Tools and Strategies when Negotiating for Self and with Others in Academic Medicine

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What is negotiation?

a formal discussion between people who are trying to reach an agreement - Webster’s Dictionary

• Problem-solving
• Is there a solution that can benefit both parties?
Negotiation Video - 1
Who are you negotiating with?

- Faculty
- Administrators
- Chair
- Dean
- Hospital Administration
What do you want to negotiate?

- New leadership role?
- Salary?
- Promotion?
- Different work hours?
- More faculty?
- Support staff?
- More space?
- Supported non-clinical effort?
- Resources for teaching?
- Research resources?
- Etc.
ASK FOR WHAT YOU NEED!

Look for Opportunities

Be a Risk Taker

If you don’t ask, you won’t get
Approach to Negotiation

• Win at all cost
• Compromise at all cost
• Win - Win
Important Elements in a Negotiation

1. Attitudes
2. Knowledge
3. Interpersonal Skills

http://www.skillsyouneed.com/ips/negotiation.html
Interpersonal Skills

• Effective verbal communication
• Listening
• Reducing misunderstanding
• Rapport building
• Problem solving
• Decision making
• Assertiveness (with caution)
• Dealing with difficult situations
Prepare for the Negotiation - 1

• Negotiation should be as collaborative as possible

• What is your intention?

• Consider the timing
  • Situation of the other party
  • Do not negotiate prematurely or put off the negotiation
  • Do not wait until you are frustrated or angry

• Do your homework
  • What you don’t know can hurt you
  • Your mentor/boss will have done his/her homework
  • Be prepared!

• Know your worth
Prepare for the Negotiation - 2

• Trust is important

• Be creative – think of different ways to get what you want

• Find ways to satisfy interests/Don’t get fixed on position

• Go with best case scenario in mind - Think positive and aim high. Include nice-to-haves

• Know Your BATNA (Best Alternative to a Negotiated Agreement)

• Turn lemons into lemonade - Anticipate what might happen when you ask – potential objections and your responses

• Be aware of your negotiating style and the other party’s negotiating style
Things “To Do” during the Negotiation - 1

• Communicate what you want – Choose your words carefully in a nonthreatening tone

• Tailor the discussion - Why does it makes sense to the organization or to the person you are negotiating with?

• Make it organization-focused - What is your value?

• Take credit for your accomplishments

• Ask the other party questions, so that you know his/her point of view – find a shared vision and common ground
Things “To Do” during the Negotiation - 2

• Keep your eye on the prize - set your sights high and focus on the target (your goal)

• Be open and flexible, but not a pushover

• Don’t tell your bottom line unless you are ready to walk away

• Don’t walk away until you mean it

• Listen, use silence, and use body language to your advantage

• Get it in writing!
Focus on Interest (Not Position)

- Interest defines the problem; your motivation; your desires and concerns

- Interests can be intangible, unexpressed, etc.

- More likely to reach an agreement if reconcile interests rather than compromising between positions

- Ask “Why” and “Why Not”

- Each side has multiple interests and the most powerful interests are basic human needs

- Make a list of each party’s interests

- Communicate your interests and acknowledge the other party’s interests
BATNA
An Alternative to Your Bottom Line
A Way to Address a Power Differential

You are negotiating to get something better than what you have or would get without negotiating.

• A standard against which any proposed agreement should be measured.
  • Protects you from accepting terms that are too unfavorable
  • Protects you from rejecting terms that would be in your interest to accept
  • What are your options if you fail to reach an agreement (or do you have any)?
  • The better your BATNA, the greater your power (e.g. Do you have another job off on the table?)
  • Judge ever offer against your BATNA
  • Consider the other side’s BATNA
Things “Not to Do” during the Negotiation - 1

• Negotiate via email or telephone

• Listen to the voice in your head / fear rejection

• Let your emotions take over

• Become unethical
Things “Not to Do” during the Negotiation - 2

- Personalize the situation
- Resort to “fairness” language
- Apologize for asking
- Rush the process
Negotiation Video - 2
• “No” does not mean NO! It can mean no, maybe, or later.

• If the answer is “No”, ask what you can do to move to the next level.

• “No” – personal rejection or information to work with?
What Kind of Negotiator are You?

Social motives correspond to four basic negotiation styles:

- **Individualists** - seek to maximize their own outcomes with little regard for their counterparts’ outcomes; more likely to make threats to argue position, and make single-issue offers

- **Cooperators** - strive to maximize both their own and other parties’ outcomes and to see that resources are divided fairly; more likely to engage in value-creating strategies – offering information, asking questions, and making multi-issue offers

- **Competitives** - seek to get a better deal than their “opponent.”; self-serving and often lack the trust needed to solve problems jointly

- **Altruists** - put their counterpart’s needs and wants above their own

[Avoider, Gamer, Emotional, Unreasonable, Punisher]

https://www.pon.harvard.edu/daily/negotiation-skills-daily/understanding-different-negotiation-styles/
Negotiating with Faculty Who have Better Offers

Why or Why Not to Negotiate

- Cost of losing
  - Hiring someone new
  - Morale of others

- Setting precedent

- Value of the faculty member

- Future loyalty and performance

https://hiring.monster.ca/employer-resources
When to Counter-offer

• Value

• Worth the effort

• Integral to the team

• Too difficult and/or too expensive to replace

• You can match the offer and/or provide alternatives without “stretching” the organization

• Unlikely to take advantage of you in the future

https://hiring.monster.ca/employer-resources
How to Negotiate with a Subordinate

• Determine why looking elsewhere

• Understand the underlying motivations – pay or something else

• Point out first the non-financial benefits of Pitt/UPMC vs. other institution
  • Location
  • Accessibility to home
  • Workplace culture
  • Personalized mentoring
  • Innovation
  • Less bureaucracy

• Can you make feel valued

• Identify how much financially need to offer and can afford

https://hiring.monster.ca/employer-resources
Integrative vs. Single Issue Negotiations

• Identify underlying interests

• Make compensation based on performance criteria

• Entitlements such as vacation, sick leave, and parental leave base on institution-wide policies

• Find individually tailored solutions for travel and work schedules

• Gender differences

VALUE-CREATING
WIN-WIN NEGOTIATIONS
Important Points

• Put yourself in the other person’s shoes

• Know the value

• Ask questions

• Don’t wing it

• Don’t depend on a single strategy

• Don’t copy bad behavior

Harvard Business Review June 6, 2014
“Let us never negotiate out of fear. But let us never fear to negotiate.” — John F. Kennedy
Sources - 1