

**PRME Gender Equality Working Group  
Global Repository  
“Corporate Governance”**

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**Contents**

I. CASES/ ROLE PLAYS.....	2
• “Caitlin’s Challenge” .....	2
• “Casino” .....	2
• “Leading through Negotiation: Harnessing the Power of Gender Stereotypes” .....	3
• “LUNA Pen” .....	3
• Additional Cases developed by Deborah Kolb. Attached below.....	4
II. COURSES and SYLLABI .....	4
• “Enhancing Negotiation Skills for Women” .....	4
III. TEXTBOOKS.....	4
• Her Place at the Table: A Woman’s Guide to Negotiating Five Challenges for Leadership Success (2010) .....	4
• The Shadow Negotiation: How Women can Master the Hidden Agendas of Bargaining (2000).....	4
• Women Don’t Ask: Gender and the Negotiation Divide (2003).....	4
IV. OTHER RESOURCES.....	4
• The Program for Research and Outreach on Gender Equity in Society (PROGRESS) ...	4
• Other Attached Resources.....	5
Martha’s Mandate.....	6
Patria’s Problem.....	7
Tina’s Test .....	8
Alicia’s Ambition .....	9
Syllabus.....	11

# PRME Gender Equality Working Group Global Repository “Corporate Governance”

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## I. CASES/ ROLE PLAYS

- “Caitlin’s Challenge”

- a. <http://www.pon.harvard.edu/shop/caitlins-challenge/>
- b. “Caitlin’s Challenge,” Kolb, Deborah, Program on Negotiation, Harvard Law School.

*Caitlin’s Challenge* is a short case with an accompanying video written and produced by Deborah Kolb. The case recounts Caitlin Elliot’s history with a company called Microenterprises Incorporated as the background to a negotiation she plans to have with its CEO, George Baker, about a promotion and bonus. The video shows Caitlin’s negotiation discussion with George. The case and video are set within an organizational context with potential gender issues as part of the negotiating context. The case lends itself to a discussion about what makes negotiating for oneself in an organization more challenging than negotiating on behalf of others, how to prepare for a negotiation where personal issues are at stake, and what strategies work best in dealing with a difficult boss. Gender issues can be discussed at individual, interactional, and organizational levels. The video can be effectively analyzed using a *moves and turns* framework to structure the discussion. *Caitlin’s Challenge*, because it is set in an organizational context, can be used in management and leadership courses as well as in negotiation and conflict classes where instructors want to help students think about and practice what to do in real time. Accompanying the teaching note and DVD, we include Appendix A, a PowerPoint exemplar to teach *Caitlin’s Challenge* and Appendix B, the script of the negotiation vignette.

**Objectives:**

- The case illustrates the complexity of negotiating for oneself in an organization where there are significant power differentials and where the issues to be negotiated are often unclear and/or contested.
  - Students are invited to consider how a person prepares herself for a negotiation that has been contentious in the past and where there is not much of a negotiating track record.
  - The video provides an opportunity for students to observe different moves and turns.
  - The case provides an opportunity to discuss gender and how it might matter in these negotiations.
- “Casino”
    - a. <http://www.pon.harvard.edu/?s=casino&catalog=trueb>
    - b. “Casino,” Heen, Sheila; Peppet, Scott & Richardson, John, Program on Negotiation, Harvard Law School.

Two-party intra-organizational discussion between a newly-promoted manager and her division vice-president over work performance, responsibility for a new computer game project, and office environment issues.

**Scenario:** Jamie Jackson, the Vice President for Programming at a large software company, is meeting with Allison Shore, one of the programming managers. Allison’s team has been working on a “virtual casino” computer game. Jamie is concerned about negative internal reviews of the Casino prototype, and about the way in which Allison has been managing her programmers.

# PRME Gender Equality Working Group

## Global Repository

### “Corporate Governance”

---

Allison, on the other hand, is insulted by some recent unfriendly treatment from her colleagues and the negative reaction to Casino. She is also convinced that she is paid less than her male counterparts. Though the main objective of this meeting is to determine the fate of the Casino program, the various side issues should make the meeting interesting.

This case is particularly well-suited for use in connection with the book “Difficult Conversations,” also available through the Clearinghouse.

