

CII: NEGOTIATIONS AND CONFLICT MANAGEMENT

LEARNING OUTCOMES

- **Identify Best Practice In Negotiation Including Distinguishing Between Positions And Interests In Everyday Exchanges**
- **Manage Conflict Without Damaging Relationships**
- **Communicate/Work Effectively With Senior Managers And Others With Differences In Background, Style, Authority, And Perspective**
- **Learn Practical Techniques For Negotiations, Conflict Management, And Self Advocacy Respectfully And Confidently**

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NEGOTIATIONS AND CONFLICT MANAGEMENT

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Northwestern | Kellogg

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NEGOTIATIONS AND CONFLICT MANAGEMENT

POLL QUESTION

How effective have you been in negotiations and conflict management at your workplace?

Ineffective 1 2 3 4 5 Very Effective

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NEGOTIATIONS AND CONFLICT MANAGEMENT

CONSIDER A WORK
SITUATION IN WHICH YOU
KNEW SOMETHING NEEDED
TO BE SHARED, BUT YOU
CHOSE NOT TO SAY IT.

WHY?

- A. Fear of seeming difficult**
- B. Respect for hierarchy**
- C. Lack of confidence**
- D. Unclear expectations**
- E. Concern about relationships**
- F. Limited experience**
- G. Avoid involvement**

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NEGOTIATIONS AND CONFLICT MANAGEMENT

WIN-WIN NEGOTIATIONS

OVERVIEW

CONFLICT MANAGEMENT

... AND VALUE OF CONFLICT

SELF ADVOCACY

[RE]FRAMING

PRACTICAL TIPS

NEGOTIATIONS | CONFLICT
MANAGEMENT | SELF-ADVOCACY

APPLIED LEARNING

PRACTICE & PLANNING

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NEGOTIATIONS AND CONFLICT MANAGEMENT

	WELCOME & AGENDA	DISCUSSION
I.	Negotiation Fundamentals	Framework Caselet
II.	Conflict Management Managing Up	Discussion Caselet
III.	Self-Advocacy	Framework Practice
IV.	Case 1: Negotiation with Senior Leader	Small Group Case
V.	Case 2: Managing Conflict	Role Play
VI.	Key Takeaways & Commitments	Reflection

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BASICS OF NEGOTIATION

**NEGOTIATIONS ARE ABOUT MORE THAN
COMPENSATION.**

YOU NEGOTIATE EVERY DAY!

+PRIORITIES	+DEADLINES	+RELATIONSHIPS
+RESOURCES	+WORKLOAD	+BOUNDARIES

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WIN-WIN NEGOTIATION

WHAT IS GOOD NEGOTIATION?
HOW CAN WE NEGOTIATE BETTER?

**GOOD NEGOTIATION IS A SOLUTION
THAT ADDRESSES IMPORTANT
INTERESTS ON BOTH SIDES.**

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WIN-WIN NEGOTIATIONS

GOAL CREATE MUTUAL VALUE WHILE SEEKING YOUR INTERESTS.

- **PREPARE BY DETERMINING INTERESTS OF BOTH SIDES.**
- **KEEP FOCUS ON THEIR INTERESTS, NOT THEIR POSITIONS.**
- **ASK QUESTIONS AND SHARE INFORMATION TO DEVELOP**
- **OPTIONS FOR MUTUAL GAINS.**
- **CAN PROCURE OPTIMAL AGREEMENT BY CONSIDERING BETTER AND MORE OPTIONS.**

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WIN-WIN NEGOTIATION

PLAN → ASK → YIELD → SELECT (PAYS APPROACH)

PLAN CONSIDER **INTERESTS**: WHAT DO I WANT AND
WHAT DOES THE OTHER PARTY WANT?

ASK PARTIES ASK QUESTIONS TO LEARN OR
CONFIRM UNDERSTANDING OF NEEDS.

YIELD PROPOSE OPTIONS THAT CREATE INCREASE IN
MUTUAL VALUE.

SELECT COMMIT TO AGREEMENT OR BATNA IF NOT.

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NEGOTIATIONS: BATNA

BEST ALTERNATIVE TO A NEGOTIATED AGREEMENT
IS WHAT YOU WILL DO IF NO AGREEMENT IS REACHED

- ASSESS AVAILABLE ALTERNATIVES -- SHARE INTERESTS.
- AVOID REVEALING OR LYING ABOUT YOUR BATNA, (ALTHOUGH SIGNALING MAY BE USEFUL AT TIMES).
- BATNA TELLS PARTY WHEN TO WALK AWAY, NOT WHEN TO SIGN -- HELPS BUYER DEFINE THE MOST THEY WILL PAY AND THE SELLER DEFINE THE LEAST THEY WILL ACCEPT.

