



Raymond A. Mason School of Business

WILLIAM & MARY

DIVERSITY GOES TO WORK PODCAST

EPISODE 43: SARAH FEDERMAN – TRANSFORMATIVE NEGOTIATION FOR SOCIAL CHANGE

Phil Wagner

Hello from the halls of the Mason School of Business here at William & Mary. I'm Phil, and this is Diversity Goes to Work. Buckle up because we're getting ready to take a deep dive into the real human lived experiences that shape and guide our diversity work in the world of work. Should be fun.

Phil Wagner

Welcome, listeners, to yet another episode of Diversity Goes to Work. Today's guest is no stranger, not to the William & Mary community, not to our podcast. I very much remember where I was and what I was doing the first time I came into contact with Sarah Federman's work. I was on a drive to DC, doing what I always do, listening to a really good podcast to pass the time as I trekked north on I-95. A terrible drive that was broken up by a great podcast that forever changed how I thought about corporate accountability. Sarah's interview on Harvard's ideas cast came on I was immediately captivated. Sarah's become a friend over the past year. She's been to our campus. She's spoken to our students in multiple classes. She's been a guest on this podcast. So Sarah, it really is a true privilege to have a conversation with you anytime, and I'm glad we could invite you back to talk about your new book. So, welcome back to the podcast, my friend.

Sarah Federman

Thank you so much. I love talking with you, and I love connecting with the William & Mary community. For some reason, there's a fit there and so.

Phil Wagner

There's a connection.

Sarah Federman

Yeah.

Phil Wagner

So before we talk about your book, we're recording this in the summertime, and I want to know, what are you doing these days when you're not teaching when you're not researching, when you're not changing the world with impactful scholarship, what are you up to?

Sarah Federman

Well, one of the best things about finding myself in San Diego is that you can swim in the ocean. And there's something really interesting about walking it primordial. You walk into the sea, and there's sea lions, like, all around you. And just feeling that connection with nature and movement and getting kind of quiet away from the world has been such a gift in this moment. And maybe people on here who love swimming love that kind of silent part about it, but that's kind of been my joy.

Phil Wagner

Good. Go swim in the ocean. Yeah, right. All right, so let's get down to business because we have a lot to talk about because this book is juicy, and it's good, and it's different, and it's different in so many ways. It's different from your past work, which I want to talk about too. It's also different from a lot of the other negotiation work out there. So we're here today if you're listening to talk about Sarah's latest book. It's called Transformative Negotiation Strategies for Everyday Change and Equitable Future. So, Sarah, talk to us about this new book. It's been quite the labor of love coming for a long time. In your own words, what's this book about? And who's this book for?

Sarah Federman

Yeah, so maybe many people who are listening have read negotiation books, have taken classes, listened to podcasts. I mean, you're negotiators. You're in a negotiating life. Of course, we all are. But business people are especially attuned to that. And I had negotiated for years in the corporate career, so enjoyed it, did it all over the world, and then found myself a professor in Baltimore teaching adult master's students and found that there was a real mismatch between their world and their challenges. And what the books kind of the examples the books had to offer. Some of the principles worked, definitely, but the context didn't work. So this is a book. It is for anybody who is negotiating always. I mean, it's still for all people to get little snippets from, but it's drawing on the experiences of those who are using negotiation to reach stability. Many people come to negotiation are already pretty good. Like, they kind of have the basics. Maybe middle class, you're stable, you're going to the next level, or there's one part of your life that doesn't work at all, but one part does. I really learned from people who really, from precarity, found stability and created this book using their stories. Over 100 master's students contributed their time and, critique and stories and insights to making this. So that was sort of the origin.