#### Major lessons:

- Those parties willing to consider the perceptions and interests of the other party as relevant can usually engage effectively in mutually beneficial joint problem solving.
  - The skills involved in separating the people from the problem are especially apropos in this negotiation as emotions between formerly friendly people may run high.
  - If the participants choose to try to resolve workplace environment difficulties, they must face the difficulties of ordering the behavior of those around them.
- **“Leading through Negotiation: Harnessing the Power of Gender Stereotypes”**
    - a. <http://www.caseplace.org/d.asp?d=760>
    - b. “Leading through Negotiation: Harnessing the Power of Gender Stereotypes,” Kray, Laura J., California Management review, 2007, 16 pages.

With the controversy surrounding Larry Summers' comments about innate differences between men and women as a backdrop, examines whether and when gender differences exist in the competitive negotiation arena. Reviews research that documents the impact of negotiators' beliefs and motivations on performance, focusing on gender stereotypes and their message regarding women's inability to perform on a par with their male counterparts in business dealings. Documents the distinct performance impact of stereotypes that operate below the threshold of consciousness versus stereotypes that are out in the open, and specifically explores gender stereotypes in the context of the broader issue of bargaining power. Such stereotypes affect both objective and subjective power at the bargaining table. After providing insights into the way that gender stereotypes operate, identifies strategies for mitigating their potentially harmful effects and instead uses them to encourage performance gains.

- **“LUNA Pen”**
  - a. <http://cb.hbsp.harvard.edu/cb/search/luna%2520open?Ntk=HEMainSearch&N=0>
  - b. “LUNA Pen,” Authors: Wheeler, Michael & McGinn, Kathleen. Harvard Business School, HBS Premier Case Collection. 396156-PDF-ENG. Publication date: Nov. 15, 1885. Revised: Feb. 7, 2005.

Discusses the negotiation of a possible trademark infringement involving a German conglomerate and a Taiwanese trading firm. [Industry: Retail trade] Teaching notes available.

#### Learning objectives:

- 1) To identify and evaluate key tactical choices in opening negotiation,
- 2) to expose students to overlooked connections between tactics and broader strategy,

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3) to explore gender, culture, and power issues in bargaining.

## Subjects covered:

Cross cultural relations; Managerial behavior; Negotiation

- **Additional Cases developed by Deborah Kolb. Attached below.**
  - “Martha’s Mandate”
  - “Alicia’s Ambition”
  - “Patria’s Problem”
  - “Tina’s Test”

## II. COURSES and SYLLABI

- **“Enhancing Negotiation Skills for Women”**
  - a. Attached below.
  - b. Enhancing Negotiation Skills for Women,” Instructors: Kolb, Deborah M. & McGinn, Kathleen. Developed for International Women Scientists in Agriculture.

## III. TEXTBOOKS

- **Her Place at the Table: A Woman’s Guide to Negotiating Five Challenges for Leadership Success (2010)**  
<http://www.herplaceatthetable.com/>
- **The Shadow Negotiation: How Women can Master the Hidden Agendas of Bargaining (2000)**  
<http://www.amazon.com/Shadow-Negotiation-Agendas-Determine-Bargaining/dp/0684838400>
- **Women Don’t Ask: Gender and the Negotiation Divide (2003)**  
<http://www.womendontask.com/>

## IV. OTHER RESOURCES

- **The Program for Research and Outreach on Gender Equity in Society (PROGRESS)**
  - a. [www.heinz.cmu.edu/progress](http://www.heinz.cmu.edu/progress)
  - b. The Program for Research and Outreach on Gender Equity in Society (PROGRESS) was established by Dr. Linda C. Babcock in 2006 to teach women and girls the value of negotiation. Dr. Babcock, James M. Walton Professor of Economics at Carnegie Mellon University’s Heinz College, is a leading authority on negotiation training with over 20 years of experience on the subject. Her work focuses gender and negotiation and she has co-authored two acclaimed books on the subject: [Women Don’t Ask: Negotiation and the Gender Divide](#) and [Ask for It: How Women Can Use the Power of Negotiation to Get What they Really Want.](#)

## PRME Gender Equality Working Group Global Repository “Corporate Governance”

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PROGRESS’ efforts target women and girls between the ages 7 – 12. Our primary customers include (but not limited to) the following: (for youth) schools, after school programs and camps, homeschooling groups, organizations that serve girls; (for women) colleges and universities, women’s organizations, businesses, employee affinity groups for women, and conferences.

