

# 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

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

A red, rectangular stamp with a distressed, ink-like texture. The word "NO!" is written in a bold, sans-serif font, with the exclamation point being slightly larger than the letters. The stamp is tilted slightly to the right.



# 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



# 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





# 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



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

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