Phil Wagner

So, let's talk a little bit about the story behind this book. Like you mentioned, it's filled with so many narratives from all over the place, which I think is really helpful because this is all things to all people. It's really widely applicable. But I'm wondering what drove you to pen this as your next work. Because if you're listening and you haven't yet read Sarah's last book, Last Train to Auschwitz, so good. Number one, if you're a William & Mary student, I have extra copies in my office. So swing by, I'll lend you a copy for sure. But in that, Sarah, you chronicle the French national railway system and their journey towards accountability. This is a little bit

different, though. I think I can track the connection. Right. So, let me break this down. This is me piecing it together. And you kind of allude to this in the book, too. So post World War II, negotiation was, like, all that, right? Then we quickly got distracted, like, by world events and the collective global distractions, like genocide and rising tech and 9/11. And so you say the quote, I think, is negotiation and peacebuilding grew apart. And so that's I've connected the two of, like, oh, I see. But I don't know. Maybe that's just Phil Wagner putting it all together. Why don't you tell us a little bit more about the story behind this work? Why this book? And why now, when the world seems to be spinning faster and more unwieldy than ever before?

Sarah Federman

Yeah, well, I think, as with the Trains book, I didn't even feel like I chose that project that sort of came to me. And in the book, I talk about sort of how that happened. And this book, in a similar way, in its own way, sort of came to me. But they both have in common that it's at the intersection of business and peacebuilding. Fields which usually live apart, both of them. Right. Peacebuilding thinks business, whatever they think or don't think about it, and business is like, peacebuilding is cute, but we've got work to do, or whatever they think. Right. So, my kind of life has been at that intersection. But what happened was because I had business experience, my job at the University of Baltimore had me teaching negotiation and teaching. So I'm teaching a night class. I'm teaching to students who work all day. Some of them are single parents. They're caregiving. Many of them are from Baltimore. And the misfit between the books and their world was actually embarrassing. And not just the book. My experience, I couldn't help them with what the context in which they were negotiating. You know, in corporate context and business negotiation, there's a lot of flexibility. These are not hierarchical organizations in the same unless it's Walmart. Right. And they're very hierarchical, and maybe Exxon. Right. There are corporations like, you know, a student would laugh and be like, oh, you want me to ask the military just for a raise because I did a good job? These different organizations there were different worlds that these students were in. So war, hierarchical organizations, really high stakes, like getting their kids back from the court, or how as a six foot four black man that's 260 pounds, how not to intimidate white people, important questions that have real impact on their lives. So I had them coach each other, and then we brought in experts who had those answers, and then that the book grew out of that.

Phil Wagner

So, my background is in communications. I have read dozens, if not multiple dozens, of negotiation books. They're good. Some of them are great. This one is different because of the specific focus. So, I mean, even anchored in the title, you can tell that this is going to take us in a different direction. You talk about social mobility. You talk about negotiating for social transformation. I think that disrupts people's thinking that negotiation is just something I whip out in my annual performance review when I need a salary bump. Talk to us about that social mobility piece, that social transformation piece, and how that connects to this broader theme of negotiation.

Sarah Federman

Yeah. I really saw what it did for people who were given these skills for the first time in a way that was relatable to them, being coached by people that had been through similar experiences huge changes. I mean, a \$40,000 raise for someone in Baltimore can buy you another apartment. I mean, it's like it transforms your life. And it wasn't just raises. It was relationships and so on. And so what I found is that they were already savvy negotiators, but because of historical marginalization, they either didn't realize it and they were good at code-switching, but just like with a little coaching, they were able to move into different worlds in addition, but they had special skills. The social transformation part was one of my concerns with learning negotiation over the years has been there's not an ethical protection in negotiation training. Phil, you and I can negotiate right now and feel really high-five each other, and both feel like we have a win-win, but we have just harmed, I don't know, a community, a lake, whatever that wasn't at the table. And there's no concern in negotiation theory for those not at the negotiation table. Maybe pragmatically, you don't want to piss people off because it might undo the deal. But I really place centrally that actually negotiations need to think about who's not at the table and when you get into power, whether you're on the rise from the margins or were born in positions in families that had a lot of power, that you want to be cognizant of that in your negotiation.

