



## Practical Tips of Negotiating 11/15/2020.

### Introduction

In searching for a comprehensive article covering the Principles of Negotiating, the internet search returned over 55 million matches. The 5 principles, the 7 principles, various models. As you research further you will see that all of these models and principles have the same basic elements. Please allow me to share the following practical tips to offer a perspective on negotiating based on the roles and experiences in my career. I look forward to our discussion and invite your thoughts and comments.

As a GE employee for 30 years with 15 years in direct sales of capital medical equipment and 15 years in leadership positions managing teams of sales people and negotiating with customers as well as my salary as an executive and running a \$1.3B company...I understand NEGOTIATING. Let me share my perspective and take some of the myth and fear away from this topic.

My negotiating skills started very early in my life as the 7<sup>th</sup> of 10 children. Whether I was vying for my Mom's attention, needing help with my homework, getting money to buy candy or a new blouse, I learned the skills without knowing that I was developing the foundations for negotiating. You have learned negotiating skills too; for those of you with children who are at least 2 years old, the negotiations have definitely started...1 more story, 1 more ride around the block on my bike, I will clean my room for a puppy ....the stories continue as the kids mature. The stakes just become a bit higher with negotiating car keys, a "sleep over" with boys and girls...you get it!

Yet for many of us as adults it is hard to ask for what we want. Why is this so difficult? One answer is we need to know that **we deserve it**. In a confident and humble way, but still **DESERVING!**

Maybe you have never evaluated a process that you are probably doing every day and ever identified it as Negotiating. The following are the Practical Principles that I promote whether you are negotiating a salary, a promotion, time off or grant funding. Let's test the case through what you are dealing with in your role

1. The first principle of Negotiating – **Act like you deserve it** Be humble, you don't want to be overtly confident. You need to be able to substantiate your position with facts; that will come in a later principle. Ask yourself the following questions:
  - What have I done to deserve this raise, award, grant, project, deal?
  - Why is now the right time?

- Can you confidently argue your position?
2. **Be prepared and Do Your Homework** What is happening in the business or organization on their side? What do you know about the person you are negotiating with? What are the goals or constraints that the other person is dealing with? How can you make her/his life better with what you are proposing?
  3. **Document and Share Facts Not Emotions** Do you have evidence to support your cause? Numbers matter- Do you do more procedures? Do you have a special skill or talent that is different from others? Are you writing more papers? Do you have a grant that requires more time? Are the industry standards X and you are getting Y which is less? Are you managing more students, residents, fellows? What numbers do you have that support your cause?
  4. **All Parties Need to feel like they won.** Do not start with a mindset that someone is going to lose in order for **you** to win. The CEO of Whole Foods , John Mackey, calls it the “ Win- Win-Win. You win , I win and the company wins. Understand who all is in the negotiation even though they may not be present in the room. Get prepared with these kinds of questions: What are the compromises that you are willing to make? What is the most important issue or benefit that you need to be aware of for the other person before you start the negotiation process? Is your position and ask important enough for you to “walk away” if you have to?  
What does winning and losing look like and feel like for both parties?  
What is it that you need to get to feel satisfied or accomplished?
  5. **Play out Strategies before you enter the negotiation.** What are the “What if scenarios” you can think about ahead of time? What action will you take in each? Identify a trusted colleague or friend you can meet with to rehearse the strategies.  
**Not speaking is a strategy!** Pausing and allowing the other party to think shows strength and confidence on your part. Don’t help them in those silent periods, let them ponder! You might be nervous but this will calm you down if you just pause for a few seconds (It will feel like an eternity but it is not). The first person to speak often gives in and could give away some of what they were hoping to accomplish.
  6. **Get something - even if it is not everything you want .** Often you can go back a second time and they may be more receptive the next time based on the first negotiation experience. **Don’t forget to ask for what you want!**  
Some possible outcomes: 1. A next meeting with goals outlined for success 2. A follow up in 30/60/90 days for re-consideration 3. A partial salary win with an idea of what it would take to get a 100% win in 6 months 4. **RESPECT** and understanding from the other party that you are **deserving!**
  7. **Debrief** with a confidant/mentor and determine, what went well and what could have gone better? Go back to the beginning and play through the principles again.

8. **Follow up with a thank you** and details of the outcomes and/or follow up actions with dates and then mark them on your calendar.

9. **Get Ready to do it AGAIN !**

Negotiating is not necessarily easy but it may also not be as hard as the scenarios you have created in your mind. Be Confident and humble, Be Prepared, Be Ready to Walk, Be Honest with yourself and the person you are negotiating with, Be authentic and credible and Be Ready to Win!

About the Author

Charlene Grabowski – Retired VP & GM of GE Healthcare Western US and Canada, Non-Profit CEO (El Tour de Tucson), Business Partner/Pathfinder Strategies focus on Executive Leadership and Coaching. Invited executive coach and guest lecturer at MGH/Harvard University, UCSD, Montefiore Medical Center