- **Other Attached Resources**

(Author/instructor: Deborah M. Kolb, [dcmkolb@gmail.com](mailto:dcmkolb@gmail.com))

1. Deborah M. Kolb Cases
  - **Martha’s Mandate”**
  - **“Alicia’s Ambition”**
  - **“Patria’s Problem”**
  - **“Tina’s Test”**
2. Women’s Negotiation Workshop syllabus — [dcmkolb@gmail.com](mailto:dcmkolb@gmail.com)

# PRME Gender Equality Working Group Global Repository “Corporate Governance”

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## Martha’s Mandate<sup>1</sup>

Martha Yalew is Director of Programs for ABCO, an agricultural research and development organization located in Addis Ababa. She is responsible for monitoring and managing the organization’s portfolio of development projects in Asia, Africa, and Latin America. In her previous positions with ABCO, Martha had always been a vocal supporter of the emerging unit for regional collaborations at ABCO, and so was excited when David Scott, the DG gave her the opportunity to serve as Chair of ABCO’s advisory board for special collaborations. She knew that David tended to be pretty risk averse and was skeptical about how effective some of these collaborations in Southern Africa and Asia would actually be. David’s ambivalence was further evident in the mixed messages he sent about his plans. Her mandate in her first year was to closely analyze the existing collaborations worldwide. The Board of ABCO wanted to invest in the ones that would attract higher levels of donor investment, but “clean house,” meaning disband the projects that donors were no longer interested in supporting. However, Martha knew from her 10 years at the organization, that David hated to actually kill projects, even when the evidence was clear that they were a losing proposition. Rather, he preferred to restructure whenever possible.

Her latest challenge concerned how to deal with a struggling seed dissemination initiative in Lesotho. ABCO had jointly undertaken this initiative with Sorso, one of their South African partners. Although other collaborations with Sorso continued to be reasonably successful in other countries in Southern Africa, this particular project had been having problems since it was created three years ago. With losses on the books, a high level of staff turnover and few meaningful results to show, they were nevertheless requesting a further increase in precious research funds. Although Martha had complete faith in the abilities of Ben Moyo, the head of their regional office in South Africa, she was concerned that he was not on top of this problem (Moyo reported to the Director of Research, Martha’s peer). Her analysis showed that additional funding was not warranted until the research design and dissemination strategy had been improved. She began to push Ben hard on cutting back. “Ben believed the staffing crisis was a temporary setback,” she says. “Although he agreed that results were slow to materialize, he pointed out that we had invested significant sums in order to build dissemination channels in the region. These would be put at risk were we to scale back.” Martha thought that Ben was too heavily involved with Sorso on other projects to be able to see the benefits of shutting this one losing proposition down.

Impatient with Ben’s foot dragging, David told Martha to take care of it. Although she knew that Ben thought that he should control what happened in his area, his lack of action convinced Martha that she needed to play a more active role in the negotiations with Sorso to disband this project in Lesotho. She felt she had no choice because she was under pressure from David on the budget and needed to move quickly. She set-up several meetings with Sorso senior management and planned to travel to South Africa over the next few months to negotiate the closing down of the project. She hoped that by continuing the other Southern African collaborations with Sorso, Ben wouldn’t see this as a harbinger of things to come, but rather the phasing out of one leg of a larger research initiative.

At her first meeting with Sorso, she learned that Ben had already negotiated with them without telling her. When she proposed several options for restructuring in Lesotho, they responded that Ben had assured them the project would continue at its current levels. After the meeting, Martha confronted Ben about his private and unauthorized negotiations. He was nonchalant and told her not to get so excited. He was simply trying to maintain the good working relations that he had spent so long setting up with Sorso. He assured her that he would take care of it and that she shouldn’t worry. This arrangement was not agreeable to Martha.

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<sup>1</sup> This case was written by Fleur Weigert under the direction of Deborah M. Kolb, Professor Emerita Simmons Graduate School of Management, 2000, revised 2012.

