

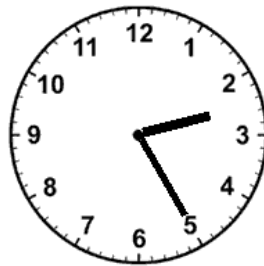
Negotiations for Start-ups

LECTURER KHOLOVA GULNORA

Negotiation Training



Research excellence



Women are under represented in STEM

Need support to be able to negotiate effectively

The plan

Discussion in groups focussed on key questions

Wider discussion with panelists

Capturing tips, tricks and strategies for success



Questions

When?

Why?

What?

Who?

How?

Key questions

When and why are negotiation skills required in your professional life?

What is the nature of negotiations you have encountered/ been involved in?

- (eg negotiating for yourself or on behalf of others / what sorts of things are under negotiation)?

Who is involved/ making the decisions?

- Is there a gender (or other) bias in willingness to negotiate and/ or in success? What are the attributes of a good negotiator?

How do you go about negotiating effectively?

- What **problems** have you encountered in negotiation scenarios and why?
- When have you experienced **success** in negotiation and what do you think was important in that? (eg key strategies or specific situations/ relationships)?

What: Context of negotiations

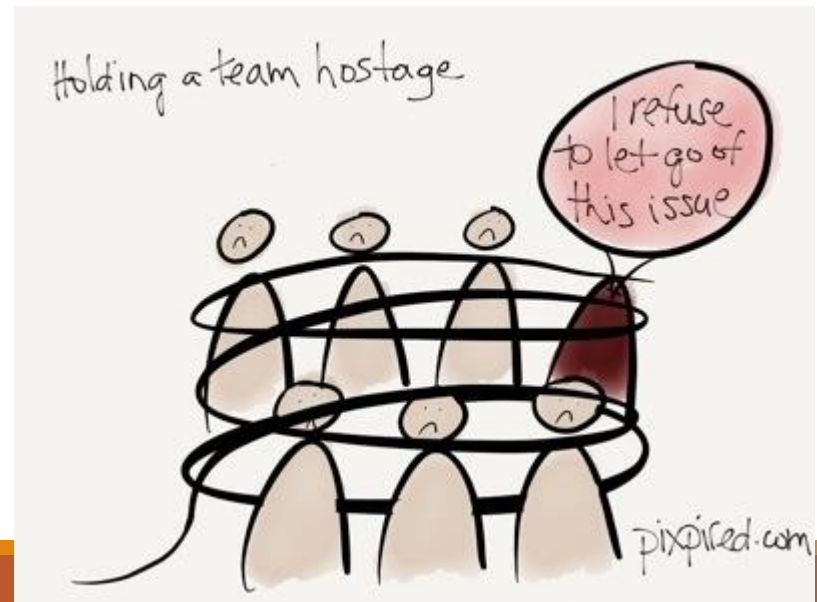
In research: salary, job level / description, time, teaching release, studentships, lab space, specialised equipment, start-up money, collaborations

Working with different values

Unacceptable behaviour

Contract boundaries

Role identification



What is being negotiated? Gender differences in asking



- Start up money/ SRA
- Relocation expenses
- PhD student
- Lab space
- Salary



Access to equipment or specialised labs eg. animal house, high performance computing

Delayed start

Pension

Conference attendance

Flexible working hours to accommodate child care

Job title

Too pleased to have a job and did not realise negotiation was an option

Who? A good negotiator

Empathises

Is patient

Has stamina

Can be flexible

Is fair

Seen to be responsible

Shows self discipline

Commands respect

Shows personal integrity

Has a sense of humour



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Credibility

Ethos



Pathos

Empathy

Logos

Logic





Differences in prior experience

Sales reps

Senior postdoc

Industrial partners on research projects

Fixed term lecturer but no prior experience

Project management and negotiation training from work in industry

Part-time working as a postdoc

During consultancy work

Previously just grateful to have a job





nted

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Pension



Problems

Feeling awkward

Not feeling able to ask

Not feeling listened to

Caving in too quickly



Being the same

Being in the minority

Less likely to be thought of as 'thinking the same'



Do women need to negotiate differently?

Advocacy and backlash: women are better received when negotiating for others (Amantullah and Morris 2010).

Women do better when they perceive they have control over the negotiation by setting goals (Stevens et al 1993).

Self monitoring

Women who adjust their behaviour based on reactions of others

- are seen as more influential and their contributions more valuable (Flynn and Ames 2006)
- Do better than women who don't adjust behaviour

Outcome for men does not depend on whether they modify behaviour or not.

Match level of assertiveness with 'partner'

Framing the situation

Framing a situation as an opportunity to negotiate is intimidating for people in low power roles (Small et al 2007)

Women often in low power roles = need to be polite

Frame as a 'chance to ask'

Experience

Men do better in economic negotiations (Mazei et al 2015)

Effect is reduced by

- Prior experience
- Knowledge of bargaining range
- Advocacy

Is there really a gender bias?

Power differences (which can be gender related)

Culture

- do not dispute authority
- avoid disruption to harmony
- nationality/ class/ school system?

Assertiveness/ expectation



"Make them a four billion dollar takeover offer,
but don't cause a fuss."

How? Approaches used



Knew about limitations to resources so
how far to push

Asked for more than needed

Had another job offer on the table and was
clear about relative benefits (ie deal
breaker was access to specialised labs)

You want outputs, this is what I need to get
them....