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WIN-WIN NEGOTIATIONS

ANSWER THESE KEY QUESTIONS TO MUTUALLY OPTIMIZE THE RESULT

- WHAT OUTCOME ARE WE EACH SEEKING?
- WHAT CONSTRAINTS ARE YOU FACING?
- WHAT WOULD SUCCESS LOOK LIKE FOR YOU?
- ARE THERE OTHER OPTIONS WE CAN CONSIDER?
- HOW CAN WE BOTH ACHIEVE OUR OBJECTIVES?

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WIN-WIN NEGOTIATIONS GOALS

- SEEK TO INCREASE MUTUAL VALUE OF THE DEAL THROUGH PREPARATION, COMPETITION, AND COLLABORATION.
- LISTEN FOR AND SHARE INTERESTS (BUT NOT YOUR BATNA).
- IMPROVE YOUR BATNA AND ASSESS OTHER PARTY'S BATNA.
- OPEN FIRST TO ANCHOR WITH YOUR TARGET POINT (THE MOST YOU HOPE TO GET OR LEAST YOU HOPE TO SPEND).

BE REALISTIC, OPTIMISTIC, BUT DON'T INSULT.

NU PROF. LEIGH THOMPSON

CORPORATE INCLUSION INSTITUTE NEGOTIATION & CONFLICT MANAGEMENT

WE DON'T SEE THINGS AS THEY ARE,
WE SEE THEM AS WE ARE.
BECAUSE IT IS THE “I” BEHIND THE EYE
THAT DOES THE SEEING. *A. Nin*

EACH PERSON'S PERSPECTIVE IS COLORED BY THEIR
OWN CULTURE, BACKGROUND, AND EXPERIENCE.

**SO LISTEN FIRST TO UNDERSTAND --
NOT TO RESPOND.**

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NEGOTIATIONS AND CONFLICT MANAGEMENT

MANAGING UP



WHAT?

**HOW CAN I
MANAGE MY
BOSS?!?**

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NEGOTIATIONS AND CONFLICT MANAGEMENT

The inability to control others is basic to the popular “Let Them Theory” by Mel Robbins.

She posits that focusing on our own choices and actions rather than trying to change other people is the route to mental peace and wellbeing.

In sum, you can encourage or suggest, but ultimately “*let them*” behave as they will.

SEEK TO MANAGE YOURSELF.

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NEGOTIATIONS AND CONFLICT MANAGEMENT

**OKAY, SELDOM CAN YOU
MAKE OTHERS ACT
THE WAY YOU WANT THEM TO ACT.**

***SO HOW DO YOU GET OTHERS TO
CHOOSE TO SUPPORT OR FOLLOW YOU?***

CORPORATE INCLUSION INSTITUTE MANAGING UP

***LEADING WITHOUT FORMAL AUTHORITY
CAN HELP YOU SUCCEED.***

**IT'S ABOUT COLLABORATION.
HOW YOUR MANAGER THINKS AND ACTS
IMPACTS YOU DIRECTLY.
THEREFORE, CREATING THE BEST CONDITIONS FOR
YOUR MANAGER'S SUCCESS
IS ALSO BEST FOR YOU!**

MANAGING UP OR LEADING WITHOUT AUTHORITY

PRINCIPLE	PRACTICE
Understand Your Manager	Learn their priorities, motivations, and preferred communication style to work effectively.
Communicate Proactively	Provide written updates and potential solutions regularly before being asked. Include context and data for important matters.
Align Goals and Strategy	Ensure your work supports departmental <i>and</i> organizational objectives and priorities.
Build Trust	Be dependable, diligent, honest, and show empathy to managers for challenges they face – all are key to gaining influence.
Adapt Your Style	Matching your manager's preferred communication and decision-making approach enhances mutual collaboration and your success.

