

Research Coordinator As A Negotiator

Resolving problems and
building relationships

Karen Adams

University of Washington

Institute of Translational Health Sciences

May 6, 2016



ITHS

Institute of Translational Health Sciences
Accelerating Research. Improving Health.

Session Outline

**Overview: conflict,
and negotiation in
research
coordination**

**Strategies for
successful
negotiation**

**Case studies and
small group
discussion**

OVERVIEW

What is conflict?

“Friction or opposition resulting from actual or perceived differences or incompatibilities”

--BusinessDictionary.com



OVERVIEW

Why does conflict happen?

- High amount of interaction
- Differing knowledge or perspectives
- Mismatched goals
- Unclear expectations
- Poor or undeveloped relationships



OVERVIEW

Where does conflict happen?



Everywhere

A large, rectangular green highway sign with rounded corners is mounted on a metal structure. The sign features the word "Everywhere" in a white, sans-serif font. The background of the sign is a solid, vibrant green. The sign is supported by two metal brackets at the bottom. The background of the entire image is a clear blue sky with some light clouds at the bottom.

OVERVIEW

What is negotiation?

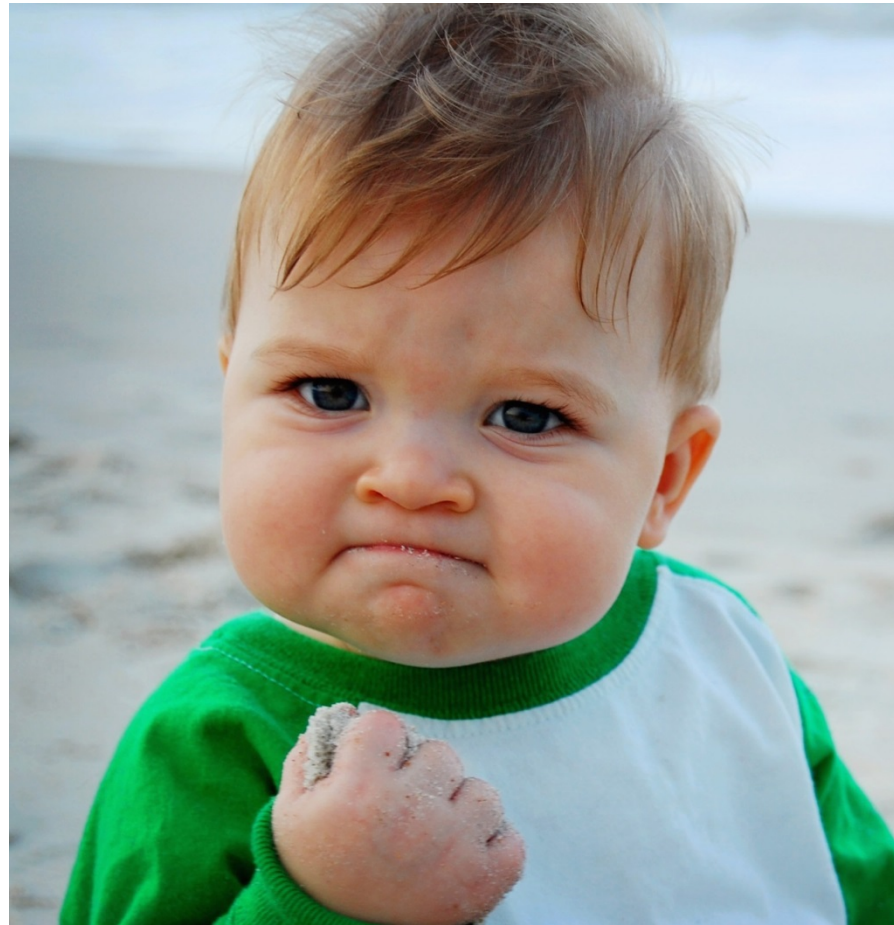
“A dialogue between two or more people or parties to reach a beneficial outcome” --Wikipedia



OVERVIEW

What negotiation is not!

Winning



OVERVIEW

What negotiation should be!