Asked and provided justification

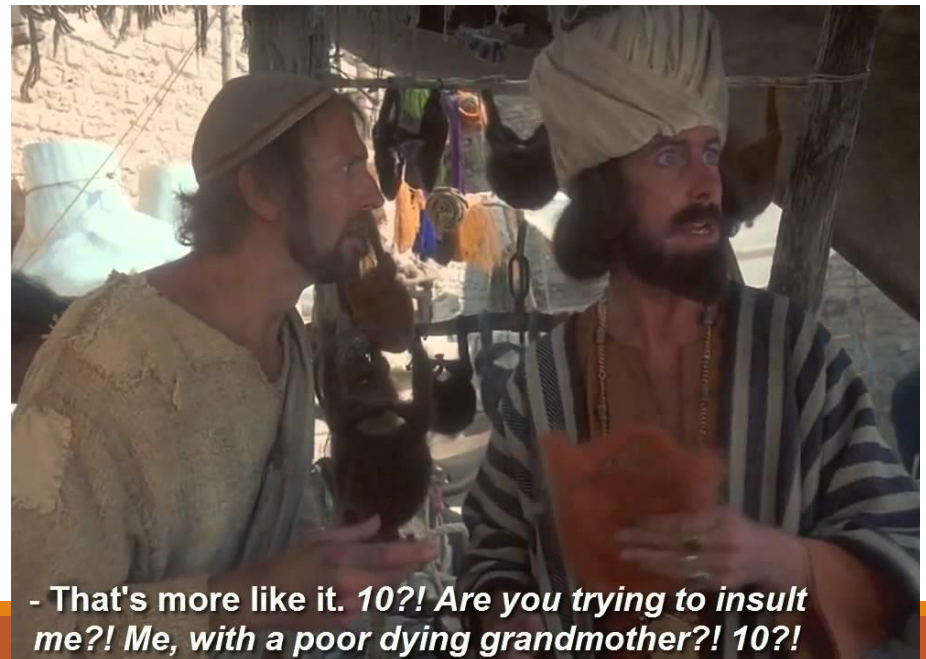


Push for straight answers

Work hard, do well, get a job

Just asked

Forgot to ask for some things



- That's more like it. 10?! Are you trying to insult me?! Me, with a poor dying grandmother?! 10?!

Things that don't work

Sweeping generalisations

Emotive language

Speaking on behalf of others with no authority

Playing your cards close to your chest

Seeing situation as a win-lose

Fearing rejection

Distractions/ interruptions

Lack of clarity

Aggressiveness

DOCTOR FUN



It was a mistake for Eric to wear a t-shirt to his job interview, and it was a bigger mistake to wear that particular t-shirt.

Working together

Establish how to work together

Acknowledge shared ground

Put both parties on same side of the problem

Use 'we'

Identify mutual gain

Create value for both 'sides'



Preparation

Background knowledge

Personalities involved

Building relationships

Set goals

- Know what you want!
- What are the deal- breakers?
- Know what you will concede
- Know when to walk away

Formulate specific questions



Behaviour

Don't ask = don't get

Listen

Be open

Make points clearly and ask for clarification

Build arguments logically

Assertiveness and emotional control



I am Confident and
Purposeful.

Closing a deal

Everyone is happy!

Summarise outstanding issues

Agree to disagree



Some conclusions

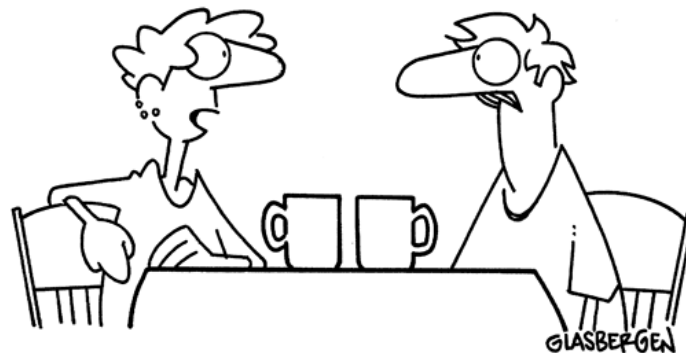
Women are underrepresented esp. at higher levels

Maybe not a gender issue *per se*

Forewarned is forearmed

Appropriate training, preparation and confidence will help

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**“Let’s compromise. You do everything I say
and I’ll say everything you do.”**

Suggestions for Aspiring Entrepreneurs

Matthew Porter, Contegix:

- Pay attention to the market, but don't allow it to be your sole indicator
- Do an internship while you are a student to gain experience
- Understand what you are getting into – mentally, financially, and intellectually



Suggestions for Aspiring Entrepreneurs

Csaba Zajdó, WebShop-Experts

- Learn marketing and management
- Maybe get some experience somewhere first. He didn't have any, and sometimes he feels that maybe it wouldn't have hurt being employed first. But he has got over his inexperienced phase successfully, so it does not really matter any more



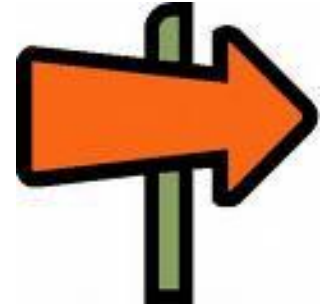
Suggestions for Aspiring Entrepreneurs

Akom Thongloy, Extreme Solution:

- Know the direction of your company
- Be able to estimate the market share and competitors
- Understand the customer demand



Objectives



- ✓ Understand the evolving definition of an entrepreneur
- ✓ Learn about the characteristics and demographics of entrepreneurs
- ✓ Meet real entrepreneurs from around the globe
- ✓ Examine the large amount of research that has been conducted on entrepreneurs and the entrepreneurs we interviewed
- ✓ Find out if you have what it takes

References and sources

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