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MANAGING UP or *LEADING WITHOUT AUTHORITY*

**WHAT DOES YOUR MANAGER CARE ABOUT MOST?
WORKING TO SUPPORT THEM IS OFTEN
MUTUALLY BENEFICIAL.**

**YOU'LL BE BETTER EQUIPPED TO WORK WITH THEM TOWARD
SHARED GOALS AND INTERESTS.**

**LEARN THEIR COMMUNICATION STYLES, PRIORITIES, AND
MOTIVATIONS THROUGH OBSERVATION AND DIRECT,
CONVERSATION, AS APPROPRIATE.**

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MANAGING UP

COMMUNICATE PROACTIVELY

**SHARE PROGRESS AND POTENTIAL ISSUES EARLY.
INCLUDE CONTEXT, WINS AND POTENTIAL
SOLUTIONS IN ADDITION TO PROBLEMS OR NEEDS.**

***SHARING TIMELY, USEFUL INFORMATION
WITH YOUR MANAGER IS
CRITICAL TO YOUR SUCCESS.***

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MANAGING UP

. ALIGN GOALS, STRATEGY, AND OBJECTIVES

GOOD MANAGERS ALIGN THEIR TEAM MEMBERS' GOALS AND WORK WITH THEIR OWN AND THOSE OF THE ORGANIZATION.

IF YOUR MANAGER IS LESS EFFECTIVE IN THIS WAY, YOU MUST TAKE THE INITIATIVE TO UNDERSTAND AND ALIGN WITH THEIR STRATEGY AND OBJECTIVES.

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MANAGING UP

BUILD TRUST

WE KNOW THIS, BUT IT'S WORTH CITING.

BEING DEPENDABLE AND HAVING
INTEGRITY FOSTERS TRUST WITH YOUR
MANAGER AND WITH EVERYONE ELSE.

***COLLABORATION DOESN'T WORK
WITHOUT TRUST.***



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MANAGING YOURSELF & SELF ADVOCACY

SELF AWARENESS AND ADDRESSING YOUR DEVELOPMENT NEEDS WILL HELP ALIGN YOUR WORKSTYLE IN SUPPORT OF YOUR MANAGER'S COMMUNICATION AND DECISIONMAKING PREFERENCES.

SELF-ADVOCACY MEANS CLEARLY COMMUNICATING YOUR CONTRIBUTIONS AND SEEKING OPPORTUNITIES.

YOU EARN MORE LATITUDE AND OPPORTUNITY AFTER EARNING YOUR MANAGER'S TRUST AND RESPECT.

AGAIN THE ONLY PERSON YOU TRULY MANAGE IS YOU.



**WHICH
PRINCIPLES
HAVE BEEN
MOST
EFFECTIVE FOR
YOU IN THE
PAST?**

UNDERSTAND MANAGER'S PRIORITIES

BE

AWARE OF WHAT'S MOST IMPORTANT TO YOUR MANAGER AND THE CHALLENGES THEY FACE. IT IS PARTICULARLY HELPFUL TO ALIGN WITH THEIR COMMUNICATION STYLE.

BUILD COLLABORATIVE RELATIONSHIPS

CONSCIOUSLY CREATE A PRODUCTIVE RELATIONSHIP WITH YOUR MANAGER FOR MUTUAL AND DEPARTMENT BENEFIT.

BE PROACTIVE AND FOCUS ON SOLUTIONS

MANAGING UP IS ABOUT ANTICIPATING ISSUES, BEING RELIABLE, AND OFFERING SOLUTIONS. IT'S NOT ABOUT MANIPULATION OR FLATTERY (ALTHOUGH IT MAY HAVE SOME SHORT-TERM EFFECT ON AN OBJECTIONABLE MANAGER).

DEVELOP TRUST AND RESPECT

TEAM AND CAREER GOALS ARE BEST ACHIEVED WITH CLEAR SHARED GOALS AND TRUST.

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MANAGE YOURSELF: METHODS

1. FOSTER MUTUALLY BENEFICIAL RELATIONSHIPS BALANCING NEEDS OF THE MANAGERS, DEPARTMENT AND YOUR NEEDS.
2. BUILD TRUST TROUGH CONSISTENT PREPARATION, RELIABILITY, AND DELIVERING RESULTS.
3. BE THOUGHTFUL ABOUT PURPOSE AND FREQUENCY OF COMMUNICATION.
4. ALIGN WITH YOUR MANAGER'S WORK STYLE WHEN APPROPRIATE AND EFFECTIVE, BUT DO NOT SACRIFICE YOUR WELLBEING.
5. UNDERSTAND YOUR CAPABILITIES, BOUNDARIES AND PREFERRED WORK STYLE. DOES THE JOB FIT YOUR NEEDS?

