- Ask: Are we settling for the first idea that works, or are we exploring possibilities to create more value for one or both of us?



Preparing to Negotiate

OPTIONS

- What creative options can you generate together that would maximize value for all parties?
- Is there anything you could offer that would be of high value to them at a low cost to you, and vice versa?

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The Seven Elements *Objective Standards*

- Definition
 - The use of outside/objective criteria to help the parties determine a range of fairness
 - Objective standards may include: law, precedent, community standards, expert opinion, industry regulations, contract language and market prices



The Seven Elements *Objective Standards* at SNHU

- Student engagement guide
- Job descriptions
- Past performance evaluation(s)
- Customer experience wheel
- SNHU mission
- Employee experience and engagement data
- What other similar universities do

Preparing to Negotiate

OBJECTIVE STANDARDS

- What standards can help define a “fair agreement” for both parties?
 - NOTE: Finding applicable standards requires research and diligence

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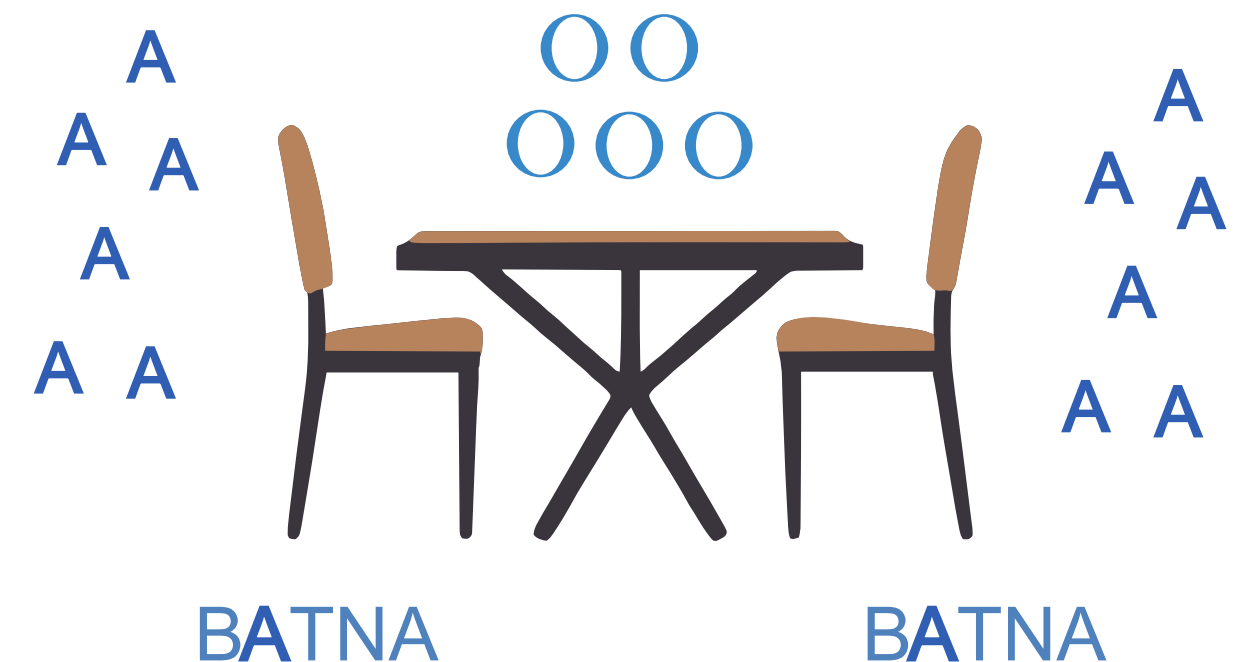
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Process:

Outcome:

The Seven Elements *Alternatives*

- Definition
 - Things we can do either by ourselves or with a third party, without the other side's agreement.
 - Our “BATNA” is our Best Alternative To a Negotiated Agreement
- Note
 - Alternatives are different than Options
 - Alternatives are created “Away from the table”



The Seven Elements *Alternatives*

Alternatives are all the things you might do if you do not say “yes” to the person across the table from you

MICRO

- Escalate to your counterpart’s boss or management
- Enlist support from influential third parties
- Bring your manager into the process
- Temporarily delay