Phil Wagner

Yeah, and I want to get to some of that marginalization a little bit later and also to the win-win framework too. You have a nice little addendum to that as well. But before we do, I'm hoping we might sort of unpack some of the model. If you were of the book, I mean, you talk about the importance of a few key elements in negotiation, some that really pop out to me: a vision, the importance of a clear ask, and the importance of giving. But you really contextualize that well. So, let's unpack this. I think vision is the easiest place to start. I love that I even wrote this quote down in my notes. You say negotiation skills get you somewhere, but you get to decide where. Talk to us about the importance of a vision because I think that can seem a little like head in the clouds, like Instagram influencer, like your vision board party. You talk about vision boards in the book, right? But talk to us about the importance of a clear vision as we approach the negotiation table.

Sarah Federman

Yeah, absolutely. I think one of the things that I realized from the students when they would say things they want, I was like, well, why would you want that? That seems really interesting. And so we really did more digging at why. And what I learned is that a lot of times, trauma we all know from studies that historical marginalization does affect what it is that you want. And you don't know that's what's happening. You don't know that you think that you want that thing because your community has been marginalized. You don't know. And I love the Carl Jung line that the biggest impact on a child is the un-lived life of his or her parents. So we're coming in. So I have students write about, like, well, what did your parents want to do when they grew up? And are you feeling that you need to do that? And all the students are like, oh, my God, mom always wanted to be a lawyer. So, I think it's important to take time to figure

out where those wants come from. I worked in advertising for a decade. I know how much money goes into inserting wants into our brain.

Phil Wagner

Yeah, you've been talking about that. So one of the examples I hope I remember this right, Sarah, but you talk about there's an example where you hash through the continual whys, like, I want a big fancy wedding, and it gets to some deeper issues that would never bubble to surface right away but are quite telling. Let's talk about that second piece, which is the power of asking or the importance of asking? You tell so many stories in this book. You know, I'm a big DC fan. We have talked about DC. I teach in DC. You tell a story that's centered in DC. Can you tell our listeners a little bit about that story with Fernandez Kennedy Center and just the power of a simple ask and just going there?

Sarah Federman

Yeah, I was a friend of mine, and I were going to the Kennedy Center, where they have free concerts for those who are not in a position to pay for the big ticket items. And so I think it's like the Millennium Theater or something. And I was in grad school, so we went together, and he starts looking around. He's like, what are all those people in Sequins doing? And fancy outfits? Like, I want to be where they are. I mean, I was dressed in, like, turtleneck. I don't know. I was like, I even picture what I was wearing. Like, nothing nice. So it goes over. She just goes over, and he says, what is this? And like, oh, this is a USO event to honor fallen military, or I forget exactly what it was. He's like, oh, how much is it to go? It's like, \$250. He's like, oh, but do you have anything cheaper? She goes, oh, come back in a couple of hours, in an hour, and let's see if there's some things that didn't fill up. So we come back, and I was already so embarrassed when he was just, like, asking this. And I was like, look at us. We should not be with these people. We're not in the military. We've done nothing. We're not dressed. And so he comes back 25 minutes later, and just like, funniest thing, we have this box seat that's open, and we can't have it empty when the television cameras move around. So, could you guys fill that? So we end up sitting next to the star between the star of the Jersey Boys, Miss America, right? And we're next to the stage, and we start swing dancing during the Alabama and the different bands that are going. And then this woman runs over, and I thought she was going to totally kick us out, and she said, you guys are stealing the show because of your dancing. It was like a crazy evening all because I felt this absolute shame that I don't belong here. I can't ask to go into this event. And he didn't have that problem, and if it weren't for him, we wouldn't have had this life experience for, like, I think we ended up paying, like, \$40.

Phil Wagner

Yeah, \$30 is what the book says. Nothing, right?

Sarah Federman

Yeah.

Phil Wagner

So. I mean, I'm like you, Sarah. I am afraid to ask, which is kind of weird to admit as a professional, but I think I don't want to be what we commonly call like, an ass coal, right? Like I don't want to drain the pool of all the resources for my own personal benefit. Do you have any steps or recommendations for people to implement so that they get into that space of asking? And, of course, being self-aware that you are, again, sucking up all the resources, but really just doing it afraid and going ahead and making the ask.