ALWAYS MAINTAIN YOUR VALUES.

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MANAGE YOURSELF

EXPERIMENT WITH ONE OF THE SELF MANAGEMENT TACTICS.

THEN ASK YOURSELF...

- **DOES THIS TACTIC HELP ME COLLABORATE BETTER WITH MY MANAGER? OTHERS?**
- **DOES IT SEEM TO FIT THEIR NEEDS?**
- **DOES IT PLACE EXCESSIVE BURDEN ON ME?**
- **BASED ON YOUR RESPONSE, CONTINUE, REFINE, OR DISCARD THIS APPROACH.**

THEN TRY ANOTHER!

CORPORATE INCLUSION INSTITUTE PRACTICING SELF-ADVOCACY

- **PLAN WELL -- PREPARATION BUILDS CONFIDENCE.**
- **ASK THOUGHTFUL QUESTIONS.**
- **SEEK OPPORTUNITIES TO LEARN AND GROW.**
- **BE DEPENDABLE AND COLLABORATE WITH PEERS
AND OTHER DEPARTMENTS.**
- **ACCEPT HELPFUL FEEDBACK AS A GIFT.**

**SELF-ADVOCACY MEANS CLEARLY COMMUNICATING
YOUR VALUE AND YOUR DEVELOPMENT NEEDS.**

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NEGOTIATIONS AND CONFLICT MANAGEMENT

*****CULTIVATE MUTUALLY
BENEFICIAL WORK
RELATIONSHIPS...***

**THESE RELATIONSHIPS ARE
OFTEN KEY TO YOUR SUCCESS IN
NEGOTIATIONS, CONFLICT
MANAGEMENT, AND
SELF ADVOCACY!**



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NEGOTIATIONS AND CONFLICT MANAGEMENT

LET'S PRACTICE (Options)

- UNCLEAR EXPECTATIONS
- GETTING CREDIT FOR SUCCESS
- REPRIORITIZING WORK
- ADDRESSING A PROBLEM
- SEEKING AN OPPORTUNITY

NEXT STEPS

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NEGOTIATIONS AND CONFLICT MANAGEMENT

KEY TAKEAWAYS

- PREPARATION ENHANCES CONFIDENCE.
 - IN NEGOTIATIONS, FOCUS ON INTERESTS -- NOT POSITIONS TAKEN.
 - SEEK WIN-WIN NEGOTIATIONS TO ADVANCE THE RELATIONSHIP AND THE WORK.
 - SENIOR LEADERS TYPICALLY VALUE CONCISE, SOLUTION-FOCUSED COMMUNICATIONS.
- CONSIDER CONFLICT AS DATA, NOT DANGER.
 - ALWAYS SEEK TO UNDERSTAND OTHER POINTS OF VIEW AND PERSPECTIVES.
 - DIFFERING PERSPECTIVES CAN LEAD TO BETTER OUTCOMES WHEN HANDLED RESPECTFULLY.
 - SELF ADVOCACY IS YOUR REQUIRED RESPONSIBILITY IN THE WORKPLACE.

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NEGOTIATIONS AND CONFLICT MANAGEMENT

PLEASE COMPLETE THE FOLLOWING SENTENCES FOR THE NEGOTIATION, CONFLICT, OR SELF-ADVOCACY ISSUE YOU WANT TO ADDRESS.

- 1. ONE CONVERSATION I NEED TO ADDRESS IS...**
- 2. ONE ACTION I WILL TAKE IN THE NEXT WEEK IS...**
- 3. ONE PHRASE I WILL START USING TODAY IS...**

CORPORATE INCLUSION INSTITUTE NEGOTIATIONS AND CONFLICT MANAGEMENT

Questions?

CORPORATE INCLUSION INSTITUTE NEGOTIATIONS AND CONFLICT MANAGEMENT

Thank you!

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RESOURCE GUIDE for CII Early Career Cohort

TRY EXPLORING ONE FRAMEWORK OR TOOL EACH WEEK OR MONTH

CONFLICT MANAGEMENT | DIFFICULT CONVERSATIONS

Answer the following questions to prepare for a challenging discussion:

1. What outcome do I want?
2. What interests are driving my position?
3. What interests might be driving their position?
4. What facts do I know?
5. What assumptions am I making?
6. What would success look like for both of us?