MACRO

- Walk away

Preparing to Negotiate

ALTERNATIVES

- What are your/their alternatives if agreement is not reached?
 - NOTE: You can only *speculate* about their alternatives / be sure to test your hypotheses
 - NOTE: Take your time to increase and improve your alternatives

Preparing to Negotiate

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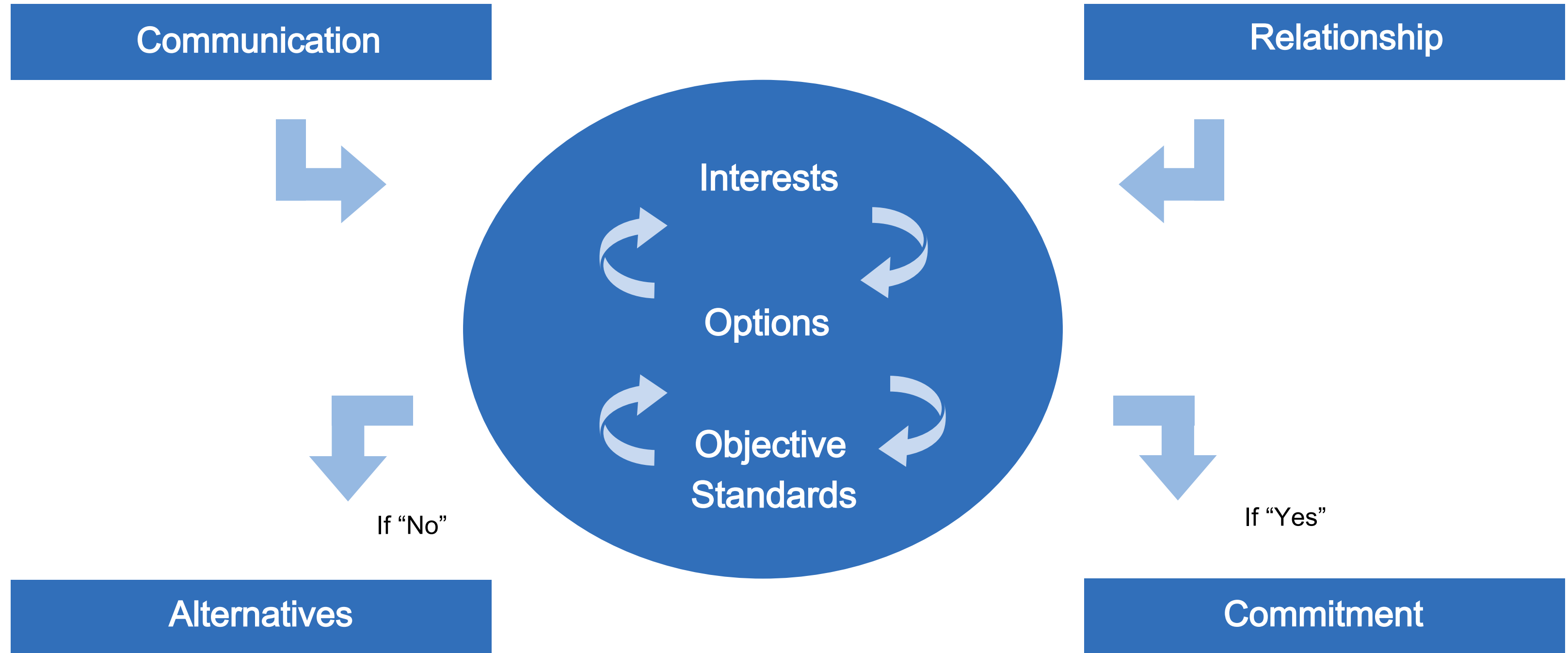
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Seven Element Circle of Value Framework

