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



#### Jennifer E. Woodward, PhD

Vice Chancellor for Sponsored Programs and Research Operations

Professor of Surgery and Immunology

University of Pittsburgh

## What is negotiation?

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



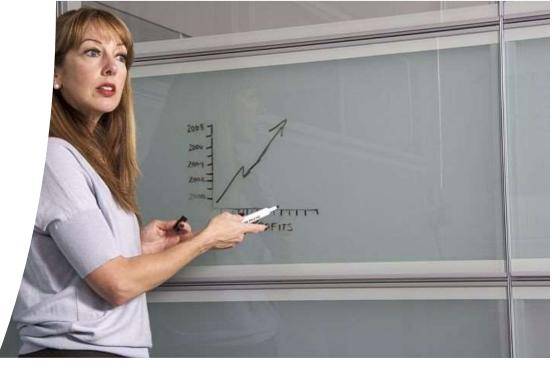
- Problem-solving
- Is there a solution that can benefit both parties?

## **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

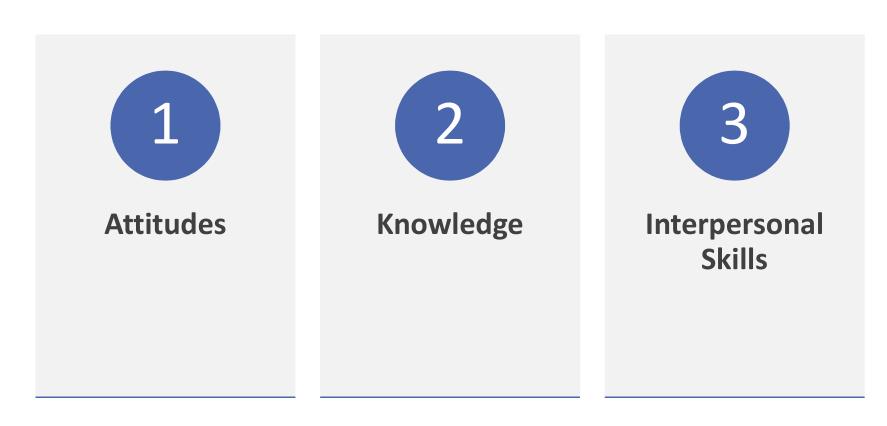
## **Approach to Negotiation**

- Win at all cost
- Compromise at all cost
- Win Win





## **Important Elements in a Negotiation**



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

## **Interpersonal Skills**

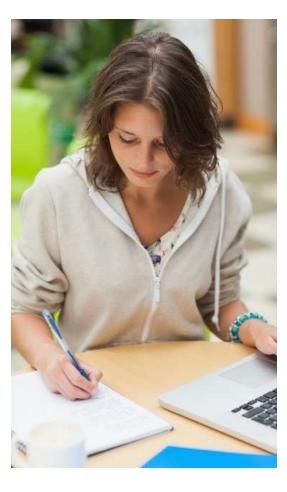
- Effective verbal communication
- Listening
- Reducing misunderstanding
- Rapport building
- Problem solving
- Decision making
- Assertiveness (with caution)
- Dealing with difficult situations

## 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!



- √ Interest defines the problem; your motivation; your desires and concerns
- $\sqrt{}$  Interests can be intangible, unexpressed, etc.

# Focus on Interest (Not Position)

- ✓ 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
- $\sqrt{}$  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



**JW1** Jennifer Woodward, 9/15/2019

## **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."; selfserving 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]

#### **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

#### 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

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## 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



"Let us never negotiate out of fear. But let us never fear to negotiate." — John F. Kennedy

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