**MOST CONFLICTS INCLUDE FACTS, FEELINGS, AND IDENTITY CONCERNS.
TRY TO UNDERSTAND ALL THREE TO IMPROVE OUTCOMES.**

FRAMEWORK: PAUSE → ASK → LISTEN → REFRAME → SOLVE

SELF-ADVOCACY: SAMPLE SCRIPT

Use this framework to advocate for your interests; modify the script to fit other opportunities.

FRAMEWORK: SITUATION → IMPACT → REQUEST → SUPPORT

Situation "Over the past six months, I've taken on additional responsibilities in..."

Impact "Those experiences have strengthened my skills in..."

Request "I'd like to discuss opportunities for..."

Support "What advice do you have to help in my development/preparation for...?"

REFLECTION EXERCISE Keep a Self Advocacy Log for 30 days.

How are you contributing to the success of the organization?

Question	Notes
What was the situation?	
What was I hoping to achieve?	
What did I do well?	
What would I do differently next time?	

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RESOURCE GUIDE for CII Early Career Cohort

- C. Ask questions and share information to focus on interests rather than positions in everyday negotiations.
- D. Note BATNAs of all parties – the Best Alternative To a Negotiated Agreement. Can provide options beyond yes and no. Creates career | advocacy options.
- E. Never just split the difference when negotiating. [ex: sisters and the orange]

4. MANAGING UP

- A. Senior leaders respond best to concise, solution-oriented communication.
- B. Provide context and options along with a specific recommendation when required.
- C. Being well prepared builds confidence, “Based on the data we have...”
- D. Be thoughtful about the content, volume, and timing of communications – especially during busy times.

THESE SKILLS ARE REQUIRED FOR ALL TOPICS

- 1. LISTEN FIRST TO UNDERSTAND, THEN TO INFLUENCE.
- 2. FOCUS ON INTERESTS RATHER THAN STATED POSITIONS.
- 3. ACTIVE LISTENING AND EMPATHY ARE ESSENTIAL FOR INFLUENCE.
- 4. BE COLLABORATIVE, NOT ADVERSARIAL.
- 5. DISAGREEMENTS WILL OCCUR BUT NEVER BE DISRESPECTFUL.
- 6. CONSIDER DIFFERENCES IN BACKGROUND, STYLE, AUTHORITY, AND PERSPECTIVE -- ESPECIALLY WHEN ADDRESSING SENSITIVE ISSUES.
- 7. IN MOST DISCUSSIONS | DISPUTES, THOUGHTFUL QUESTIONS ARE MORE EFFECTIVE THAN STRONG ARGUMENTS.
- 8. MOST IMPORTANT OF ALL, **MANAGE YOURSELF.**

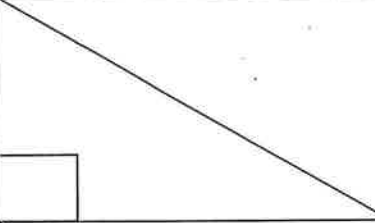
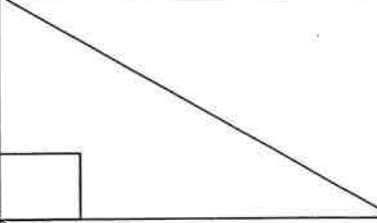
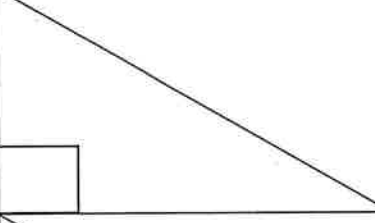
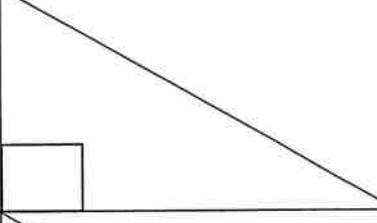
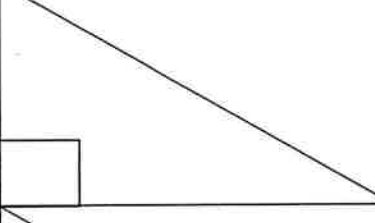
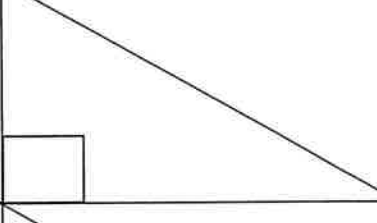
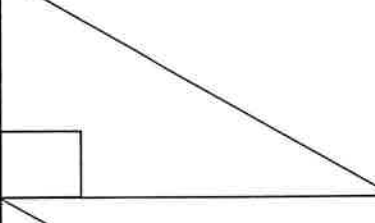
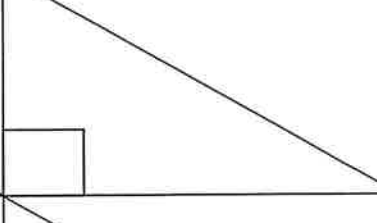
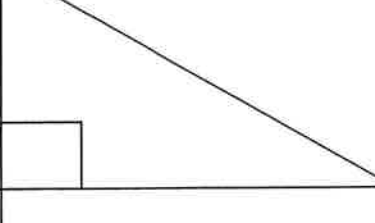
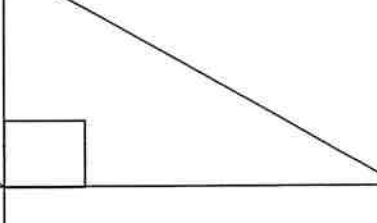
++ STRESS RELIEF++