A win-win solution



OVERVIEW

A win-win solution

- A solution that benefits everyone
- Meets shared goals
- Has agreeable compromise
- Fosters learning and growth



OVERVIEW

Benefits of negotiation

- Increase your effectiveness
- Be an advocate for you and your study team
- Create positive relationships
- Decrease future conflict



STRATEGIES

Identify conflict negotiation scenario

- Describe the conflict that exists
- Identify need for a resolution that works for you
- Identify need for win-win solution
- Now what?



STRATEGIES

#1. Focus on what you want

- What are your interests and goals?
- What is important to you?
- What is not important to you?



STRATEGIES

#2. Understand the other side

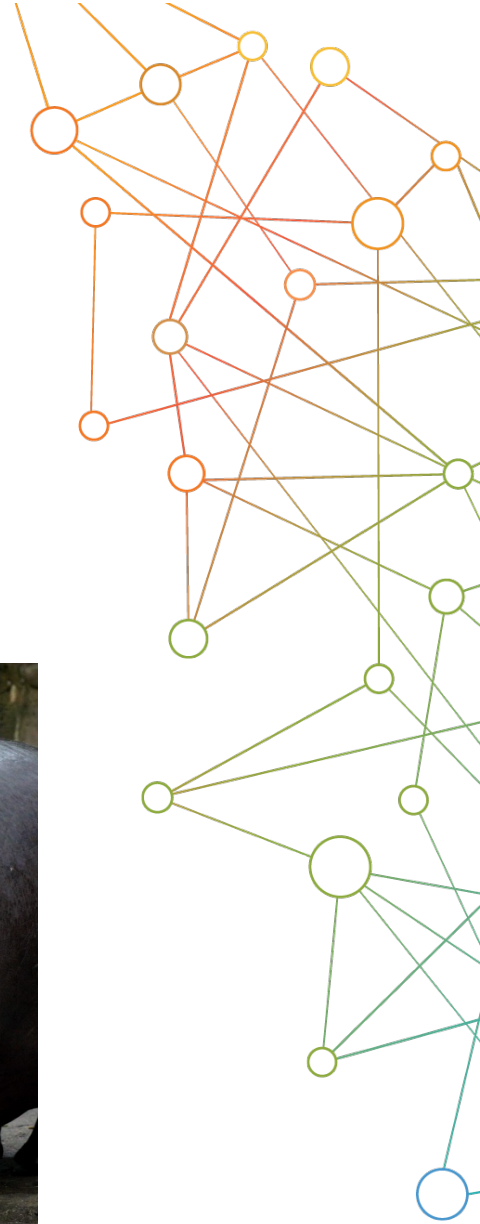
- What are their interests and goals?
- What is important to them?
- What impacts their position?
- What are your assumptions?



STRATEGIES

#3. Identify shared goals

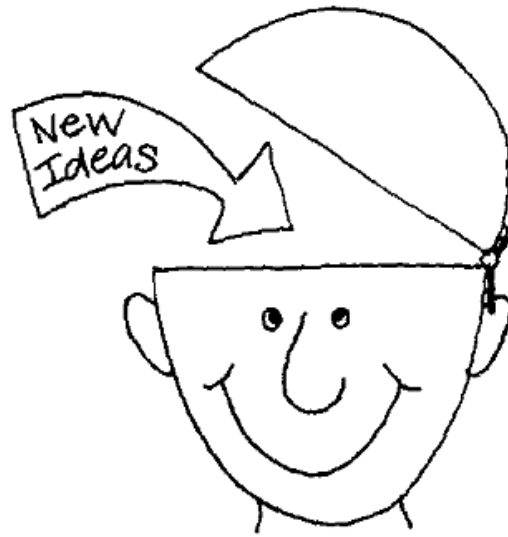
- Identify mutual purpose
- Identify shared goals



STRATEGIES

#4. Consider a range of outcomes

- What are possible solutions?
- Don't be locked into one outcome
- Be open-minded
- Other ideas might meet your goals



STRATEGIES

#5. Find a fair standard

- Are there objective criteria to help develop a solution?
- Independent of each side's will



STRATEGIES

#6. Reflect on “style under stress”

- What are your communication stress patterns?
- Recognize patterns to shape behavior



