ACADEMIC LEADERSHIP in CHALLENGING TIMES

By the National Center for Professional Research Ethics at the University of Illinois at Urbana-Champaign

1. Re-visit your definition of leadership and reflect on your strengths; how will you play to them? What would you like to focus on going forward?

2. Do you see a paradigm shift in your field or institution? How will your leadership help your colleagues prepare for or react to it? Record your thoughts in your journal.

3. Submit discussion questions or a topic you would like to discuss with the group from your reading of Crucial Conversations or Crucial Accountability (whichever you read).

Homework

Prefering to Negotiate

1. You have five minutes to prepare

2. Read your confidential role information (don't show to your counterpart)

3. Think about what you want and how you will get it

4. Make notes!
Directions

- Negotiate with your counterpart until time is called
- Complete written contract
- Come back from the breakout when done: send Sarah your contract terms in a chat
- Do not discuss your results before we reconvene

Your Negotiation Experience

Elements to Manage

1. Specific terms
2. Venue
3. Participants
4. Preserving reputation
5. Being fair
6. Saving face
7. Winning
8. Getting the deal
9. Precedent

Psychological Aspects

1. Personal, intangible considerations
2. Rapport-building
3. Information seeking
4. Effective interpersonal interactions
Positions: What people want

Interests: Why people want them

1. Two or more parties
2. Conflict
3. Voluntary
4. Preference for resolution
5. Expect give and take
6. Management of intangibles, givens

Negotiation is:

1. A process
2. A conversation
3. Affected by personalities
4. Driven by information, values
5. A teachable, learnable skill

Always the issues to consider

1. Communication
2. Timing
3. Trust
4. Preconceived ideas
5. Different values/needs
6. Listening
**Adult Learning Model**

Experience → Observation, reflection → Testing concept(s) → New concept(s)

Kolb (1984)

**Some Negotiation Theory**

Stage 1: Opening/Introductory (setting rapport, tone)
Stage 2: Information gathering
Stage 3: Create value
Stage 4: Claim value
Stage 5: Closing/consolidating

1. What did you do well?
2. What did others do well?
3. What would you like to do differently?
4. How, specifically, will you do better next time?

What one or two things will you concentrate on?
**Acquire** information
Information vs. Positions

Make the pie **bigger**
"Creating" value

**Claim** your share of the interests ("claim" value)

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Negotiators who ask more questions get better results.

*How good are your questions?*

*How well do you listen?*

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Types of Negotiation

- **Distributive**
- **Integrative**

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Ask yourself

How many of the negotiations that you do at work are one-time interactions with people you will not deal with again ... as opposed to embedded in long-term relationships?
Critical Questions

1. Deal or dispute?
2. Single or multiple issues?
3. Close or distant relationship?
4. One-time or continuing?
5. Relative roles of you and the other party?

Stages of Negotiation

Stage 1  Stage 2  Stage 3  Stage 4  Stage 5

Negotiation Literature

What can you do in a typically **win-lose** negotiation, like buying a car, to create **more value** for all concerned?
Case Study Discussion

Win-Win Negotiations
- Multiple Issues
- Trade-offs Possible
- Long-term Relationships

Negotiator Errors
- Assuming that gains must come at the expense of the other party and miss opportunities for trade-offs
- Relying on readily-available information
- Failing to consider information available by focusing on the other side

Check Your Preparation
1. Have you conceived of your interaction as a negotiation?
2. Have you thought about your interests?
3. Have you considered the interests of the others involved?
4. Do you have a plan?
Five Leadership Habits

1. Know, control yourself
2. Choose which "you" to be
3. Stay centered in your role
4. Set the tone
5. Develop skills; use data

Build trust
Ask questions
Be patient
Share information
Brainstorm: make, request proposals

Questions or concerns?

Key takeaways?

Homework

1. Consider interactions you have that you now see as negotiations: what can you do to improve your preparation for these conversations? Record them in your journal.

2. Send Sarah topics of difficult conversations around feedback you find challenging (next session is about giving and receiving feedback).

3. Finish reading Crucial Conversations or Crucial Accountability to prepare for our session on giving and receiving feedback.
“Action expresses priorities”

Thank You