Stress is a natural response to tough situations. However, today’s world can create a much higher stress level. To maintain your composure when you feel overwhelmed by work crises, take a quick break to try these techniques. [Consider seeking help if you feel your work or health are becoming compromised.]

Lower your temperature	Alternate rinsing your face in cold water and taking deep breaths can help lower your heart rate.
Exercise intensely for one minute+	Raise your heart rate quickly (i.e. run up the stairs, do jumping jacks) and you’ll feel calmer at rest.
Practice Measured Breathing	Breathe in for a 4-count and out for a 6-count to slow your heart rate and lower intensity of feelings. Meditation can work, also.

	NEGOTIATION PLANNING DOCUMENT	(
		REV. 8.7.2026 MR)
QUESTION	YOUR ANSWER	YOUR ANSWER FOR THE OTHER PARTY
WHAT DO YOU WANT FROM THE NEGOTIATION? [TARGET]		
WHAT ISSUES, INTERESTS, AND PRIORITIES DO YOU NEED TO DISCUSS?	1. 2. 3. 4. 5.	1. 2. 3. 4. 5.
WHAT IS YOUR BATNA [BEST ALTERNATIVE] IF YOU DO NOT REACH AGREEMENT? OTHER GOOD ALTERNATIVES?	1. 2. 3.	1. 2. 3.
WHAT IS THE MINIMUM [WALKAWAY RESERVATION POINT] YOU NEED TO REACH AGREEMENT?		
WHAT SOURCES OF POWER AND PERSUASION DO YOU HAVE?		

Negotiation Analysis Worksheet

Issue	Self	Other
		
		
		
		
		
BATNA		

Key:

Top triangle: position

Lower triangle: interests

Box: priority ranking

CII: TAYLOR SWIFT'S OWNERSHIP JOURNEY: SUMMARY & ROLE PLAY

Negotiation, Conflict Management & Self Advocacy

THE SITUATION

- Taylor Swift signed with Big Machine Records as a teenager in 2005.
- Under her contract, the label owned the master recordings (the original recordings) of her first six albums.
- Swift retained rights as a songwriter, but not ownership of those original recordings.

THE CHALLENGE

- When her recording contract ended in 2018, Swift wanted to own her masters.
- She chose to leave Big Machine and sign with a new label that allowed her to own future recordings.
- In 2019, Big Machine was sold to Scooter Braun's company, including ownership of Swift's masters. Swift publicly objected to the sale.

SWIFT'S STRATEGY

Rather than accept the situation, Swift used a three-part strategy:

1. Self Advocacy

- Clearly communicated why ownership mattered to her.
- Educated fans and the industry on master ownership.

2. Leverage Existing Rights

- As songwriter, she had rights that allowed her to re-record her songs after contractual restrictions expired.
- She released new recordings called **Taylor's Version**.

3. Build Market Power

- Fans overwhelmingly supported the new recordings.
- The re-recorded albums became commercial successes and shifted value toward music she owned.

THE OUTCOME

- In 2020, the masters were sold to Shamrock Capital.
- In May 2025, Swift purchased her original masters from Shamrock.
- She gained ownership of her original recordings, music videos, artwork, and related assets.

