

CIRCLE ACTIVITY

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# THE ART OF NEGOTIATING

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Brought to you in partnership with Rebecca Shambaugh. For more information, tools and tips please refer to Shambaugh's book, *It's Not A Glass Ceiling, It's a Sticky Floor*, or visit her website at [shambaughleadership.com](http://shambaughleadership.com)



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# Exercises

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This document includes 5 exercises focused on negotiation. The length, format and order are only suggestions — do whatever works best for you and your Circle!

- 1 REFLECTION**  
Reflect on three scenarios and share with your Circle 10 mins

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- 2 CASE STUDY**  
In pairs, discuss answers to questions about the case example 15 mins

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- 3 FOUR-STEP FRAMEWORK**  
Review the four-step framework with your Circle 5 mins

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- 4 ROLE PLAY**  
In pairs, do a role play of a real life negotiation 20 mins

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- 5 COMMITMENT**  
Commit to a negotiation goal and plan next steps 10 mins

## Reflection

### ACTION

Think of an example for each of these scenarios. Write your reflections in the space provided.

**1. Think of a time when you wanted to ask for something for yourself but you didn't.**

**Write down what you think might have stopped you.** (For example: Asking for a promotion, asking to work from home, or asking your partner to take on more responsibilities at home.)

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**2. Think of a time when you did ask for something for yourself and it didn't go as well as you wanted it to. Write down why you think that happened.**

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**3. Think of a time when you did ask for something for yourself and it went very well! Write down why you think that happened.**

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*Consider having each Circle member spend a couple of minutes sharing one of their reflections.*

## Case Study: Ellen Asks for a Change in Role

Break into pairs. Review the case study below and answer the questions with your partner. Refer back to Rebecca Shambaugh's article *Asking for What You Want: 8 Tips for Timid Negotiators* as a resource.

### ACTION

#### Background:

- Has worked in same area for 7 years.
- Has received excellent performance reviews and numerous awards.
- Is considered a subject matter expert.
- Has a good relationship with her boss.
- Has been at the same level for 5 years.

#### Situation:

- Decides to talk to her boss about moving up to a Project Manager role.
- Schedules a meeting with her boss and explains what she wants and why she deserves it.
- Her boss says "not yet," but assures her that she's doing a great job and that she is appreciated by the entire organization.
- She leaves the meeting feeling like she is the victim of "bad timing" for making her request.

1. How could Ellen have been more effective in making her request? What could she have done besides explaining what she wanted and why she deserved it?

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2. What might she have asked for as a "back up" to her request?

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3. How might she have positioned herself for a promotion in the near future?

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## Four-Step Framework

Review these tips with your Circle. Which have you used? Are there any you have never tried?

### REMEMBER

#### Do Your Homework

- Understand your unique value equation!
- Build your business case — link your request with how this fits into the organization’s business objectives
- Gain a clear understanding of interests: yours and theirs

#### Have a Back Up Plan

- Have a backup plan for alternative requests
- Explore alternative options together
- Have a strategy — agree on alternatives as necessary with a longer range plan for the future

#### Be Effective in Asking

- Engage in two way conversation
- Show value and validate your request
- Avoid “yes/no” response until you are well positioned for success
- Exude energy through passion and non-verbal’s

#### Position for the Future

- Be curious about next steps
- Keep your request “alive and active”
- Set a date for next discussion regarding your initial request

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## Role Play

Prepare to do a role-play with your partner. Refer back to Rebecca Shambaugh's article *Asking for What You Want: 8 Tips for Timid Negotiators* and the Four Step Framework (on the previous page) as resources.

### Step 1:

Identify a real-life scenario that you would like to use in your role play. This could be a request you would like to make to someone in your life (e.g., manager, colleague, spouse), or a request you've made in the past that did not go as well as you would have liked.

### Step 2:

Write out some details of the scenario.

#### **ACTION**

Who are/were you negotiating with?

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What is/was the context of the negotiation?

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What is/was your desired outcome?

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### Step 3:

Begin the role play! Decide who will be the coachee and who will be the coach (*you'll switch roles after!*)

#### COACH

##### Prepare

- Coach will play the role of the person the coachee is negotiating with and will also observe the coachee's approach and provide feedback.
- Make sure you understand the context so that you are able to play the role of the person your coachee is negotiating with. Also, familiarize yourself with the four-step framework, as you will use this to structure your feedback.

##### Play

- Pay close attention to how your partner is approaching the negotiation (both verbally and non-verbally.) Use the four-step framework to structure your feedback (you can take notes in the table below.) Try challenging your coachee by throwing some of the following obstacles at them, or make up some of your own based on the context they provided:
  - *Ask them why they deserve what they are asking for.*
  - *Tell them that now is not the right time.*
  - *Ask them to propose an alternative to their initial request.*

##### Debrief

- Share with the coachee how well they did, using the four-step framework below.

#### COACHEE

##### Prepare

- Coachee will play themselves and practice the negotiation.
- Share your negotiation scenario with the coach. Provide enough information for them to understand who you are negotiating with, what the context is, and what your desired outcome is. If the scenario you are using is something you experienced in the past, also share with them any obstacles you encountered.

##### Play

- Begin negotiating! Keep the role play as realistic as possible; you'll have time to debrief and get feedback after you finish.

##### Debrief

- Ask clarifying questions to your coach to ensure that you understand how to act on their feedback. (*You can take notes in the table on next page*)

## FEEDBACK FOR YOUR PARTNER

### Do Your Homework

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### Have a Back Up Plan

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### Be Effective in Asking

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### Position for the Future

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## FEEDBACK YOUR RECEIVED

### Do Your Homework

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### Have a Back Up Plan

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### Be Effective in Asking

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- 

### Position for the Future

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### Repeat

- Repeat the role play in order to give the coachee the opportunity to incorporate the coach's feedback.

**Now switch roles and redo step 3!**



## Commit

To be a successful negotiator, you need to plan ahead. Take this opportunity to commit to a goal and plan next steps. Think about how you and your partner can support one another.

### ACTION

The negotiation I am preparing for is: \_\_\_\_\_

My desired outcome is: \_\_\_\_\_

My target date for this negotiation is: \_\_\_\_\_

My partner and I will support each other by (e.g., checking in the day before!): \_\_\_\_\_

Before the negotiation I will:

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•

My backup plan is:

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During the negotiation I will:

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•

I will position for the future by:

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*Consider sharing your plan with your full Circle.*