



HOW TO COACH WOMEN ON NEGOTIATING FOR LEADERSHIP SUCCESS



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Coach women to...

Manage Negotiations with the
“Backwards Mapping” Technique



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Your Own Terms - A Woman's Guide To Taking Charge of Any Negotiation

In “Backwards mapping” women think about the ultimate goal first, and then go backwards, step-by-step, to see what (and/or who) it takes to accomplish it.

Coach women on:

1. What are the right issues to negotiate and ways to introduce them?
2. Who are the right parties (stakeholders) to include?
3. When is the right time to approach each player, and should it be done publicly or privately?
4. Why should they include them, and in what order should they invite them?
5. Where is the ideal setting in which to meet?



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Microtech Case

The following is a real-world example (with some names changed) that will help bring these concepts into better focus.

Isabella, an independent corporate trainer, was approached by ACG Corporation to negotiate a contract for her services.

Her standard contracts provided her with

- business-class airfare to Latin America
- paid travel days

being compensated for travel time was very important, the lost revenue made the unreimbursed days financially unacceptable.



Isabella

Carrie, an ACG recruiter, contacted Isabella & made the following “nonnegotiable” offer:

- “No pay for travel days or business-class airfare.”
- In addition, the fee offered was 15 percent less than Isabella’s standard minimum.



Carrie



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Coach Her to Determine What Her Ultimate Objective Is

- On the front end, the deal did not look attractive for **Isabella**.
- However, the opportunity to get a foot in the door at Microtech (which was difficult to accomplish) was very appealing.
- She was coached to focus on her ultimate objective - **Isabella** decided her ultimate objective was to acquire a large and long-term contract with Microtech.



Isabella

- **Isabella** felt confident in developing a negotiation strategy to make things work in her favor, but she would not be able to do it without more information.
- To determine a negotiation strategy, she needed to find out who the stakeholders were and begin her backwards mapping.



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Stakeholders Map

This table captures the need-to-know information about the critical players, or "stakeholders," in their pending negotiation.

Stakeholder	What do I need from this person?	What are their interests, issues, or problems that relate to my objective?	How can meeting my objective help meet their interest, address their issue, or solve their problem?	How will I position my request? (Framing)	When will my request take place? (Sequence)



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Coach Her To Determine Who the Stakeholders Are

There were a lot of unfilled boxes in Isabella's Stakeholder Map, she needed to somehow acquire information to fill in her map, she decided to take the following steps :



Carrie

- Although **Carrie** proposed a one-year contract, Isabella negotiated a 3-month trial contract.
- **Carrie** made it clear, under no condition was Isabella to discuss contract terms directly with Microtech.
- **Carrie** became Isabella's **first stakeholder**.



Michelle

- **Isabella** took her initial trip to Colombia, where she met **Michelle**, Microtech's vice president of Latin America training.
- After Isabella's first training session, class participants raved about how well she did.
- This earned Isabella potential leverage to eventually pursue her requests with Carrie for greater compensation.



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Coach Her To Gather Information

- That evening **Michelle**, told **Isabella** that Microtech had been struggling for four years to find the right person to lead training in Latin America.
- Michelle's boss, **Sandra** (Microtech's senior vice president for Latin America), was unhappy with Michelle's head count of trainers.
- Michelle told Isabella, *"I think you are the perfect fit, and I'm so glad we found you. We are behind in our Latin America training, so we are going to keep you very busy this year. Welcome to the family."*
- This clued Isabella into Microtech's issue and gave her leverage - the scarcity of good trainers and resulting internal corporate pressure - and made **Michelle** Isabella's **second stakeholder** and **Sandra** her **third stakeholder**.



Michelle

- **Isabella** went back to Carrie, armed with her track record and knowing Microtech's training needs.
- Again, she requested business - class airfare, paid travel days, and a 15 percent increase in her daily rate.
- **Carrie's flat-out answer came back quickly: "No."**



Isabella



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Coach Her to Sequence Her Approach

After discussing strategy with her coach, Isabella decided to leverage her “quality of work” directly with Microtech, in a way that would not violate the terms of her contract with ACG. **Here’s how she accomplished this:**

- Fulfilling her three-month contract, she conducted two additional Latin America training sessions. **These earned her more respect, more accolades, and more VALUE to her stakeholders: Michelle, and Sandra.**
- At the end of her contract, Isabella told Michelle “I’m sorry, but this session may be the last training I conduct for Microtech.” **Shocked and concerned**, Michelle immediately asked why. *“Because my three-month contract with ACG is about to end and the company is not willing to negotiate on terms that are very important to me and which I believe are fair. ACG has made it clear that its offer is nonnegotiable.”*
- Michelle said she would immediately speak to Sandra and get back to Isabella that day.
- Within a few hours, Michelle approached Isabella: *“We don’t want to lose you; we need you. I spoke to Sandra, she will work with ACG to ensure you get what you need.”*



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Stakeholder Mapping Completed Stakeholder Worksheet

