MSEM HIGHLIGHTS

- 30+ year track record of success.
- Curriculum is relevant and applicable to technology professionals.
- Unique leadership development and coaching program.
- Faculty with extensive industry experience who understand the challenges of technology-driven companies.
- Cohort experience enhances learning and networking.
HOW THE TUFTS MSEM WORKS … FOR YOU

- Earn your master's degree part-time in 21 months
- Choose from evening, weekend or Saturday program formats
- Dedicated administrative staff for working professionals
- Streamlined application process – no GRE/GMAT required

Interested?

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APPLY
Still time to apply for Fall 2016

ONE WORD TO DESCRIBE WHAT YOU ARE LIKE...

EFFECTIVE
INEFFECTIVE
ARM EXERCISE

- Find a partner
- No talking
- Your goal: Win as many points for yourself as possible
- You win a point when the back of their hand touches the table
- 30 seconds
- No punching, kicking, etc.

THIS IS HOW MANY PEOPLE PICTURE “NEGOTIATION”:

Opening (extreme) offer
(extreme) counteroffer
Small concession
Small concession
(series of grudging concessions)
(each taking longer and longer)
Final offer
Final counteroffer
Final-final offer
Final-final counter
Deal

TIP #1: CHECK YOUR ASSUMPTIONS

Negotiation is any process of interaction designed to influence decision making

Use a better way than “I won, you lost” to measure negotiation success:
- Meets your interests (and theirs)
- Best among many Options
- Better than your BATNA
- Based on Criteria
TIP #2: FOCUS ON INTERESTS

Position: what I want
Interest: why I want it

SALES EXERCISE TAKEAWAYS

Most people try to persuade by talking
- We think we already know everything we need to
- Especially true for smart, educated people
- Especially true when under pressure

Talking, by itself, is less persuasive than you would think
Asking questions (first) helps you understand their interests

What does talking about interests sound like?

“What would getting X do for you?”
“Help me understand why that’s important.”
“Here’s why I’m concerned about Y…”

TIP #3: THINK OF MANY OPTIONS

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### BRAINSTORMING EXERCISE

In groups of 3-4:

- Come up with as many unique uses of a paperclip as you can

- 2 minutes

What does talking about options sound like?

- “What else could we do to address our respective needs?”
- “That’s certainly one possibility... let’s explore others.”
- “One way forward could be...”

### TIP #4: KNOW AND BEAT YOUR BATNA

**Best Alternative To a Negotiated Agreement**

- Never enter a negotiation without first knowing your BATNA
- Try to improve your BATNA beforehand
- Reject offers that are worse than your BATNA

What does talking about BATNA sound like?

- “Help me understand what makes going with our competitor attractive to you?”
- “Sounds like we each have alternatives, and it may or may not make sense to work together...”

### ULTIMATUM TAKEAWAYS

- Most people are not economically rational
  - They compare themselves to others
  - They care about fairness
  - Really don’t want to be treated badly
  - Also want to be fair (but not as much)

- We make decisions emotionally
TIP #5: USE CRITERIA

- Research external sources such as:
  - Established policies & procedures
  - Past practice & precedents
  - What other leaders / departments / companies have done
  - Market value / market rate
  - Industry benchmarks
  - Etc.
- Think about how they will be thinking about fairness — what will be compelling to them?

What does talking about criteria sound like?

“Where does that number come from?”
“What would market value suggest?”
“My research indicates that the industry standard is…”

TO RECAP...

1. Check your assumptions
2. Focus on Interests
3. Think of many Options
4. Know and beat your BATNA
5. Use external Criteria

Thank you!

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