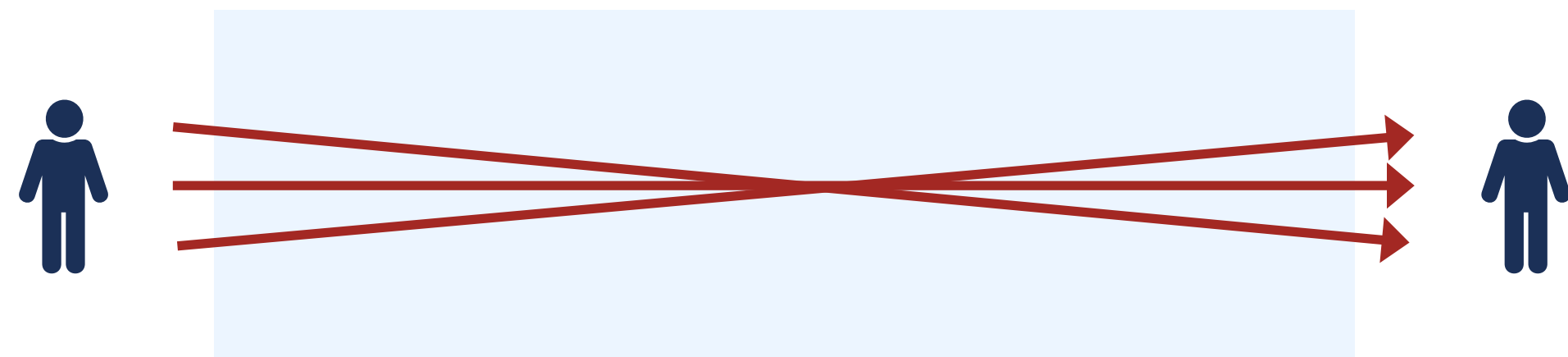


The Seven Elements *Relationship*

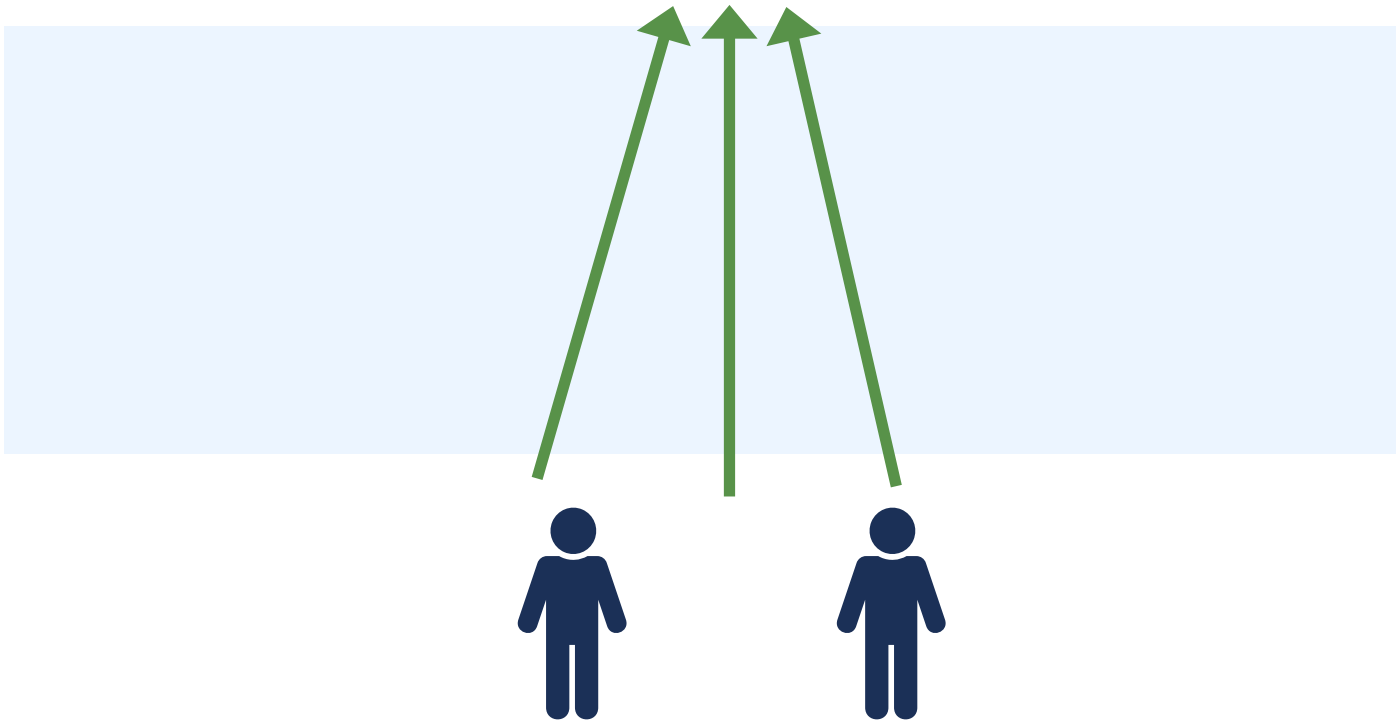
- Definition
 - The quality of interaction between negotiators
- Note
 - Treat every relationship as long term
 - Having a good working relationship does not mean we always agree



