

Getting Your Boss to Say "Yes!"

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Overview

- The Power of Context
- The Power of Personalities
- The "Power" of Power
- What we bring to the table
- Negotiations 101
- Options for when you "hit a wall"

The Power of Context

- You CAN lead from behind, from the side, as well as from the front
- Understand clearly what you want on a deep level - the context.
- Seek to understand the context in which YOUR boss operates
- Understand that there are specific situations so powerful that they can overwhelm our inherent predispositions.

The Power of Personalities

Consider the Enneagram or Myers-Briggs Personality Profiles which help us understand that while we have much in common, there are important differences in what we value, what we fear and what we desire.

The Enneagram

1: Reformer. Seeks Integrity, Balance, Goodness	2: Helper Seeks to help, nurture and be loved.	3: Achiever Seeks to be "the best"
4: Individualist Seeks to create a unique identity	5: Investigator Wants to be capable and competent	6: Loyalist Seeks security and support
7: Enthusiast Seeks satisfaction, contentment	8: Leader Seeks control, and self-protection.	9: Peacemaker Seeks inner stability, peace of mind

We need to be open to inventing options for mutual gain.

The Power of "Power"

- Recognize and respect the power of your boss as a "Power Broker." Seek to understand her/his values and professional needs and how YOU can help meet those needs.
- You can develop your capacity as a power broker, but *in partnership* with your boss.
- Always look for common ground.

What we bring to the table

- Service to students, community, the state and beyond
- Constituent groups that can support the larger organization
- Expertise in unique ways to solve problems and meet needs
- Partnerships to broaden the work of the whole
- Leadership to bring dynamic, responsive education to the community

Our potential to get a "Yes" is directly impacted by:

- Our understanding of context, power and personality
- Our own "people skills" - which include assertive communication and listening ability
- Our reputation in leading and serving
- Our skills as negotiators

Negotiations 101

- We negotiate all the time.
- Negotiation should produce a wise agreement, if agreement is possible.
- Negotiation should be efficient
- Negotiation should not damage the relationship
- There are three types of negotiation

Getting to Yes - Roger Fisher and William Ury

The first two types of negotiation are limited in effectiveness

Soft Negotiation

Participants=friends
Goal is agreement
Make concessions
Yield position easily
Make offers
Disclose bottom line
Accept 1-sided losses
Insist on agreement

Hard Negotiation

Participants=adversaries
The goal is victory
Demand concessions
Be hard on problem/people
Distrust others
Dig into your position
Make threats
Demand 1-sided gains
Insist on your position
Try to win
Apply pressure

The Third Type: Principled Negotiation

- **People:** separate the people from the problem
- **Interests:** focus on interests, not positions
- **Options:** Generate a variety of possibilities before deciding what to do, for mutual gain
- **Criteria:** Based on objective standards

A Partnership with your Boss

- See your boss as a partner in problem solving
- Seek a wise outcome together
- Be soft on your boss, hard on the problem
- Proceed independent of trust
- Focus on interests, not positions
- Invent options for mutual gain
- Insist on objective criteria

3 Big Problems in Communication

- People may not really be talking to each other
- They may not be listening/paying attention
- They may not be understanding

Be strategic about how to strengthen understanding in both directions!

Other words of advice...

- Build the relationship
- Be professionally present and active in meetings, strategic planning and business-related social gatherings
- Use some "sales and marketing" techniques
- Consider "sticky" messages

Because bosses are more powerful:

- Be sure you are clear on what your boss wants from you and see whether your performance matches that.
- Use principled negotiation, but be clear on your BATNA: The Best Alternative to a Negotiated Agreement.
- If needed - use "Negotiation Jujitsu"

A final word:

Harvest the power of what you bring in service to students and community.