

# THE ART OF NEGOTIATIONS

## NAM WINTER CONFERENCE 2018

### Research

**Define** the market in a manner the board will believe, trust and one that justifies the salary range

**Identify** your walk away point. The point at which you have an alternative better than the deal offered

**Ask Questions & Listen** - Identify pockets of influence, authority, sacred cows.

### Negotiation Influences

- Board Dynamics - their perspective, experience, CEO vs Technical Mgr
- Alternatives
- Priorities
- Target Goals
- Where are they getting their information?
- What is on their agenda?
- What are their constraints?

### The Priorities

**List** your priorities and rank them

**Identify** what you need in a contract - other than money

- Fill a gap
- Fill a dream
- Build your resume

**Create** the same priority list for your counterpart.

- What are their needs?
- What are their priorities?
- What is most important to them?

### Negotiation Options

- Association fees - ASAE, NAM, etc
- Conference [s]
- Vacation time as extension of international travel
- Time off
- Business Class Flights - over 4 hours
- Authority to hire & fire staff
- Professional Business Coach
- Time to serve external boards
- Cell Phone /Lap Top
- Items you identify - keep it current

### Alternatives

- Identify your **Best Alternative to No Agreement** [BATNA - *Getting to Yes, Fisher & Ury*]
- Rinse and repeat for your counterpart - what are their alternatives?

REVIEW the offer carefully before you agree to an outcome that is worth less than your alternatives.  
Be realistic about your board's salary cap or capacity.

## Prepare for Unexpected Outcomes

- Identify board members with influence
- Watch for signs of a divided board
- Keep continuity on the compensation committee.
- Try to work with your board negotiators to set an agenda for the negotiation process including agreed milestone dates
- Consider a governance policy

- Feed and Nourish your References
- Keep your network strong
- Stay current [salaries, board dynamics, association management trends]
- Have other organizations expressed interest? Never say no without checking it out, but be aware that it can get back. The town is small.
- Keep current your list of negotiation priorities.

### The Offer

- Always look at the proposal relative to your target and your alternatives.
- Never agree to an outcome that is worth less than your alternatives. *Beware: this mean you are willing to walk away from the deal.*
- Review the offer against the ranking on your priorities list
- Remember: A successful negotiation is unique to you. A great deal for you may not be the same great deal to someone else.

### Responses

- What is the offer based on?
- Would you consider...?
- Let me see if I understand what you're saying
- Let me see if I understand your concern
- How can we decide what is reasonable (fair)?

Your response to an offer less than your target.

***“There may be a path to that”***

Look at your priority list for negotiable items.

### Negotiation Book Recommendations:

Getting to Yes - Fisher & Ury

Negotiating the Impossible - Deepak Malhotra

Strategic Negotiation - Dietmeyer & Kaplan

Give & Take - Chester Karrass

Women Don't Ask - Linda Babcock & Sara Laschever



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