



Negotiation Skills

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Negotiation Basics

- Get Data---information is power
 - Have alternatives
 - Practice with colleagues
 - Be clear about what is most important to you
 - Be relentlessly pleasant
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Negotiating Styles

- Collaboration (most powerful)
- Competing
- Compromising
- Accommodating
- Avoiding

To assess your own style, try the Thomas
Kilmann Conflict text

TACTICS

The next few slides discuss some tactics to use during negotiations. This is borrowed from HumanEd Consulting and Jane W. Tucker and Associates and was adapted from *The Only Negotiating Guide You'll Ever Need*

Silence is Golden

When the other person is a talker and you want to learn as much as you can without making any type of commitment, saying nothing and letting the other person do the talking may be the best tactic. This is also a good choice when someone says something angry, attacking or outrageous. If you say nothing, there isn't anything for the other person to counter.

Higher Authority

The tactic of Higher Authority works for either person in a negotiation. Sometimes you cannot get a situation resolved by working with a particular person. Perhaps that person has decided not to comply with your request or they may not have the authority to do so. So, you go to a Higher Authority to obtain a satisfactory outcome. On the other hand, lacking a final say in a situation can create a very powerful position for the other person, since it provides him an opportunity to take your request to someone at a higher level in the organization.

Universities tend to use one of two administrative structures for their department

- 1) Departments have chairpersons that are elected by the faculty and serve on a 2-3 yr rotating basis. In this case the Dean typically holds more of the financial control than the chair and you will be negotiating with both.
- 2) Departments have a head appointed by the Dean. Department heads typically have a great deal of autonomy and you might negotiate with the head only.

Reference: http://quattro.me.uiuc.edu/~jon/ACAJOB/Latex2e/academic_job.pdf by Jonathan Dantzig

Facts and Statistics

Anytime you can incorporate Facts and Statistics into your negotiation, you have a tool that the other person will find difficult to handle. Good data can add a tremendous amount of power and credibility to your side. But be careful – if you quote statistics incorrectly and the other person proves you wrong, you lose credibility.

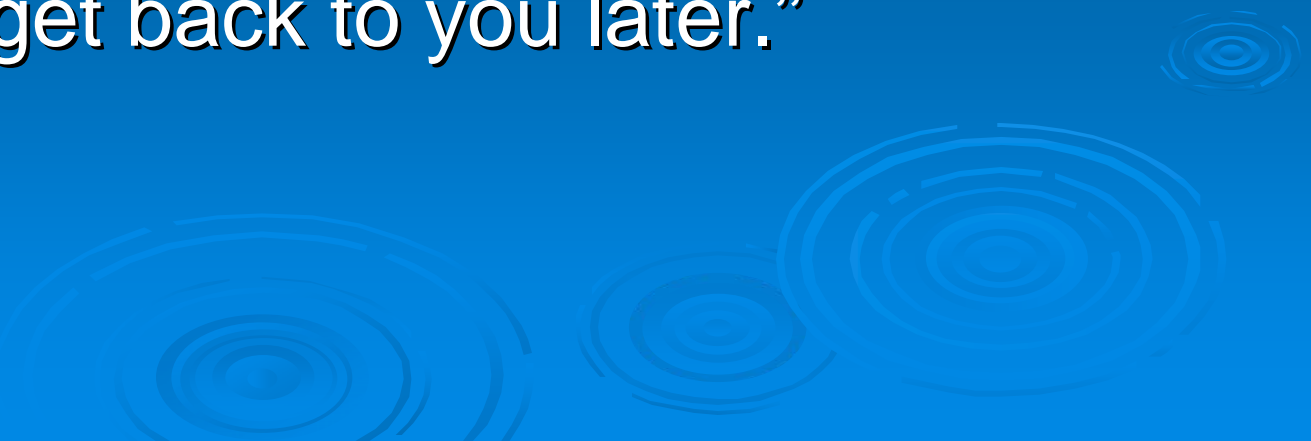
Counter---you can question the validity of the person's Facts and Statistics. Who participated in the salary survey? Who collected the information? Are those statistics valid for someone with X experience?

Standard Practice

Standard Practice or Policy is a tactic used to convince the other person to proceed in a certain way simply because that way is “policy.” This tactic works well because it suggests that the way being proposed is the usual or customary procedure and therefore is the “safest.” Questioning just how “standard” a practice or policy is usually produces good results.

Deflecting an Answer with a Great Question

This is one of the best tactics to keep the door open in negotiations. If someone is asking you to do something or accept something that you're not immediately sure is the best thing for you, say, "That's a great question" or "That's interesting" "I'll think about it and get back to you later."



Put it in Writing

Whenever you and the other person reach agreement in a negotiation, you should be the one to put the agreement in writing. This gives you the opportunity to tie down any loose ends, such as times, dates or wording that favors your interests.

Counter: If you don't agree with the 'loose ends' that someone else includes, you should immediately email or write the person, explaining how you think the issues should be handled.

We've Never Done That Before

When you cite a precedent, you are using something in the past to justify a current request, position, or concession. Reversing this tactic by saying, “there’s no precedent for that” or “we’ve never done that before” in reference to a negotiable point can be very effective.

Counter: You can use examples from other universities or colleges. You can ask to go to a Higher Authority to see if it could be done in this case.

Negotiating by Email--- Not Recommended

Remember email lacks the physical, social and vocal cues which can be very valuable during a negotiation. Also remember that the small talk preceding negotiations (which is not very effective via email) is very important to building rapport.

Gender Differences

Linda Babcock of CMU finds that women may do worse than men even when they win a job, because they take a different approach to negotiation. In a laboratory study, she advertised a payment of between \$3 and \$10 for students who would play four rounds of Boggle, a parlor game. At the end, hired actors posing as experimenters said to each student, "Here's \$3. Is that okay?" Astonishingly, nine times as many men as women tried to negotiate for more.

Realize that a salary difference of only \$1,000 will result in a difference of \$85,000 over the course of a 37 year career (assuming 4% annual salary increases).


REMEMBER

You should expect that, when they hire you, the institution will want you to succeed. Ask for the things you will need to do so. Remember ---you get what you negotiate, not what you deserve.

Reference: http://quattro.me.uiuc.edu/~jon/ACAJOB/Latex2e/academic_job.pdf by Jonathan Dantzig

Also Remember

The best time to make a request is BEFORE you accept an offer, this is when you hold the most power. Also, the way in which you negotiate your starting offer establishes an important impression and lays the foundation for future interactions and negotiations.



Expect to get most of the following:

1. A reduced teaching load for the first year or two.
2. Support for at least one graduate student for at least one year.
3. Paid attendance at a meeting in the first year.
4. Summer salary for at least the first summer, or a guarantee that they will pay your summer salary if you don't have a grant by then.
5. Funds to start up your laboratory. Beware of packages that require you to get external funds that the institution matches only if you get them.
6. Laboratory space of your own.
7. An office computer.
8. A return trip to find housing (once you accept the offer).

Note: health care and retirement benefits are nonnegotiable.

Reference: http://quattro.me.uiuc.edu/~jon/ACAJOB/Latex2e/academic_job.pdf by Jonathan Dantzig

BATNA

- “Best Alternative to a Negotiated Agreement”
 - List your alternatives
 - Evaluate your alternatives
 - Establish your best as your BATNA
- Have a Reservation Point – the least you will accept
- List their alternatives – their BATNA