The Seven Elements *Relationship*



Problem / Goal



The Seven Elements *Relationship*

- *What have you done to improve the quality of a working relationship?*

CHAT



Preparing to Negotiate

RELATIONSHIP

- What is the relationship like now?
- How would you like it to be? Similar? Different?
- What steps will you take to achieve the desired results?

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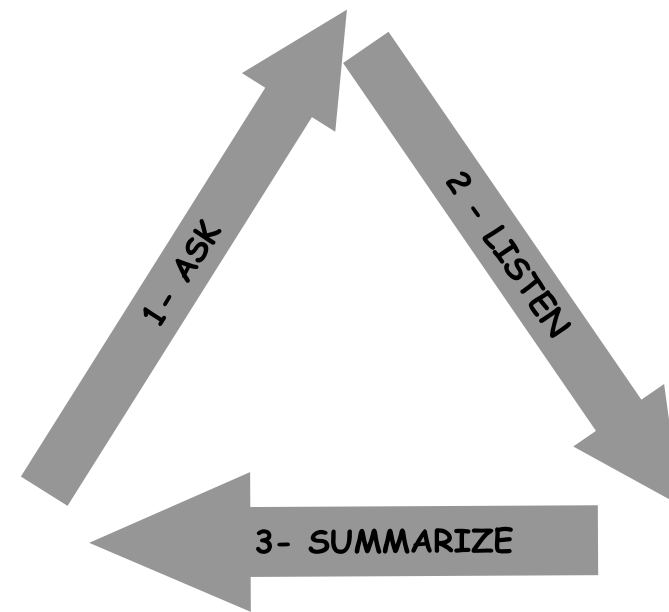
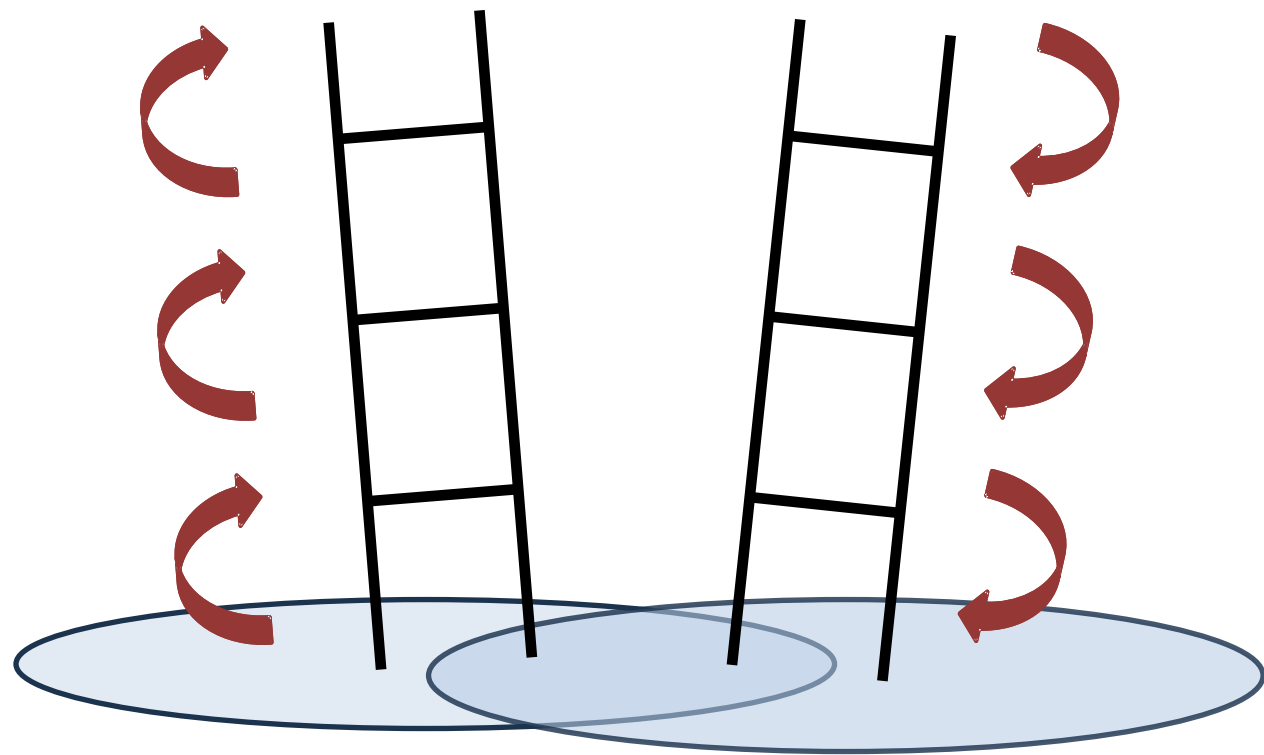
COMMITMENT: What each party will and will not do prior to, during, and after the negotiation

