Negotiating Skills & the Political Landscape

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• Negotiating Skills
  – Getting a job
  – Promotion & Tenure
  – Resources
• The Political Landscape
  – Academic structure
  – Unique aspects that affect negotiations

…you don’t get what you deserve, you get what you negotiate.

Chester L. Karrass

Negotiations

"... negotiations commonly follow a four-step path: preparation, information exchange, explicit bargaining, and commitment. ... Negotiation is, in short, a kind of universal dance with four stages or steps. And it works best when both parties are experienced dancers."


Rules of negotiating

Attitude
• Rule 1.1: Everything is negotiable all of the time.
• Rule 1.2: Compromise is omnipresent.
  – "Assume that you will end up in the middle, between the two opening negotiation positions. ... In little and in big things, we end up splitting the difference."
• Rule 1.3: "Fair" is a range.


Rules of negotiating

Communicating and interacting
• Rule 2.1: Communication is critical.
  – Direct or indirect
  – Intimidation only works on a skewed playing field (eg, academia)
• Rule 2.2: The principle of reciprocity.
  – "Generosity begets generosity. Fairness begets fairness. Unfairness ought to beget a firm response. That's the norm of reciprocity in relationships. ... Always take turns. After you make a move, wait until the other party reciprocates before you move again."
• Rule 2.2: Be cooperative, but don’t let your guard down.
  – Cooperative negotiations more effective than competitive ones, but hardball trumps softball
• Rule 2.3: Listen, acknowledge, summarize.
• Rule 2.4: Negotiate with individuals, not committees.

Rules of negotiating

Planning

• Rule 3.1: Develop a flexible negotiation plan.
  – What do I want?
  – Where do I start?
  – When do I move?
  – How do I close?
• Rule 3.2: Plan your first move carefully.
  – Negotiation zones
  – Leverage
  – "One of the cardinal rules of Power Negotiating is you should ask the other side for more than you expect to get. ... What you should be asking for is your MPP - your maximum plausible position."
• Rule 3.3: Goals more important than bottom lines.
  – ie, adequate resources for my research program vs. "I need 2000 sq ft"


Evaluating the situation

• Rule 4.1: Look beneath the surface.
  – Negotiations aren’t just about what’s on the table. Usually there are many related issues or factors that may get drawn in.
• Rule 4.2: Break the problem up into issues.
• Rule 4.3: Look for multiple solutions.
  – find the best solutions, not just the simplest compromises.


Rules of negotiating

Planning

• Rule 3.4: Plan to make concessions.
  – The Law of Reciprocity: you give, they give
  • No one likes to be obligated
  • Choose deal-breakers carefully
  • Concessions make for a win-win outcome.

Rules of negotiating

Evaluating the situation

• Rule 4.4: Evaluate people, interests, options, and criteria.
  –’principled negotiation’ (Getting to yes, Fisher and Ury)
    • People: Separate the people from the problem.
    • Interests: Focus on interests, not positions.
    • Options: Generate a variety of possibilities before deciding what to do.
    • Criteria: Insist that the result be based on some objective standard.


Rules of negotiating

Evaluating the situation

• Rule 4.5: Avoid the “consistency trap”.
  – Bait with a simple moral commitment, extrapolate to the extreme.


My father said: "You must never try to make all the money that's in a deal. Let the other fellow make some money too, because if you have a reputation for always making all the money, you won't have many deals.

J. Paul Getty
Rules of negotiating

Closing the deal
Rule 5.1: Don’t blow the end game.
• Don’t rush or delay (time kills deals)
• Rule 5.2: Strive to meet legitimate interests of both sides
  – Resolve conflicting interests
  – Durable agreement
• Rule 5.3: Pay attention to details, but don’t sweat the small stuff.
• Rule 5.4: Don’t neglect emotional closure.
  – “an apology may be one of the least costly and most rewarding investments you can make”

He who has learned to disagree without being disagreeable has discovered the most valuable secret of a diplomat.

Academic Politics
• “The politics of the university are so intense because the stakes are so low.”
  
  Wallace Sayer
• Academic politics are so vicious precisely because the stakes are so small.”
  
  Henry Kissinger

Why?
• Struggles for limited resources
• Rigid hierarchy
• Managers have absolute power over untenured individuals, but relatively little after tenure
• Much of what we do has limited impact
• Trained to deal in minutia
• Too much free time

Types of Chairs/Directors
• Altruist
• Parasite
• Egoist
• Survivor

The Chair/Director
Altruist
  – Builders, nurturing, positive, not all about ‘them’
  – Good for well-adjusted hard workers

Karl W. Lanks, MD, PhD, Academic Environment, 1996

Robert Estabrook

The Chair/Director

Parasite
– Personal aggrandizement, greed
– May use departmental resources for personal programs
– You can succeed if you can be independently successful

Karl W. Lanks, MD, PhD, *Academic Environment*, 1996

The Chair/Director

Egoist
– Insecure, departmental gains secondary to increased status of title; demeaning toward subordinates
– A competent egoist ~ altruist; exceeding limits leads to anger, aggression
– Threatened by the success of others

Karl W. Lanks, MD, PhD, *Academic Environment*, 1996

The Chair/Director

Survivor
– Limited abilities or incompetent. Maintains position and control through deceit, treachery, divisiveness.
– Good environment for other ‘survivors’, but can be ok for competent individuals who are willing to play the game.

Karl W. Lanks, MD, PhD, *Academic Environment*, 1996

Academic interactions

Dean
Omnipotent. Defines culture
Competing or complimentary interests?

Chair / Director

Assistant Professor
Mentors or Tormentors?

Peers / Colleagues
Some more equal than others
Collaborators or Competitors?

Students / Post-docs
Helpful, disinterested, territorial?

Dept Administrators
Competing or complimentary interests?
Nested hierarchy

Some bromides that still ring true
• Life is long – what goes around comes around
• Your greatest asset is your integrity
• Treat those around you as you would wish to be treated yourself