# PRME Gender Equality Working Group Global Repository “Corporate Governance”

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## **Patria’s Problem<sup>2</sup>**

Patria Mendoza is the Programme Leader for Capacity and Institutional Strengthening at AVID, an international agriculture research organization, located in Manila. In that capacity, she works with the research divisions to disseminate their research findings and technologies through conferences and training workshops. Her goals are to use AVID’s work to influence policy and practice decisions for the beneficiaries that AVID serves. Patria supports the research divisions in getting their work out to relevant stakeholders, but they bear major responsibilities for the substantive work that goes into the conferences and workshops. The funding for Patria’s outreach work comes in part from the research divisions, but she also needs to raise outside funds in order to maximize impact.

Joseph Moya is the Director of a Research Division. As Director, Joseph oversees all the work of the Division including funding for research, the research program, and organizing the conferences and workshops for policy makers and practitioners to disseminate key findings. Recently, the demand for workshops by the Research Division has increased, putting pressure on Joseph and his research staff. Not only has the quality of the sessions suffered, but Joseph’s ability to raise funds for the Division is also being compromised.

Several months ago the Deputy Director General (DDG) asked Patria to help out by working with Joseph to improve the quality of the workshops in Southeast Asia. Although he didn’t specify what kind of help he expected her to give, he noted how well organized she is, her familiarity with the substantive work of AVID, and her knowledge of the regional groups, all of which put her in a unique position to take on more of a role in designing these complex workshops. Patria agreed and for the past few months has been working with Joseph, helping him and his staff raise the quality and timeliness of the workshops. The results have been quite good and both Joseph and the DDG have expressed their appreciation of her willingness to be a “team player”.

The problem is that it’s beginning to get out of hand. Joseph is relying on her more and more. Often, important details are left to the last minute and Patria finds herself stepping in to avoid disaster. Joseph constantly refers to himself and Patria as a team, flattering her about her expertise and often saying he “couldn’t do this without her.” She is beginning to believe this is true. And the more she helps out the more she seems expected to do. Although she enjoys planning and getting involved in the substantive parts of these complex workshops, she finds she is spending more and more time on them and less time on her own work, particularly fundraising for her Programme. Joseph, on the other hand, just brought in a major new grant.

Patria feels an immediate need to negotiate with Joseph about the situation.

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<sup>2</sup> This vignette was developed by Deborah Kolb, Professor Emerita, Simmons Graduate School of Management/Center for Gender in Organizations, 2001, revised 2012.

# PRME Gender Equality Working Group Global Repository “Corporate Governance”

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## Tina’s Test<sup>3</sup>

Five years ago, Tina, a partner in a large professional services company, was appointed the leader of the tax practice area for the Portland area. The practice handled mostly medium-sized accounts and Tina’s role, primarily an internal one, made her directly responsible for the tax department profitability—hiring and deploying analysts and managers as well as evaluating and developing them.

Tina’s career goal was to play a regional or national role in the tax function; she anticipated that her next step would be to assume a leadership role in a larger city or region. Over the past eighteen months, she had been offered several opportunities, but most were lateral moves. One, a transfer to a medium-sized city, her husband suggested, would have people asking what she had done wrong to be offered such a prize! So Tina kept the national director of tax informed of her aspirations, but no offers materialized that tempted her.

Last week, Tina got a call from a regional director in the Southeast. He wanted her to consider taking on a totally different role in the company—to become a marketplace leader in Miami. In Tina’s firm, the role of a marketplace leader is wholly different from a functional leader position. It is an external role, and Tina would be responsible for developing and implementing a business development strategy to obtain new clients, growing revenues at a significant rate, and extending service lines.

Tina had a number of concerns. First, she loved being a leader in the tax function and couldn’t see why she just shouldn’t hold out for a more visible tax position. Second, she loved Portland. She had a nice life in Portland. Having grown up there, she had family and friends who helped and supported her. Miami would be far more expensive and a long way from family. On the job front, she knew that the Miami office had the reputation of being a place where the partners couldn’t or didn’t work well together. A person familiar with the office, described working with the partners there as akin to “herding cats.” While it was true that the market has been challenging in all the regions, the Miami office was among the poorest performers.

Tina also knew that there would be questions about her. After all, she had never held a marketplace position. She was also concerned about the resources she would have to do the job. The firm had recently recently gone through a round of layoffs and had cut back on support for marketing. To meet the goals set for the Miami office, funds would need to be expended, but if she took the job, she’d have to wait for awhile to get the funding. Nothing new here—it was typical to ask people to do more with less.