Stakeholder name	What do I need from This person?	What are her interests, issues, or problems that relate to my objective?	How can meeting my objective help meet her interest, address her issue, or solve her problem?	How will I position my request? (framing)	When will my request take place? (sequence)
Carrie Consultant recruiter, ACG Corporation	<ul style="list-style-type: none"> • Approval of contract with 15 percent increase in fees • business-class airfare • paid travel days 	<ul style="list-style-type: none"> • Gatekeeper to Microtech • Does not allow me direct contact to Microtech. 	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • Good reviews • Microtech's needs 	<ul style="list-style-type: none"> • Right after first successful training session and Michelle's approval
Michelle Vice President of Latin America training for Microtech	<ul style="list-style-type: none"> • To direct ACG to approve my requests • Or influence Sandra to do so 	<ul style="list-style-type: none"> • Responsible for Latin America development. • Struggling with scarcity of good Spanish-speaking trainers. • Needs the right trainer 	<ul style="list-style-type: none"> • She meets my needs, she will acquire a trainer who can bring Microtech up to speed • Reduces pressure on Michelle 	<ul style="list-style-type: none"> • Without violating my agreement with ACG not to discuss terms directly 	<ul style="list-style-type: none"> • With proven track record • As my three month contract expires
Sandra Senior Vice President of Microtech Latin America	<ul style="list-style-type: none"> • To direct Michelle/ ACG to approve my requests 	<ul style="list-style-type: none"> • Latin America talent shortage • Her performance numbers depend on fulfilling talent needs 	<ul style="list-style-type: none"> • If she meets my needs, I can fulfill Microtech's talent needs and improve the company's performance numbers. 	<ul style="list-style-type: none"> • Cannot speak to her directly • Must go through Michelle 	<ul style="list-style-type: none"> • Through Michelle • As my three month contract expires



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1. By Coaching Her to Identify Her Ultimate Objective and Map Backwards..

- ✓ She identified the right parties.
- ✓ She developed a way to overcome Carrie's nonnegotiable stance and need for gatekeeper status.
- ✓ She inspired Michelle to be her ally.
- ✓ And she negotiated her deal with Sandra through Michelle.



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2. By Coaching Her To Choose the Right Time

Isabella did it at the right time, after her three-month contract expired.

Too soon, and she would have been passed over by ACG. While the contract was still operative, she would have incurred legal penalties.

Too late, and her consulting business would have needlessly lost money.



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3. By Coaching Her To Find the Right Approach

Isabella correctly identified Michelle as the key who could overcome both Carrie's barrier and Sandra's inaccessibility.



Isabella leveraged her superior skills and obvious fit to **create the need for her services**;

Then she stood firm about the compensation she required



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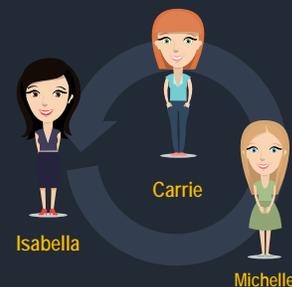
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4. By Coaching Her To Take the Right Steps at the Right Time

- ✓ **Isabella spoke with the most difficult negotiator (Carrie)** first but was able to identify the Microtech players who could take the negotiation further along.
- ✓ **She did not make the mistake** of calling Sandra directly to tell her that she might not be able to continue to do Latin America training.
- ✓ **She wisely worked the channels with Michelle**, whose influence on Sandra was far more substantial than her own.



Backwards mapping enabled Isabella to engage her partners effectively



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Coach Her To Break Down Barriers

Here are some common barriers and the opportunities they present to the well-prepared negotiator:

	Issues Barriers		People Barriers			Rules Barriers		Interests Barriers
Barrier	The agenda is too narrow	The agenda is too broad	Tarnished relationships	Wrong people are at the table	Too many people are at the table	Historical, social, or cultural rules	Legal constraints	Deadlock of opposing positions
Opportunity	Broaden the agenda; Think outside the box	Break it into pieces, possibly involving multiple agreements	Change contact people; Mend relationship; Make building productive relationships a management priority	Invite potential allies; Exclude or neutralize adversaries with allies	Exclude all but the most powerful/influential	Master the rules. Know how and when to use them as well as when to break them	Change the rules by lobbying lawmakers	Find greater value for both sides and enlarge the pie



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Quick Coaching Steps On Backwards Mapping Technique

The steps that constitute backwards mapping are not always accomplished in the same order, or needed at all. Every deal is different, and unfortunately there is no magic formula to ensure success each and every time.



1. Create a list of all parties

3. Identify key relationships

5. Determine who you need to get on board

2. Estimate the difficulty and costs of gaining agreement

4. Focus on the most-difficult to-persuade player

6. Map backward



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Quick Negotiation Coaching Guide: Backwards Mapping

Start practicing your negotiation coaching.

Use the worksheet below to empower and prepare a rising leadership star to negotiate.

1. Create a list of all parties involved in negotiation using your Stakeholder analysis Worksheet.	List all of the parties involved.
2. Estimate the difficulty and costs of gaining agreement with each party.	Who will be most difficult to get on board? What is the difficulty and what are the costs of gaining agreement from each party?
3. Identify key relationships.	Who influences whom? Who defers to whom? Why? Who owes something to someone?
4. Focus on the most-difficult-to-persuade stakeholder—someone critical to the deal—and ask key questions.	How can I gain buy-in from my most-difficult-to-persuade stakeholder? What are the person's interests and desires? What will make him or her say yes to your terms?
5. Determine who you need to get on board to maximize the chances of getting to "yes" (either your most-difficult-to-persuade stakeholder or someone who can bring even greater value to the table).	Who can I bring on board who will give me leverage? How can I leverage that person's buy-in?



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THANK YOU

For more information visit:

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