Sarah Federman

Yeah. So I play this game that I invite people to play in the book, too. And if you can do it with, like, a partner or a friend, all the better. Is like, challenge yourself to make three crazy requests. And these are requests that are, like, low stakes, and you're not exerting your power over someone. Like, so you'll ask an employee to stay the weekend or something, and there's no coercion there, right? They're free to say no, but you just ask for the weirdest thing, and oh, my God, I can't believe I asked my students to do it, to try to get a no, to get used to a no. So they didn't freak out at a no, but they were getting all these things they were asking for, you know, free things at Starbucks, free upgrades at Apple, getting know mom to dye their hair like they got all these things, and so they're like, oh, my God, I can actually have I didn't actually know that I could have these things. And just practicing really low-stakes asking is the way to do it. Reading my book or negotiation books on how to ask, do your salary, and all of that. But you got to loosen up with the asking and not freak out with the no's.

Phil Wagner

Yeah, and I appreciate that. And then I also appreciate in the book how you go deeper, too, because it's not just about asking for freebies at Starbucks or you say, if you can't ask, you can't negotiate. If you can't negotiate, you can't escape from social marginalization, right? Or help others. So here's the bind. I think so many people from historically marginalized backgrounds or underresourced communities. They've really sort of been conditioned to not ask and might have learned it from parents or family units or other messaging. A violent or neglectful upbringing, you know, can also impact how comfortable people are. So, what do you recommend to those from historically underrepresented or marginalized groups? Is it the same? Just make the ask anyway: How do we account for that marginalization piece?

Sarah Federman

Yeah, that's such a good point. And I talk about in the book. There's a study that asked white women and black women how happy they are with their lives if they feel they've succeeded. And while they were all saying yes, they discovered that the black women had accepted far less for that bar, that that bar was so much lower. Right. Like expecting less. So one of the ways to do it is to make a map of who you feel you can make requests of in your life and what you can make requests for and then testing it safely. I also think if you grow up in communities where there's a lot of violence, or you've grown up with trauma or neglect, you've learned to be quiet for your own safety. And people who grew up in these communities also develop very good senses of who they can make requests of and who they can't. Right. So, not to betray the

wisdom that they've gained, but in context where they think, I think I'm overreacting here to actually give it a try. And that's why it's fun to pair up with a friend and kind of see what you can do. But yeah, to understand, kind of like, were you neglected? And so you realize that speaking up, you thought speaking up wasn't worth it, and so you gave up in all areas, or you spoke up and you got hit. And so you figure you can't ask, or your parents couldn't make requests, so then they teach you that you can't make requests.

Phil Wagner

I know it's a lot to chew on, right? To think about what this looks like. You don't just talk about asking. You also talk about giving, which I don't know if you see as the antithesis or sort of the balance point here, but you talk about giving. Can you unpack what you mean? Are you talking about giving in, like, the traditional, like, am I accommodating versus compromising versus integrating? Or is this about giving something else?

Sarah Federman

Yeah. So I think you'll under your asshole. If you just keep asking in your life and don't give, eventually, people see you as a taker. Right. And so studies show that, and Adam Grant talks about this in his book Give and Take, that those people who give long-term it at work while they may lose short-term because they're not as ambitious and their name isn't getting on everything long term. They actually do better. So you want to be giving, and you want to give to people what they actually need, not just what you're good at giving. So I talk in the book about that, thinking of seeing yourself as a giver. And kind of the addition for those from historically marginalized groups is that they might find themselves doing a lot of caregiving. And that's not the kind of giving that Adam Grant says earns you more money long term. Like, to be very clear, there's like, giving and people who do a lot of unpaid labor that, know, maybe respected in our culture as much or definitely not financially rated or caretaking profession. And I wanted to just be clear that that giving might be giving to yourself. Caregivers may need to stop and give to themselves and care for themselves. That I don't want to mislead them and think, yeah, you should be giving more to the person that you're caring for. So I wanted to make that. I noticed that difference when you're serving historically marginalized groups that they're giving a lot. Actually, they're just not being recognized for it because they're filling in the gaps of what society has taken from them and their communities.