Although not convinced Miami was the right move or that she had the right skill set, certain aspects of the job intrigued Tina. Leadership had recently changed in the firm and brought with it a new approach to the marketplace. Instead of the past practice of individuals going after business on their own, the new approach required partners and managers to work in teams and to focus on specific target clients. Tina had a reputation as a team builder in the Portland office. Another reason for agreeing was that she knew that there were only so many times she could say no to an opportunity in the firm.

Still in discussions with the regional director, Tina was inclined to turn down the position and continue to wait for a leadership job in tax. But then she got a call from one of the firm’s top leaders who told her she just had to take the job. It would be such a great opportunity for her. She told him she’d seriously consider taking the job. After she hung up the phone, she was conflicted. Flattered that she was ‘on his radar screen,’ and knowing he was committed to moving women into leadership positions, she decided she had no alternative but to say yes.

If you were Tina’s mentor, how would you advise her?

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<sup>3</sup> This vignette was developed by Deborah Kolb, Professor Emerita, Simmons Graduate School of Management/Center for Gender in Organizations, 2004, revised 2012.

# PRME Gender Equality Working Group

## Global Repository

### “Corporate Governance”

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#### Alicia’s Ambition<sup>4</sup>

Alicia Adams works for a sales division of one of the world’s leading media and entertainment companies. The sales division is responsible for the distribution of some of the world’s leading cable news and entertainment networks. Alicia is a Regional Vice President of Sales in the company’s Eastern region and is responsible for the distribution of 11 networks, managing client relationships and ensuring her six regional sales representatives meet their distribution goals. Her clients include cable operators such as Comcast, Cox Communications, Charter Communications, among others. She has just heard, through the grapevine, that Sam Eliot, the current Senior VP is being seriously considered for a position on the West coast. If he leaves, Alicia wants his job.

The Senior VP of Sales has full profit and loss responsibility for the region. It involves leading a group of over 20 staff with all of the related responsibilities in managing operations, sales, new business development, and a wide range of human resource activities including performance management, compensation, career development, and sales representatives training.

Alicia has scheduled a meeting with Bob Barrett, President of the distribution and sales company, to talk generally about her career goals. The meeting has been on the books for a few weeks, but with the impending vacancy in the Senior VP position, Alicia has added motivation to meet with him, not to mention a different agenda. Bob recently transferred from another division and has only been in his role for 6 months. She does not know Bob very well, having had only a few perfunctory discussions with him. It will be a challenge for Alicia to convince Bob that she should get the job. Rumor has it that he has another candidate, Frank Lorenzo, in mind. Even though Frank has a great record of exceeding distribution goals, and Bob knows him pretty well, Frank has never demonstrated the kind of leadership needed to be a Senior VP.

As Alicia prepares for the meeting, she needs to take stock of her strengths and plan for how she will compensate for her vulnerabilities. On the positive side, Alicia has a strong track record in getting the distribution of the networks as well as account management. She has never been outstanding at contract negotiations, but through her stellar account and relationship management, Alicia has positioned her sales team for continued success. Her reputation is very good. Many people note that she has an uncanny ability to read her clients and understand their needs, and that her clients clearly appreciate her willingness to go the extra mile to help them with their many challenges and problems. Though she is not that strong on operations experience, she recently led a very successful task force to reorganize the bonus structure of the sales force. Finally, Alicia has very strong interpersonal skills in general. Her clients, those she mentors, and her staff all say that she is a great listener and is able to offer feedback – and even bad news – in a way that is constructive and helpful rather than accusatory.

But there are some negative perceptions about her style and commitment that she will need to confront. During the last year, Alicia took on a very demanding client where, largely due to poor performance of a sales representative on this key account, the entire relationship was seriously at risk. The account director has been with the company for over ten years and was very resistant to change and new ways of managing distribution sales. He basically took orders from his client and made sure that they were filled. He was not proactive and did not focus on securing distribution of the newer

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<sup>4</sup> This vignette was developed by Deborah M. Kolb, 1 b, Deloitte Ellen Gabriel Professor for Women and Leadership (emerita), Simmons School of Management/Center for Gender in Organizations, 2002, revised 2009.

## PRME Gender Equality Working Group Global Repository “Corporate Governance”

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networks. As a result, his territory did not make its goals and led to an overall budget deficit for the region.