STRATEGIES

#7. Be a chameleon

- Approach negotiation based on the other person's style and interests
- Be flexible



STRATEGIES

#8. Prioritize issues tactfully

- Have a clear idea of the key issues
- Start with most important issue
- Lead with least controversial issue
- Lesser issues may be easier to resolve afterwards

Priorities



STRATEGIES

#9. Encourage open dialogue

- Get relevant information on the table
- Share interests
- Share your facts and conclusions
- Encourage reciprocity
- Don't get stuck on a position
- Allow space for a differing opinion



STRATEGIES

#10. Be an active listener

- Listen to hear the other viewpoint
- Don't interrupt or argue
- Make positive acknowledgements
- Repeat your understanding
- Ask questions



STRATEGIES

#11. Take a step back

- What are you doing?
- Are your motives in line with goals?
- What impact are you having?
- Is your communication under stress?
- How is the other person is reacting?
- Is the other person's communication under stress?



STRATEGIES

#12. Repair dialogue

- Apologize if appropriate
- Use “I don’t intend, I don’t mean”...
- Find and state mutual purpose

FIX IT!



STRATEGIES

#13. Identify value from conflict

- Think creatively about how to collaborate instead of clash
- Identify and relay common ground
- Joint gains are often born from conflict



SAMPLE CASE STUDY

Consent language conundrum



SMALL GROUP CASE STUDIES

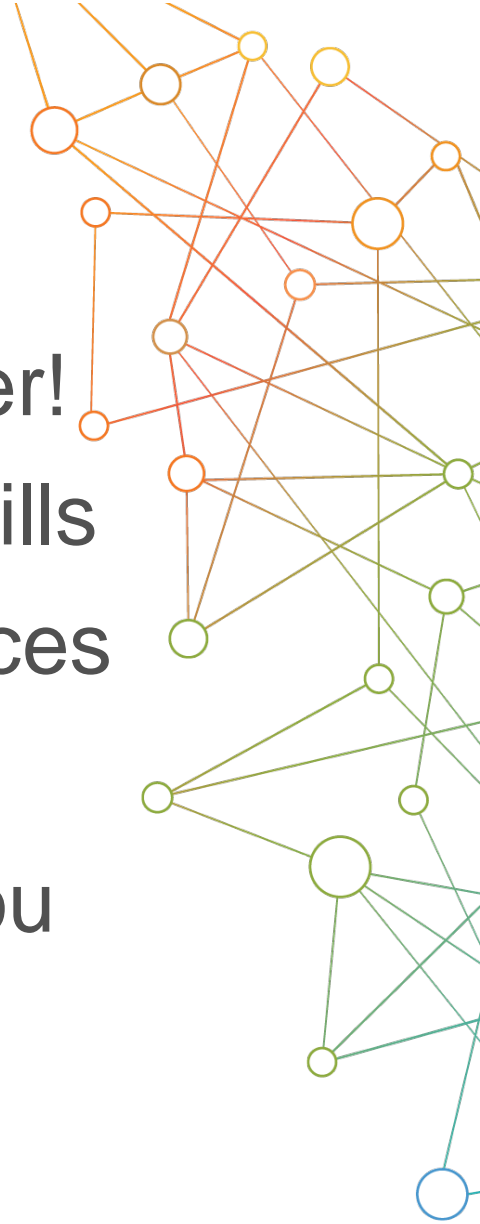
Plan a negotiation

Use “Prepare for a Negotiation Worksheet”

- What are your goals?
- What are other viewpoints and goals?
- What are shared goals?
- What objective criteria/standards exist that could help resolve the issue?
- What are acceptable outcomes?
- What are styles of stress to consider?
- What are good ways to approach the discussion?

Takeaways

- You have something unique to offer!
- Develop negotiation & dialogue skills
- Use negotiation handout & resources
- Reach agreements that satisfy all
- Build relationships that work for you



References

Books

- **Crucial Conversations**, Patterson, Grenny, McMillan, Switzler
- **Getting to Yes**, Fisher, Ury, Patton

Tools

- **Circle Chart** (From “Getting to Yes”)
- **Style Under Stress test** (From “Crucial Conversations”)

<https://www.vitalsmarts.com/styleunderstress/>

