

NEGOT

Negotiating for What's Next

Strategies and Approaches for Career Success

NEXT

AGENDA
AGENDA
AGENDA
AGENDA
AGENDA
AGENDA
AGENDA
AGENDA
AGENDA

ICE-BREAKER

You Know You're Great

WORKSHOP
OVERVIEW

What We will Cover

ACTIVITY

**Negotiating Your Worth
Debrief**



1

Take out your cell phone



2

Turn it to video record in selfie mode

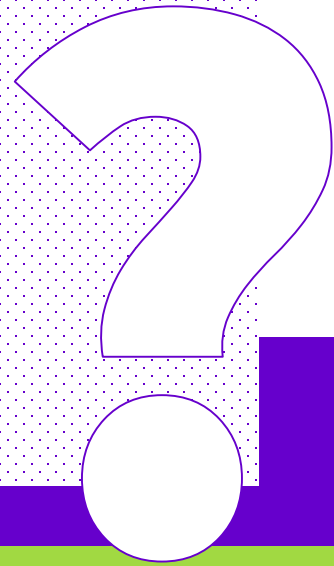


3

For 2 minutes, record yourself describing

YOUR professional accomplishments.
Not what the team did!
YOUR ACCOMPLISHMENTS!
(don't worry, you don't have to share this)





Identify any difficulties you had.

Describe why it was difficult.

Explain how the exercise might have been different if you were describing a colleague you admire.

HOMEWORK

pay attention to write down

LANGUAGE words/phrases you used repeatedly and surprising word choice

VOICE QUALITY intonation, strength, passion

EYE CONTACT how well you connected with the “audience”

FACIAL EXPRESSIONS effective or unusual expressions

BODY LANGUAGE unexpected mannerisms

p.s. take a picture of this slide

You Know You're Great

YOUR GOALS

ability to

PROJECT CONFIDENCE

BE AUTHORITATIVE

PRESENT GOALS

LOBBY FOR SUPPORT

MANAGE CONFLICT

NAVIGATE DIFFICULT RELATIONSHIPS

negotiate for

SALARY INCREASES

ADDITIONAL RESOURCES

TIME

CONTRACTS

FINANCIAL SUPPORT

WHATEVER MIGHT BE NEGOTIABLE

An abstract graphic design on the left side of the page. It features a purple L-shaped frame on the far left. Inside this frame, there is a white rectangular area with a fine dot pattern. Overlapping the top-left corner of this white area is a solid green square.

BETA MEDICAL CENTER

practice

Beta Medical Center NEGOTIATION

1

READ

15 mins

2

NEGOTIATE

25 mins

3

DEBRIEF

40 mins

Beta Medical Center NEGOTIATION

BMC got a large gift and has used that money to build/establish:



**New closer, covered
parking garage**



**Budget for laboratory
technicians**



**State-of-the-Art
Endoscopy Suite**



**Private laboratory
space for early career
attendings**

Beta Medical Center NEGOTIATION

This negotiation is between two junior attendings at BMC over 3 benefits:



New closer, covered parking garage

new reserved parking spot

unreserved parking spot



State-of-the-Art Endoscopy Suite

one brand new Endo Suite (10-minute drive from hospital)

two rooms existing rooms Endoscopy Suite (5-minute walk from hospital)



Private laboratory space for early career attendings

Dedicated laboratory bench

shared laboratory bench with 3 others

the art of the question

COLLEAGUE A

Position - Current fellow at BMC, already has a reserved parking 15 minutes from hospital.



Two existing Endoscopy Suites is a nice to have; does not mind using the new and farther away single bronch room.



Dedicated bench space



COLLEAGUE B

Position - Left BMC for residency & fellowship, does not have reserved parking.

Two rooms in the existing, and closer, Endoscopy Suite

Dedicated bench space is a nice to have; does not mind using shared office space.

COLLEAGUE A

Position - Current fellow at BMC, already has a reserved parking 15 minutes from hospital.



Two existing Endoscopy Suites is a nice to have; does not mind using the new and farther away single bronch room.



Dedicated bench space



COLLEAGUE B

Position - Left BMC for residency & fellowship, does not have reserved parking.

Two rooms in the existing, and closer, Endoscopy Suite

Dedicated bench space is a nice to have; does not mind using shared bench space.

