MODULE OVERVIEW

# Ask clearly, then negotiate at work

Adaptive module | ~20 min

Career moves, assignments, a helping hand: much of what matters at work starts with a clear request and is then negotiated. This module treats asking as a skill to practice on low-stakes requests, applies Fisher and Ury's principled negotiation to internal discussions (the interests behind positions, options for mutual gain, a fallback option that removes fear), and goes as far as hearing a no and turning it into a yes on hold.

## LEARNING OBJECTIVES

01 Stop censoring yourself instead of asking, and train your asking muscle on low-stakes requests.

02 Make a clear, direct request that leaves the other person free to say no.

03 Respond to a refusal with principled negotiation: look for the interests behind positions and invent options for mutual gain.

04 Prepare your fallback option to negotiate without fear, then let go after making your request.

## WHO IT'S FOR

Anyone who wants to make progress on what matters to them at work, from a helping hand to a career move.

- **Prerequisite:** none

## HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

## ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

### METHODS & MODELS

- Principled negotiation and fallback option (BATNA) – Roger Fisher & William Ury, "Getting to Yes", 1981
- A clear request that leaves the other person free to say no – inspired by Nonviolent Communication (Marshall Rosenberg)
- The "asking muscle" and the progression from finding the courage to ask, to negotiating, to receiving – Afthonios method

### SOURCES & REFERENCES


- Roger Fisher & William Ury – principled negotiation, "Getting to Yes" (1981): interests vs. positions, options for mutual gain, objective criteria, fallback option (BATNA)
- Vanessa Bohns – "You Have More Influence Than You Think" (2021): we underestimate our power to persuade and the likelihood of a "yes"; asking bothers people less than we think
- Linda Babcock & Sara Laschever – "Women Don't Ask" (2003): how we censor ourselves, and the cost of not finding the courage to ask
- Weger et al. (2014) – active listening and feeling understood



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