

# PUTTING OPENINGS TO WORK

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By Deborah M. Kolb  
with Jessica L. Porter

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Excerpt from Chapter 5 of  
**NEGOTIATING AT WORK**  
Turning small wins into big gains

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## 01 Rapport is important: Take time to build relationships

- ▶ Schedule regular check-ins with manager, subordinates, peers
- ▶ Don't underestimate the value of schmoozing during both everyday interactions and within the negotiation itself

## 02 Be prepared to shift gears

- ▶ Plan for the right time and place
- ▶ Look for ways to repurpose an existing meeting
- ▶ Make connections to what is happening in the organization or in your work
- ▶ Enlarge the context of your discussion. How does what you want help you do a better job? How does it help your team?

## 03 Put your counterpart's "good reasons" to work for you

- ▶ Introduce one of her "good reasons" for saying no to you
- ▶ Show that you understand and can address these concerns
- ▶ By legitimating her perspective, you encourage her to do the same for you
- ▶ Focus on the "good reasons" you want to discuss

## 04 You don't have to be grateful for bad opportunities

- ▶ When your boss expects a "yes", you can still negotiate the "and"
- ▶ Determine the conditions you'd need for success: duration, title, buy-in, clear metrics of success, promotion time line, increased resources, and so on
- ▶ Manage the conversation such that your boss is the one asking questions
- ▶ Your goal is for her to ask you, "What would it take for you to say yes?"
- ▶ Remember the value of "yes, and ..." as in, "Yes, I'll take the role, and in order to be successful, I'll need X, Y and Z"