Results

Preparation

Colleague

Tangibles and intangibles

Turning points

Difficult moments

Endurance of agreement

Key lessons

COLLEAGUE A



COLLEAGUE B

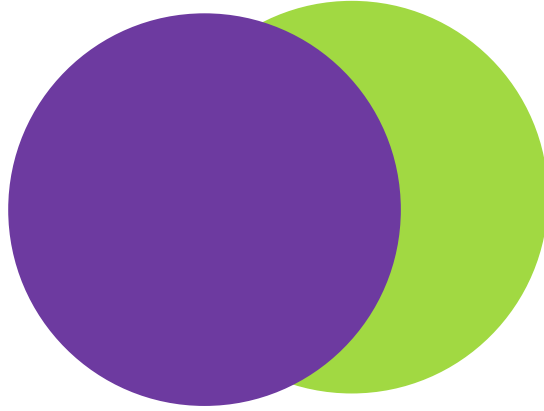
BATNA

POSITION



INTERESTS

review



COLLEAGUE A

COLLEAGUE B

keep what I have

BATNA

keep what I have

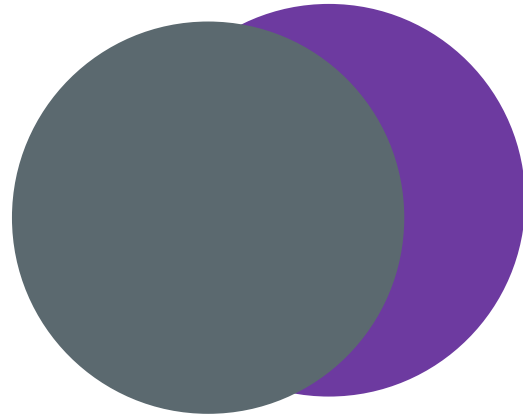
POSITION



INTERESTS

review

COLLEAGUE A



COLLEAGUE B

keep what I have

BATNA

keep what I have

WANT:

Dedicated lab space

Two existing Endoscopy Suites is a nice to have; does not mind using the new and farther away single bronch room.

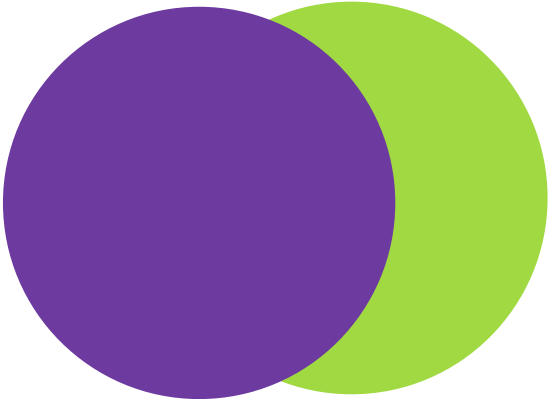
POSITION

WANT:

Two rooms in the existing and closer Endoscopy Suite

Dedicated bench space is a nice to have; does not mind using shared bench space.

INTERESTS



COLLEAGUE A

COLLEAGUE B

keep what I have

BATNA

keep what I have

WANT:
Dedicated lab space
Two existing Endoscopy Suites is a nice to have; does not mind using the new and farther away single bronch room

POSITION

WANT:
Two rooms in the existing and closer Endoscopy Suite
Dedicated bench space is a nice to have; does not mind using shared bench space.

INTERESTS

Empty rectangular box for notes or additional information.

1

identify

BATNA

best alternative to a negotiated agreement

POSITION

why you want what you want, needs/hopes, fears/concerns

INTERESTS

why you want what you want, needs/hopes, fears/concerns

2

add

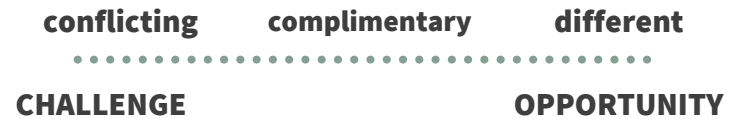
issues to grow the pie



3

sort

issues to create value



MINE

- What do I want?
- What do I need?
- How will I feel?

THEIRS

- Adopt an attitude of inquiry
- Ask open-ended questions
- Ask for a critique of your proposal
- Use the scaled-number technique

negotiating your career

INTERESTS

Steady salary
Rewarding work
Growth opportunities
Benefits
Location
Hours
Travel
Equipment
Workspace
Vacation

COMPENSATORY

Base salary
Signing bonus
Annual bonus (individual and group)
Relocation expenses
Stock options
Retirement options: employer matching, pension
Tuition reimbursement
Housing assistance (low interest loans, forgivable loans, etc.)
Paid leave (vacation, sick days, training/conferences, holidays)
Insurance (health, disability, life)
Care plans (child, elderly, parental leave)

NON-COMPENSATORY

Job characteristics
The work
The position
The group you will join
Location
Promotion schedule

negotiating your career

KNOW

THEIR BATNA

HIRE SOMEONE ELSE
REPLACE INTERNALLY
LEAVE POSITION VACANT
ELIMINATE POSITION

TEST

DOES THE COMPANY NEED YOU?
HOW LONG WOULD IT TAKE TO TRAIN
SOMONE TO REPLACE YOU?
WOULD OPERATIONS SUFFER WITHOUT
YOU?