Phil Wagner

Yeah. And at the center of all of this is the role of power, too, and recognizing the power that you have. And that's a significant theme, not even just in one chapter, but really throughout the book, there's a story that comes to mind. I'm also in higher ed bureaucracy, and you tell a higher ed bureaucracy story here where you're photo taken by the university. Do you remember this?

Sarah Federman

Yeah.

Phil Wagner

And then that's like, that's Sarah Federman, you took the photo of me. I got all dressed up for you. Can I use this photo? Can you hash that story out and maybe some of the things you learned about your own power in that example, too?

Sarah Federman

Yeah, absolutely. So the university had taken a picture of me to do a little article, and then they had a bunch that they weren't going to use. And I was like, oh, can I take those from my website? Like, they're great. And it promotes the school because it's like my book and the school's names on it, all that. And they're like, no, we can't give you that photo because it belongs to the school. And I was like, okay, so how can that not belong to the school? Or how can I buy them from you? What can I do? And then she was like, are there any exceptions? Oh, well, we don't have a precedent for this. And I was like, well, that's the thing with exceptions, is that there is no precedent for them.

Phil Wagner

So I'm like, I said that out loud when I read that line. I was like I was talking to my wife. I was like, oh my gosh, this is so true. This is such a dumb moment for me. But yes, you're right. Sorry, but I love that line.

Sarah Federman

Is there exceptions? And she said there's no precedent. And I was like, you get some kind of robotic voice back. And so, in the book, I talk about different forms of power. And I think it's a useful chapter because even in writing it, I was like, oh, there's actually different kinds of power. And I had to figure out which one I had, which one she had, and where was mine. Right. So, she had administrative power. Those who are in power, if you've noticed, they send shorter emails than those with less power because they don't have to give you all their reasons, and they just can lead on the bureaucracy. But what I discovered, I was like, okay, well, I'm one, I'm willing to pay for them, so maybe that will be of interest. But who do I know that has some leverage with them? And that's the relational power. And we know they always say it's who you know. But in bureaucracies, it's really helpful. So, I was able to work with someone who I knew worked with that person. It's like, how do I get through? And then she was able to say, you got to give the photos because I had no like logic, was not going to win. You can be morally right or just factually right. And it doesn't matter because power doesn't need to justify itself to you. That's what power is unless you have enough of it. Right. Or like in a whole group of people to topple it.

Phil Wagner

Yeah. And you talk about finding power is ultimately about finding a productive way through and not moving away from emotions, but using those effectively, using networks effectively, and also being conscientious. You're not being a jerk in the process, either. Right. You're thinking about how you're presenting yourself, your own personal brand, how you're treating others. So it's just constantly mindful process, but I think it's a good reminder of the power

you have in ways you may not suspect. So I love how the book really invites us to kind of dig deeper and start to map this out, to figure out, okay, how can we move forward?

Sarah Federman

Yeah. And just on that, with emotions, you get the email, and you might be scream or have a frustrating moment and be mad at the person for a second. But that practice of separating the people from the problem, which William Yuri talks about, I think is really important, and then kind of get strategic about it. If you can't build that rapport with them. Oftentimes, we're not even meeting these people that we're writing to. Right? There's no rapport. So you need someone that has that human contact with them. So yeah, backing up. And that's the part about social change. People feel so powerless right now to do anything about what's going on in the world. But there's a lot actually we can do. We've maybe become passive, maybe. I don't know if it's through consuming, just a lot of consuming a lot rather than doing a lot, but there's a lot we can do and use our voice and work together that's productive.

