

Overview negotiation principles

This eBook aims to link together all the sources and exercises available to you within this chapter.

Salary negotiations are an - intellectually - simple form of negotiation. This is why we refer to them at some points. See it as the introductory case study, with which you can start to learn the negotiation principles and later on apply them to more complex cases.

We provide you with a workbook at the end of this chapter. It fully covers salary negotiations and conflict management, the latter going beyond the scope of the core of this workshop. The aim in providing the workbook in parallel to the other content in this course is to provide you with sources which you can easily bring along and refer to after the course is finished. Please do not yet read the solutions to the exercises (Section 3.6 in the workbook) before working on them by yourself (spoiler alert!).

*To read more about the Harvard Negotiating Principles, read this book: **Getting to yes**.*

Get a Benchmark = Anchor

Your salary expectations should be based on a benchmark, which is essentially your **market value**. This is also called an **anchor point**. As this anchor is linked to your market value and not just a random number, we call it an **objective criterion**.

Find your market value (for your salary, the project you propose or anything else, really). To this market value, you should **add 5-10%**. This is your benchmark. Give a **definite number, not a range**, otherwise the other side will only hear the lower end of the spectrum you mention. Define exactly what your benchmark includes and what not- this shows a business mindset and prevents misunderstandings.

The individual exercise "Anchors = objective criteria" gives you a deeper understanding of this principle using a few exercises cases.

BATNA: Best Alternative To A Negotiated Agreement

Never show desperation and know when to leave the table. The BATNA Principle helps you decide when this point is reached. The BATNA is your fallback option when the negotiation you are currently in fails. Before the negotiation, you try to develop several BATNAs and improve them. How to improve them? Let's say your negotiation is about whether to accept the offer of your PhD supervisor to work for her as a postdoc after your PhD. One of the BATNAs might be to go into unemployment. This BATNA can be improved by learning about



the options you have during unemployment. You might find out about certain courses you can follow during unemployment, which are even paid by the government. Great, the horrifying BATNA of unemployment has become a lot better! With this in hand, you can go into the negotiation with your boss a lot more relaxed as you know the worst thing that will happen to you is that you have to go for this improved BATNA.

The exercise "BATNA" will allow you to dig deeper into this Principle.

Interests vs. positions

If a negotiation is painfully slow and inefficient, it's likely that it's because both sides resort to positional bargaining.

A *position* is *what* you want in a negotiation. It's an inherently inflexible way of negotiating. "I want to have Friday off" is such a typical position and can only be fully satisfied by giving that person a day off.

An *interest* is *why* you want something. In most cases, there are several such interests behind a position. There are usually multiple ways to satisfy such interests, so that this interest-based negotiating is a much more flexible and creative process. Going back to the example of the last paragraph: the interest behind the request for a day off might be relaxation, but it might also be to get something done. If giving that person a day off is difficult, then it's certainly worthwhile knowing *why* the day off has been requested, so you can work towards fulfilling that interest in other ways. Let's say the employer needs the employee on Friday, but can easily borrow him or her something, like a company car, in order to help the employee get things done more quickly. In this case, Friday can be used for work- and a holiday saved! A classical win-win situation.

The individual exercise "Interests vs. positions" allows you to understand this Principle better.

Expand the pie

In a more formal language, this Principle is sometimes referred to as "Inventing options for mutual gain", or simply: win-win situations.

Ideally, both sides agree to a round of brainstorming before the actual negotiation starts. Both sides try to come up with options, which *might become* bargaining chips in the negotiation.