CII: TAYLOR SWIFT'S OWNERSHIP JOURNEY | ROLE PLAY

Negotiation, Self Advocacy, Conflict Management & Managing Up

CONTEXT: TAYLOR MEETS WITH THE CEO OF HER RECORD LABEL AT THE END OF HER CONTRACT.

SELF ADVOCACY

Taylor: "I appreciate everything this label has done for my career. Your investment and belief in me helped create opportunities I would not have had otherwise."

CEO: "We've built a successful partnership together."

Taylor: "Agreed. As I think about the next phase of my career, ownership of my recordings is extremely important to me. I'd like to discuss options that allow me greater control of my work over the long term."

ASKING QUESTIONS INSTEAD OF MAKING DEMANDS

Taylor: "Help me understand the business concerns around transferring ownership. What risks do you see from the label's perspective?"

CEO: "The masters are valuable assets. We invested heavily in developing them."

Taylor: "I understand. I want to find a solution that recognizes your investment while also supporting my goal of eventually owning my work."

MANAGING UP

Instead of criticizing leadership, Taylor focuses on their priorities.

Taylor: "I know you're responsible not only for artists but also for employees, investors, and the future of the company. I want to propose options that support both business objectives and artist development."

CEO: "That's a fair approach."

Taylor: "Could we explore a phased ownership model, licensing structure, or future reversion of rights? I'd like us to create a solution that creates value for both sides."

*****WHEN THE ANSWER IS NO*****

CEO: "We're not prepared to make those changes."

Taylor: "While I'm disappointed, I appreciate the transparency. Since ownership remains a priority for me, I'll need to consider other options for the next stage of my career."

CEO: "I understand."

Taylor: "I'd like to leave on good terms and continue treating everyone's contributions with respect."

CII: TAYLOR SWIFT'S OWNERSHIP JOURNEY | TAKEAWAYS

Negotiation, Self Advocacy, Conflict Management & Managing Up

EARLY CAREER COHORT [Add your favorite for each topic.]

NEGOTIATION

- Focus on interests, not positions.
- Increase the size of the pie -- look for mutual gain.
- Ask questions before proposing solutions.
- The win may be longterm and require strategic planning.
-

SELF ADVOCACY

- State your contributions, needs, and goals clearly.
- Be respectful and direct.
- Explain why the issue matters – share your interests and learn the other party's interests.
-

MANAGING UP

- Understand the leader's interests and constraints.
- Be dependable and trustworthy.
- Present solutions that help the department succeed.
-

STRATEGIC CAREER MANAGEMENT

- If you don't get the desired outcome immediately, build alternative paths to your goal.
- Create leverage through performance, relationships, and innovation.
- Be professional, even during disagreements.
- Seek opportunities to learn and grow.
-

LEADERSHIP LESSONS

- Know what matters most to you.
- Understand the current and longterm impact of formal agreements.
- Build leverage instead of relying on emotion.
- Advocate your value respectfully and persistently.

Negotiation/ Conflict Management

August 7, 2026

Connecting the Dots

Key take-away messages:

- Let go of what you cannot control: Negotiations can be stressful, so focus on what you can influence rather than trying to control others.
- Do your research: Understand the market, expectations, and what is fair before entering a negotiation.
- Know your strengths: Identify what you do well and recognize the value you bring to the conversation.

Large Group Discussion

Building blocks: Challenges in program negotiation/ conflict management

- Be prepared for no immediate resolution: Not every negotiation will end with a clear or immediate agreement.
- Explore alternative solutions: When the preferred option is not possible, look for creative alternatives that address the needs of all parties.
- Manage different personalities: Recognize and adapt to different communication styles and personalities to keep negotiations productive.

Applying knowledge to practice

Discuss strength and strategies for addressing and improving negotiation/conflict management

- Recognize your value: Understand the skills, experiences, and perspectives you bring to the table.
- Ask thoughtful questions: The right questions can be more powerful and impactful than having all the answers.
- Practice self-advocacy: Be willing to speak up for yourself, communicate your accomplishments, and advocate for your needs and goals.

Wrap-up and next steps

Submit survey responses

Schedule monthly coaching meetings with your coaching partner

Look for opportunities to apply principles from today's session in your day-to-day

Connect with your coaching partner and ask about ways they can apply or have applied the session principles

Next session: Friday, September 11, 2026, Managing Organizational Change and Personal Transitions (ES/DM/CG/Fellow)

THANK YOU