Phil Wagner

One of the things I appreciate about all of your work, not just this book, but all of your work, is that you're not Pollyanna. I mean, you're very clear, and you cover very difficult topics. And in this book, you note that all things are not equal. You talk about bias on the nose, whether it's race or gender, class, all of it. We know that certainly impacts outcomes in the negotiation process. Right. There are some, you say, like personal attributes that are unrelated to the actual content of the negotiation that are going to affect how others respond to your request. So, talk to us a little bit more about how to negotiate in a context where bias might run unchecked because we've talked about this before. You and I have had conversations that organizations, corporations, communities seem to be taking the free pass to kind of duck out of conversations on bias or diversity because, right now, those ideas are under attack. How do I negotiate in an atmosphere where bias is running unchecked?

Sarah Federman

Yeah. One of the, I think, studies that surprised me the most was to see that even black managers were biased against black employees. Feel like you should feel lucky to have this job. And they were also penalizing them for asking for more money, as were the white ones. It really goes back to in a way that we've all kind of inhaled this to some degree, and I think it really helps. And I say start with ourselves, and I don't mean to start with yourself. Like, eliminate your own bias about others. Eliminate it about yourself. When you go into negotiations, are you thinking, I'm too, just fill it in young, too old, too tall? Whatever it is, get them out for you. Because that, of course, is going to affect how if you're feeling it, the other person will probably pick up on it on some level and maybe apply it too. But it helps us see that we're all carrying it because there's all kinds of things where I don't know who is the perfect age, because half of students were feeling too young, the other half were feeling too old. Some were saying, I can't do it because I'm a white male. Others were saying, I can't do it because I'm a black woman. So everybody's sort of experiencing it in some degree. So I do think that really helps. And then talking about your own experience invites other people to

talk about their feelings. Like, if you talk about your feeling of not deserving or being able to have because of a certain attribute, they can share theirs, and that makes that a little less about. You need to erase the bias in your head. It's like, I'm working on erasing all of the wonders in my head, and then organizations really just having that be an open sort of conversation of like, wait a minute, just in it to be like a gotcha, like, are we asking the female candidate whether she has children? Did we just do that? I've been in these conversations. I was like, wait a minute, we didn't ask the male candidate, like, how he was going to handle his kids here. So maybe we shouldn't do that with the woman, but we have to catch ourselves.

Phil Wagner

Yeah. And it reminds me of another example you share in the book related to natural hair. Last season, we had on Devin Pederica talking about natural hair and really the way in which our ideas of professionalism are very white-centric, to say the least. And so I appreciate how you contextualize negotiation at that very personal level within organizations, talking about just some of the obstacles that black and brown women have in negotiating, showing up as full, authentic selves so they can be even productive for the organization's enterprise. So there's so many examples here, and I think in a lot of negotiation text, they're so meta or the cases seem so distant from our every day, and I appreciate how you talk about the large-scale impacts, but also just the very personal, very diverse experiences of negotiation in our everyday lives.

Sarah Federman

Yeah, these were really the things that the students were thinking about. I mean, I had a student, actually, she was white, but she was spending the semester trying to let Johns Hopkins change her hair color. And her job was to move people around the hospital. And they wouldn't let her change her hair color because of, I don't know, the IDs or whatever. And she was just like, why can't I just be myself? I just does it freak the patients out? Does it make know? So she was working on that. Eventually, she left because Johns Hopkins Hospital system was far stronger than her ability to sort of negotiate that. I mean, the examples were really about corporate context. I think I quote Matilo in class was like, I'm sorry this couple in this book is having trouble. This business is having trouble with their 100 million dollar deal or whatever. Sorry for these people. I fear for that field for them, but I need to get Geico to replace my stolen car. That's cool. And I respect that you have that going on, and that's real for you. But this is what's real for me. And what's real for me is I don't know how to do my hair in this workplace because it's like, everybody's white, and am I supposed to be like, if I straighten it, then I'm like, selling out. But they were grappling with these. So, the book is filled with what they were actually negotiating for in their lives. And I think as I got closer to it, I'm like, this is actually far more real in my life, too. I actually related to it more. Yeah.