Process:

Outcome:

The Seven Elements *Communication*

- Definition
 - The way we deliver and receive messages
Encompasses what you say and how you say it (body language, tone, etc) as well as what you understand and how well you listen to the other party



Preparing to Negotiate

COMMUNICATION

- What questions would you like to ask?
- What messages would you like to send?
- How will you convey that information?

Preparing to Negotiate

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Process:

Outcome:

The Seven Elements *Commitment*

- Definition
 - An agreement about what each party will or will not do
- Note
 - There are many possible degrees of commitment – drafts, joint recommendations, agreement in principle, binding contracts

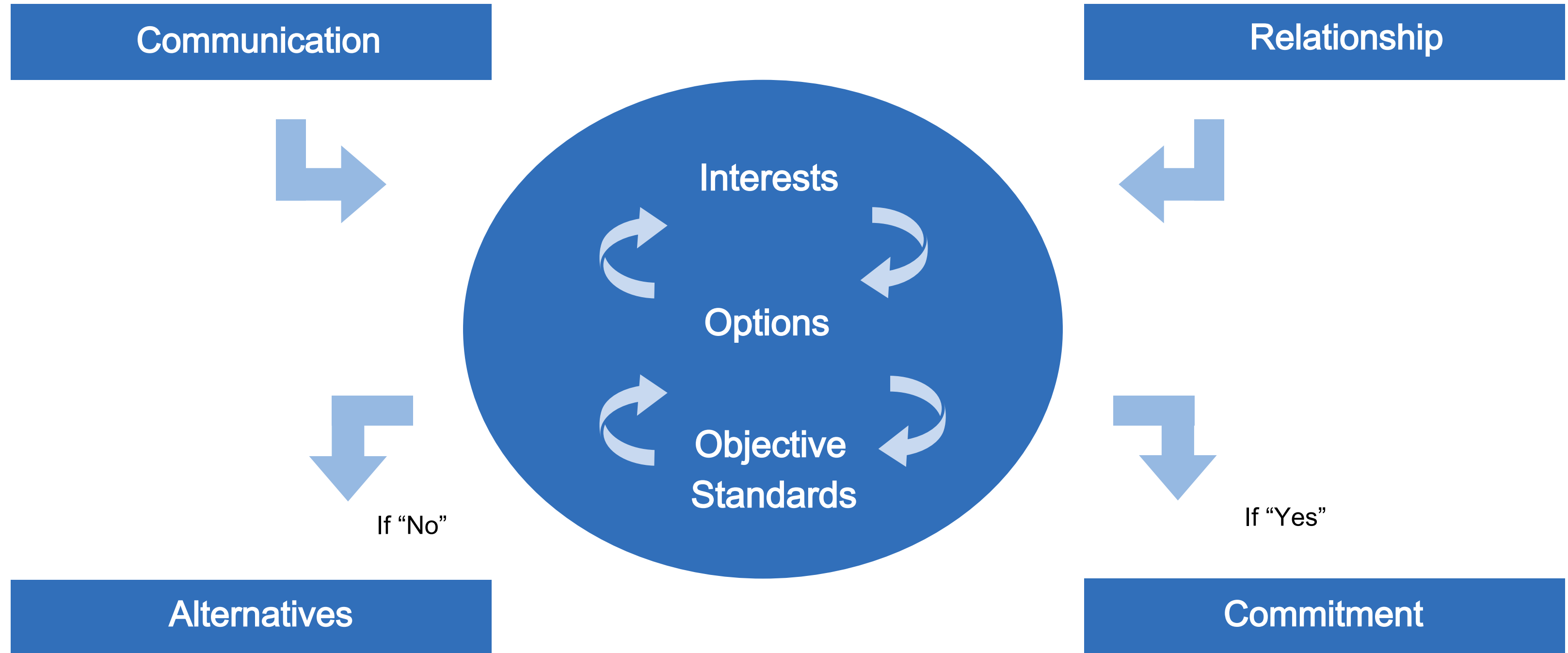


Preparing to Negotiate

COMMITMENT

- What process can you discuss and commit to?
 - Purpose
 - Product
 - People
 - Process/Agenda (number of meetings/time)
 - Publish
- What type of agreement would you like to leave with?

Seven Element Circle of Value Framework



Define Success in Advance

An optimal agreement is one that:

- Meets both sides' **Interests** and needs (not positions)
- Is the best of many creative **Options**
- Is based on **Objective Standards** and is supported by criteria that is viewed as fair by both sides
- Is better than each party's **Alternatives**— what each party could do without the other's consent
- Improves, supports, or at least does not damage, the **Relationships**
- Is based on clear **Communication**
- Involves **Commitments** that are realistic and operational

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Process:

Outcome:

Breakout Options

- Role play the negotiation (recommended option)
- Discuss how you would approach the negotiation
 - How might you start the conversation?
 - What elements would you focus on?
- A combination of both

Ground Rules for Negotiating

- Instructions are confidential
 - Don't share them
- Instructions are summaries