Alicia had to really jump in and manage his territory. This may have reinforced perceptions that she has a tendency to micro manage especially when the stakes are high. Alicia firmly believed that someone had to take charge and get involved if there was any hope of salvaging that client relationship. Bob did get wind of this. He has a reputation of being a real delegater – and a very good one – and so he is likely to see the situation differently from Alicia. Also, because of this demanding client situation, Alicia had to turn down the opportunity to manage an important test market case study with a new product offering.

There may also be a concern about Alicia being a Vice President only for four years. Although Bob and many other current company leaders were given significant leadership responsibilities early in their tenure as managers, when it comes to women, people always seem to think they need more seasoning. Bob may worry that people do not see Alicia as a leader and that she might not be able to hold her own as a member of the senior leadership team in the region. Because of her family responsibilities, Alicia does not spend as much time entertaining her clients in the evenings or over the weekends as others do. Bob may be concerned about her visibility in the region and with potential clients, the fact that she doesn't hang out or put in as much *face time* during evenings out as other leaders who have fewer obligations and responsibilities at home. This issue, of course, could broaden into a discussion about her ability to commit the requisite time to the job. Alicia believes she can, but Bob will probably need to be convinced.

This is an important meeting. Alicia wants to prepare so she can position herself for this leadership role. The advice given to leaders in this company is that if you want to advance your career, you need to tell people what you have done and what you want to do; buy them lunch and give them an earful, in other words, promote yourself. This is probably good, realistic advice but Alicia has never been comfortable promoting herself. Her approach has been to let her performance speak for itself. As a result, she hasn't spoken to Bob or anyone else who “matters” about her ambition. The fact that Bob will be surprised may put her at a disadvantage, particularly if he says he is very far along in considering other candidates and wished he knew of her interest sooner.

# PRME Gender Equality Working Group Global Repository “Corporate Governance”

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## Syllabus

Enhancing Negotiation Skills for Women

Deborah M. Kolb, PhD and Kathleen McGinn, PhD

### Day 1

#### I. Introduction

- Why negotiation is so critical for leadership (and especially for women)
- Objectives of the Course
- Setting individual goals

#### II. The Mixed Motive Dilemma in Negotiations.

WIN AS MUCH AS YOU CAN. *In groups of 4, where all players have the same information, the goal is to maximize your individual score. Individual scores are based on a player’s move and the moves of the other three players.*

- Intentions and perceptions
- Competition and collaboration
- Enlightened self interest

#### III. Distributive Negotiations: Claiming Value

SHEPARD-VARGAS CONSULTING CONTRACT NEGOTIATION: *Dr. Chris Shepherd is set to commission a multi-country study on public-private sector partnerships. Shepherd is about to conduct a video negotiation with Dr. Ari Vargas about conducting a project in Brazil, one of the study sites. The purpose of the negotiation is to see if they can agree on a fee for the project.*

- Basic structure of the distributive model
- How to be effective in claiming value
- Opening offers and concession-making behavior
- Application to negotiating with donors

#### IV. Gender Issues in Negotiation: The Shadow Negotiation

- Framing the issue of gender
- Experience as a woman negotiator
- *The Shadow Negotiation*

PATRIA’S PROBLEM: *Patria is Programme Leader for Capacity and Institutional Strengthening at AVID, an international agricultural Research Organization. The Deputy Director General has asked Pat to help one of the Research Division Directors deliver his program of regional workshops. While she is willing to help on these programs, the time she spends doing it detracts from the time she has to fundraise and develop new programs in her own area seminars back on track.*

- Recognizing negotiating opportunities
- How gender matters in the shadow negotiation

# PRME Gender Equality Working Group Global Repository “Corporate Governance”

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## V. The Shadow Negotiation: Getting into a Good Position to Negotiate

- A. Getting out of your own way
- How we undermine ourselves
  - Getting out of your own way

### Patria’s Problem Revisited:

- How does Patria get in her own way?
- What can she do about it?

