

# Negotiation Skills Every Faculty Member Needs: Part 1



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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?

## Mia – a recently hired assistant professor

- Offer - \$83,000
- Negotiated 6% Increase
- Starting year salary - \$87,980
- 30 year career
- 3% annual raise
- \$236,926 more over career



## Negotiation in Academic Medicine: Narratives of Faculty Researchers and Their Mentors

Sambucco, D., et al. Acad Med 88:505-511, 2013

- **Methods:** February 2010 – August 2011 conducted semistructured in-depth telephone interviews
- **Subjects:** 100 former recipients of NIH mentored career development awards and 28 of their mentors
- **Purpose:** To understand medical faculty researchers' experiences with and perception of negotiation
- **Results:**
  - Negotiations are important in academic medical careers.
  - Award recipients felt naïve and unprepared for negotiations.
  - Award recipients focused on power, leverage, and strategy.
  - Award recipients expressed the need for training and mentorship to learn negotiation skills.
  - Mentors expressed the importance of flexibility and shared interests in creating win-win situation for both the faculty and the institution.



## What do you want to negotiate?

- Job?
- Raise?
- Different work hours?
- Work from home?
- Protected time?
- Resources for lab?
- ?



## 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
  - Effective verbal communication
  - Listening
  - Reducing misunderstanding
  - Rapport building
  - Problem solving
  - Decision making
  - Assertiveness (with caution)
  - Dealing with difficult situations

<http://www.skillsyouneed.com/ips/negotiation.html>

## Prepare for the Negotiation - I

- 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 boss will have done his/her homework
  - Be prepared!
- Know your worth
  - Chronicle of Higher Education
  - AAMC Faculty Salary Survey Report



## Prepare for the Negotiation - II

- 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 - I

- 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 - II

- 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!





### Things “Not to Do” during the Negotiation - I

- Negotiate via email or telephone
- Listen to the voice in your head / fear rejection
- Let your emotions take over
- Become unethical

A red stamp with the word "NO!" in a bold, sans-serif font, enclosed in a red rectangular border with a slightly distressed or ink-like texture.

### Things “Not to Do” during the Negotiation - II

- Personalize the situation
- Resort to “fairness” language
- Apologize for asking
- Rush the process

A red stamp with the word "NO!" in a bold, sans-serif font, enclosed in a red rectangular border with a slightly distressed or ink-like texture.

## Remember...

- **“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?**

***“Let us never negotiate out of fear. But let us never fear to negotiate.” – John F. Kennedy***



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