Phil Wagner

And I appreciate there's one chapter towards the end where I see that intersection, which is the chapter on violence. And so you really take it to the streets. And I love how that chapter shows both the personal impact but also the broader social impact of this work as well. Can

you speak to some of those negotiations from the streets to lobby for a more secure or less violent tomorrow?

Sarah Federman

Yeah, so the chapter's called Guns Addiction and an Orchestra, which I just love that chapter. Maybe it's my favorite in some ways, but Baltimore has a lot of guns in circulation, let's just say. And being able to negotiate moments when people have a gun are not abstract. They're not TV moments there. You know, I had a student whose brother was killed by his friend accidentally, like with a handgun. These stories are now happening all around. There are other people who've been shot. So this is a very familiar topic. So, I brought in members of Safe Street. And if people don't know, that's an organization that takes formerly street-involved people back to their communities and helps them intervene in violence, gang violence, and what do they do, what do they recommend? And just like the basics, I mean, we talk about just the sheer number of guns, right? One of the biggest challenges is if you were angry 15 years ago, it took you a minute to find a gun to react, but now it's like it's right there. And so when your amygdala, your fight or flight, is running a show and you feel that your respect is on the line, you'll shoot. And it's happened. Younger and younger kids are not only getting shot are doing the shooting. We do have to handle the problem of there are so many around, but they talk about that. The first thing you have to do is you have to separate the people. Do not try to solve a problem when there's a gun in the room. If they're arguing about the bicycle, don't talk about the bicycle. It's not the time. Because you could say something, or the other person could interrupt you and trigger, and then they're shooting. So walk away, get away. I mean, even one of the workers is like, if I need to, I tell him, let's go smoke a blunt. It's like, I'd rather you smoke pot for 20 minutes than shoot somebody and have a life pendant. Right? So not traditional. They have their methods that are not traditional, but I really take that to heart, and I think we all can take something from that. In the heat of the moment, when you feel that you are upset, you are angry, you are fighting with the person, that is not the time to solve the problem. You cannot solve it from that place because you're asking the other person actually to calm you down. And they cannot do that because you're already. So you separate, breathe, come back. So yeah, that was sort of the gun. There's more in there.

Phil Wagner

Yeah, so much more throughout. I mean, the chapter on money and then gender, there's digital negotiations. So, listeners, you have to grab a copy, and we'll talk about how to do that at the end. I have two more questions for you because there's two more things that really stick out to me. We alluded to this one earlier, which is moving beyond these ideologies of win-win. You propose a win-win-win framework. Can you unpack that a little bit more for us? I think it's such thin, but help me unpack it here.

Sarah Federman

Yeah. So those who've taken negotiation classes will be familiar with the idea of win-win, which was a major concept when it came out in the 80s during the Cold War. Right. There's no like win lose if we don't negotiate well with the USSR is like a terrible loss. So, this idea

that negotiation should be about you and I can both do well. We need to be creative. It's not about getting something from the other person for yourself and screwing them over. And I feel like negotiation has taught that again and again and again so well. And it's a major point that many people don't even realize that you can have a win-win. What I noticed was that this other missing of the third win, like this idea that you and I can win, but the person who's affected by the decision might not be winning. For example, I use the example of Poppleton, which was a neighborhood in Baltimore. The government city government and a development company decided they were going to redevelop it and take a hundred houses by eminent domain. Not talking to the people of Poppleton, not anticipating how connected these people were. They had been three generations there. They had a community, and they fought back. So when Brendan Scott becomes Mary has to come clean all this up, and it's a huge mess. And I think the people ultimately win this one, and they get their homes back. But really, so much of our social challenges and even our climate challenges is that there is a voice that is affected by a decision that is not at the table and not considered. I mean, the most voiceless is like a river, right? In Canada, they're getting kind of legal personhood sometimes, so they have actually some legal voice, know, animals, factory farming, all of that. And, of course, communities, anybody without power. So I take this concept comes from justice theoretician John Rawls in the sense that he talks about, you know, if a decision is ethical if you could wake up tomorrow and be anybody affected by it and you're okay with that decision. So it's kind of a justice theory. You know, ironically, he's from Baltimore, and I was, ah, why don't we apply this to negotiation win win win like who after we get the win-win, after you and I feel are excited about our decision. Okay, who might be affected by this, you know, how are they going to feel about this decision? How are they going to feel about putting toxic chemicals in their how are they going to feel? And if they're not also okay, then we have more work to do. And that's a big ask of the world, but I don't see how we're going to address any of our social climate or other changes right now if we don't start thinking this way.