- B. Strategic Moves to Get Negotiations Going
- Problems getting to the Table
  - Using power moves to raise the stakes
  - Using process moves to take control

- C. Strategic Moves and Turns
- Staying out of defensive positions
  - Turning strategic moves
  - Anticipating and responding effectively
  - Mobilizing other aspects of identity

### Practice Session I: Turning Strategic Moves in Our Own Situations

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## Day 2

## VI. Introduction to Mutual Gains Negotiation

*SALLY SWANSONG : Sally Swanson is a distinguished opera singer who has not had a leading role in the past few years. The Lyric Opera Company’s upcoming production of **Norma** is in jeopardy because the soprano scheduled to sing the role has developed throat problems. The business agent for the Lyric has approached Sally’s agent to see if they can agree on a salary for Sally to sing.*

- Focus on interests, not positions
- Create options for mutual gain
- Seek objective criteria

CONGO RIVER BASIN: *In response to a request for proposals from the Global Development Fund, Samuel Campos (CGIAR Rainforest Challenge Programme) has approached Fatima Beni (Congo River NGO Alliance) to partner with him in developing a proposal. In order do so, Campos and Beni must resolve their differences in priorities.*

- Understanding interests and priorities
- Creating joint gains in negotiations
- Overcoming barriers creative settlements
- Application to Donor Negotiations

# PRME Gender Equality Working Group Global Repository “Corporate Governance”

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## VII. The Shadow Negotiation: Connecting for Problem Solving

### A. Understand the Other’s Perspective

#### Revisit Patria’s Problem

- Laying the Groundwork
- The ‘5’ Good Reasons

### B. Opening Moves in Negotiation

- Setting the Context
- Promoting Interdependence

### C. Creating Conditions for an Appreciative Conversation

Martha’s Mandate: *As Director of Programs for ABCO, a large agricultural research and development organization, Martha is responsible for monitoring and managing the organization’s portfolio of development projects. Her plan to close down a struggling seed dissemination initiative is being thwarted by Ben Moyo, the head of their regional office in South Africa.*

- Challenges in having Appreciative Conversations
- Understand them and their Context
- Listen for Opportunities to Reframe
- Making Collaboration Work

### D. Putting It All Together: Negotiating Difficult Situations

Allison’s Arrangements (A): *Allison is a senior research scientist with an excellent track record. Pregnant with her first child, she needs to negotiate a long distance telecommuting arrangement with her boss who is resistant to the idea.*

- Getting her boss to the table
- Legitimizing concerns
- Getting buy-in to a shared problem

## Day 3

## VIII. Building Coalitions for Change

### A. ENDESA

### B. NGO Consortium: *AVION, BARRA and COFF are three NGOs each providing services to rural farmers in southern India. A major donor has agreed to provide funds, but only if the NGOs can form a consortium of at least 2 of them. The donor will not provide funding to them if AVION, BARRA, and COFF act alone.*

- Power in coalitions
- Forms of coalition building

# PRME Gender Equality Working Group Global Repository “Corporate Governance”

---

## C. Applying Negotiation Principles to Coalition Building

HARBORCO: *Harborco plans to develop a new port. In order to do so, it needs the buy-in of several other stakeholders. To get that buy-in, five major issues need to be resolved.*

- Bases of coalition building
- Strategies for consensus building
- Sequencing moves
- Dealing with blockers
- Framing the process

## D. Mobilizing Coalitions for Change

NORA MORENO: *Nora Moreno has a plan to make workplace flexibility a reality in her organization. To do so, she needs to build a coalition of support.*

- Resistance to Change
- Stakeholder Mapping
- Appeal to Interests
- Launch a Campaign

## Day 4

### IX. Practice Session II: Putting It All Together: Negotiating Your Own Situation

- Individual Preparation
- Enrolling your partner
- Role Play
- Debrief

### X. Resolving Conflicts

EVA PIMENTEL: *Eva Pimentel believes she is being discriminated against by her manager. She files a grievance with the Workplace Equity Officer who will try to work out an agreement between Eva and her manager, Dr. Kareem.*

- How Third Parties can Help
- Establishing Authority
- Keeping the Parties on Track
- Moving Toward Resolution

### XVI. Summary and Conclusions

#### A. Negotiating What You are Worth

Carmen’s Challenge: Carmen is a Program Leader at an international research institute. Over the past year, she has been taking on more without any increase in salary or title. In her meeting with the Director General, she wants to negotiate for the position of Program Director and for the salary upgrade associated with the promotion.

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B. Your Negotiation Crib Sheet