YOUR BATNA

ALTERNATE OFFER
KEEP SEARCHING
STAY AT JOB

CAN YOU BE REPLACED AT YOUR CURRENT
SALARY?
DO YOU HAVE ANOTHER JOB OFFER?
CAN YOU GO WITHOUT A JOB?
CAN YOU GET A SIMILAR JOB AT A BETTER
RATE?

communication

LINGUISTIC STYLE

DIRECTNESS
WORD CHOICE
PACING
HUMOR
FIGURES OF SPEECH
STORIES
QUESTIONS
APOLOGIES



Build rapport
Gain closeness
Emphasize similarities
Downplay superiority
Balance needs



Resist challenges
Challenge others
Emphasize status
Display knowledge
Exhibit abilities

EARLY SOCIALIZATION STRESSES PUTTING OTHERS' NEEDS FIRST
EMPHASIS ON COMMUNITY AND RELATIONSHIPS
AGGRESSIVE WOMEN ARE LESS WELL-LIKED
MEN AND WOMEN TAKE A HARDER LINE AGAINST WOMEN NEGOTIATORS

communication



MEN

WOMEN

TAKING CREDIT

CLAIMING STATUS: "I"

SAVING FACE: "WE"

APOLOGIES

AVOID: ONE-DOWN IMPLICATIONS

"I'M SORRY": RITUALISTIC EXPRESSION OF CONCERN AND RAPPORT

CONFIDENCE

MINIMIZE DOUBTS

DOWNPLAY CERTAINTY

ASKING QUESTIONS

AVOID: POTENTIAL LOSS OF FACE

SHOW ENGAGEMENT

POTENTIAL CONFLICT

POSSIBILITIES FOR NEGOTIATION

RULE-ORIENTED, DEFERENTIAL, PERSONAL, SILENT, UNDERESTIMATE WORTH

negotiating your career

Your Role is Not Set—Manage It

Think of your self as leader.

Identify your organization's expectations.

Conduct a Field Analysis

Identify how generous the organization is with things you value.

Explore the career path of successful people in your field.

Cultivate Relationships

Get to know upper management.

Network inside and outside of the organization.

Develop a 3 a.m. List

Identify the things you need from your organization to flourish.

negotiating your career



FIELD ANALYSIS

Who is on my team?
Who is on the other side of the field?

OPPOSITION

Use your teams research skills to learn about the other team's:

Interests, needs, and resources
Negotiation style and reputation
Authority
Strategy and tactics

SIDELINES

Who can influence the game from the sidelines?

Indirect actors
Coaches, referees
Supervisors, mentors
Authorizing authorities
Regulatory officials

STANDS

Consider the influence from the stands

Interested observers
Fans, scouts, other competitors
Senior or middle managers
Board members
Others

CONTEXT

What is going on in the larger context in which the negotiation occurs?

Environmental factors
Financial issues
Institutional priorities
Political issues
Regulatory issues
Cultural, social issues

NEXT STEPS

When your field analysis is complete, work on filling the stadium and building your fan base.
Build and manage coalitions

negotiating your career

TEST THE RANGE

“Salary is only one part of my assessment of how well this position fits my goals and career path. What range did you have in mind?”

SET A HIGH ANCHOR

“Based on my experience and qualifications I would expect the high end of the compensation range.”

FOCUS ON TOTAL COMPENSATION

“Salary is only one piece in your total rewards program. I need to better understand the total compensation package first.”



negotiating your career

LET'S TAKE IT ONE ISSUE AT A TIME

Suggest that there are a number of elements to your decision
You would like to know what they are offering on all before passing judgment
Counter-offer with a package deal

I DON'T HAVE THE AUTHORITY TO DO THAT

Make sure you're negotiating with the right person in the first place
Ask who does, and if you can speak with them
"I'd love to talk with the person I'll be working with."

THAT'S NOT NEGOTIABLE

"I have some questions about the moving allowance, can we talk about this?"
Ask why, why not
Ask if something can be traded for the non-negotiable item

I JUST CAN'T DO THAT RIGHT NOW

Negotiate a review in 6 months instead of a year
Negotiate a bonus contingent on your performance
Propose to trade for another issue

THAT WOULD DISRUPT OUR INTERNAL WAGE STRUCTURE

Focus on your unique qualities, especially the value of your education
Point out that hiring from outside instead of promoting from within produces higher salaries because of transaction costs

negotiating your career

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DO

Negotiate (if you don't ask, you definitely won't receive)

Wait until you have a written commitment (even if this allows them to make the first offer)

Ask questions

Share information

Highlight your unique skills and abilities

Focus on your true interests

Remember that you are most powerful before you accept

Emphasize how each element of your counteroffer displays your commitment to the firm

Negotiate an extension if necessary

DO NOT

Fall in love with one job

Get greedy

Start negotiating right away

Keep negotiating after you reach a deal

Fixate on salary

Negotiate virtually (if possible)

Say no (say "not now")

"Wing it"

Poison the well

Ask for the world on a silver platter

NE

XT

Negotiating for What's Next

Strategies and Approaches for Career Success

NEXT

done