 - Fill in the blanks, but don't change the facts
- Don't be a bully or a pushover
- Reaching agreement is not necessary
- At the 2-min warning: Debrief by highlighting 2 elements your counterpart used well and 2 suggestions for what they might do differently



Negotiation Debrief

- How did or how might the preparation process impact your negotiations?
- One key take-away from today that will help you with your negotiations?



POLL: Confidence

How confident are you NOW in your ability to negotiate effectively?

- 1 = Not at all confident
- 2 = Slightly more confident
- 3 = Moderately more confident
- 4 = Very confident
- 5 = Extremely confident

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COACHING SESSION		<i>Negotiation Strategies Grounded in Mutual Gain</i> Coaching Session	<i>Recognition & Relational Leadership in Hybrid Teams</i> Coaching Session

Workshop Evaluation

We'd appreciate it if you could take a few minutes to complete the workshop evaluation form by scanning the QR code below. Your feedback is valuable and helps us enhance future trainings.

www.mwi.org/negotiation-workshop-evaluation

About MWI

MWI achieves success for our clients by maximizing their capacity to collaborate, find solutions to difficult disputes and communicate effectively. Since 1994, MWI has provided thousands of individual and corporate clients with negotiation consulting and training, mediation services, and mediation training.

Negotiation and Mediation Training Programs:

- Effective Negotiation Skills
- Difficult Conversations
- Getting Past No
- Influence Without Authority
- Mediation Skills Training

Dispute Resolution Services:

- Business and Workplace Mediation Services
- Facilitation Services
- Outsourced Organizational Ombuds Services
- Divorce Mediation Services
- Dispute Management System Design

Please visit **www.mwi.org** or contact MWI at negotiation@mwi.org for more information.

<https://www.mwi.org/negotiation-workshop-evaluation>