Phil Wagner

It leads to a perfect final question, and it's such a pointed light. At the very end, you say, and we're going to loosely quote this here you say, a localized approach to negotiation requires more voices like, get in the game, buddy. And so I'm wondering if you might challenge our listeners. What do they need to do to become truly great in their negotiation endeavors and help not just negotiate for higher salaries, freebies at Starbucks, freebies at Apple, but to negotiate to usher in an era of transformation not just for themselves but really for all of us? Any insights? Any final takeaways?

Sarah Federman

Yeah. I want people to make lists of what they want, but big. And I don't mean just big house like, okay, when you turn on the news, and you see or you scrolling, you see something horrible, what is it that you do want? And say it. Write it down. I'm like, I want to see these old malls that are empty, turned into parks. That's what I want to see. Now, then, how can I use some of my talents or my connections to make some of these things happen? I want people to want big for the world as well as for themselves. Because we know that you're not going to

be you might be rich. We know a lot of unhappy rich people, right? And you may feel important, but that will never be fulfilling deeply. You want a fulfilling life. And if you're not also negotiating for things that mean something to your soul and help reduce suffering on the planet, you're not going to be fulfilled. I don't care how much money you have. You may know billionaires. I'm that thumb and have really expressed pain, right? And part of that pain is adding master negotiation to get more stuff or to do what they thought they were supposed to do to be important but not to contribute beyond themselves. Yeah.

Phil Wagner

There's so much more in the book. I mean, so much more. It's such a good work. And so I know we hawk a lot of books on the podcast, but Sarah's a friend, and there's a reason for that. Her work is truly transformational. It has impacted the lives of our students of our faculty. It changes the way you think. I can promise you that. So I hope if you're listening, you will run out and buy a copy of Sarah's new book. Can you tell us when it releases? We're getting really close to launch.

Sarah Federman

August 22nd, and then it's still available now on all the platforms.

Phil Wagner

Everywhere? Yeah, everywhere.

Sarah Federman

Or email, go to Sarahfetterman.com and send me a message and say can I get it? I'll get you a copy. Or I'd love to hear if people read it and they tried the exercises, what happened for them, because what's fun about a book like this? Yeah, it's alive. I want to know what happens.

Phil Wagner

There's so much at the end of each chapter. Okay, so this is a good point, too. At the end of every single chapter, if there's not even just one, try this out. Often, there are multiple. They are fun, they are accessible, they are adaptable to variety of different contexts. So Sarah, you really put your all into this work as you do with all of your other content. This is no surface-level book on negotiations, so again, please run out grab a copy of Sarah's latest book, *Transformative Negotiations Strategies for Everyday Change and Equitable Futures*. Sarah, I can't wait for the next time that we get to chat on this podcast. It's always a pleasure to chat with you. Thanks for the work that you do, and thanks for joining us today.

Sarah Federman

Thanks. Thanks so much. Thanks, everyone, for still listening. I really do want to hear what happens when you read it. I mean it.

Phil Wagner

Thanks for taking a second to listen to Diversity Goes to Work. If you like what you heard, share the show with a friend. Leave us a review on Apple podcasts or wherever you listen to podcasts, and reach out because we're always looking for new friends. And if you'd like to learn more about any of our programs or initiatives here in the business school at Women & Mary, be sure to visit us at mason.wm.edu. Until next time.