

# Build Your Negotiation Toolkit: How to negotiate your first job

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# Overview

- Group Exercise I: Developing a Framework for Negotiation
- Brief Literature Review
- Anchoring Negotiation in Clinical Skills Training (Concepts for Successful Negotiation)
- Mini-BATNAs (Best Alternative to Negotiated Agreement)
- Negotiation Roadmap
- Self-reflection and Group Exercise II: Preparing for Your Next Negotiation
- Wrap-up

# Group Exercise I

- Split room in half (Groups 1 and 2)
- Choose a partner at your table
- Discuss with your partner and take notes:
  - **Group 1: Think back to a time when a negotiation did not go well**
    - What happened?
    - How could it have gone better?
    - What do you wish you had done differently?
  - **Group 2: Think back to a time when a negotiation went well**
    - What went well?
    - What went less well?
    - How could it have gone better?
    - What do you wish you had done differently?

# Report Back



# Negotiating Framework 101

- Separate the people from the problem
- Focus on INTERESTS, not positions
- Invent options for mutual gain
- Use objective criteria
- Best Alternative to Negotiated Agreement (BATNA)

# Negotiation Skills

- Physicians feel uncomfortable or ill-equipped to negotiate for professional opportunities <sup>2-4</sup>
- Critical to career success, especially for women & URM's <sup>1,5-7</sup>
  - Disparities in compensation & resources begin upon entry into the academic medical workforce as junior faculty <sup>8-14</sup>
- Clinicians practice negotiation strategies routinely while providing care for patients <sup>15</sup>

A 50 M presents to his PCP for an annual exam and refuses colonoscopy. What negotiation tools does a PCP use to help this patient?



# Successful Negotiation <sup>16</sup>

## *In the Clinic (and Elsewhere)*

- Separate the people from the problem
- Appreciative inquiry to understand rationale, challenges, interests
- Reflective listening
- Identify options for mutual gain
- Reference available data
- Obtain agreement to discuss again



# Steps to negotiating your first job:

- Networking
- Determine your “ask”
- Develop your BATNAs

# Best Alternative to a Negotiated Agreement

- **BATNA** <sup>16</sup>
  - Back-up plan for a failing negotiation
  - Set minimum standard for position being negotiated
  - The better the BATNA, the stronger one's negotiating leverage

# Mini-BATNAs:

- **Within a particular negotiation, opportunities for Mini-BATNAs:**
  - Based on one's professional and personal priorities
  - Prioritization makes compromise easier
  - Job negotiation example:
    - Is salary more important than title?
    - Is having no in-house call more important than the amount of telephone call?

What are items you can negotiate for in your first job?



# Negotiation Roadmap: Step 1

- **Pre-work:**

- Identify:
  - Your interests
  - Your negotiating partner's interests
  - Possible areas of overlap

- **Meeting 1 Goals:**

- Let your negotiating partner know your hopes
- Understand your partner's concerns
- Agree to discuss more

# Tips on that first meeting...

- Give advance notice of conversation:
  - Schedule a meeting
  - Send a non-threatening agenda
- “I’m not looking for an answer now...”
- Listen closely
- Pay attention to body language
- Determine what your negotiating partner *thinks* you are asking
- Agree to talk again
- Send a summary of discussion focusing on non-objectionable points

# Negotiation Roadmap: Step 2

- **Prework:**

- Identify:

- Your Mini-BATNAs to help prioritize your expectations
    - Your negotiating partner's Mini-BATNAs

- **Meeting 2 Goals:**

- Review your understanding of your negotiating partner's perspective
  - Scale down fears that what you're asking may be overblown
  - Brainstorm solutions that may be attractive for both sides

# How to achieve your goals in step 2...

- Listen actively
  - Identify fears, values, and potential areas of agreement
- Reflect back what you hear to help mitigate unintentional drama
- Use Mini-BATNA'S to scale down your expectations and guide conversation



# Negotiation Roadmap: Step 3

- **Pre-work:**

- Review themes of discussions
- Identify areas of overlap
- Consider incremental options

- **Meeting 3 goals:**

- Discuss areas of agreement
- Point out consequences of no action
- Identify mutually beneficial, incremental options
- Model desired behavior:
  - It is OK to compromise
  - Negotiation does not have to be a zero-sum game

# Exercise II

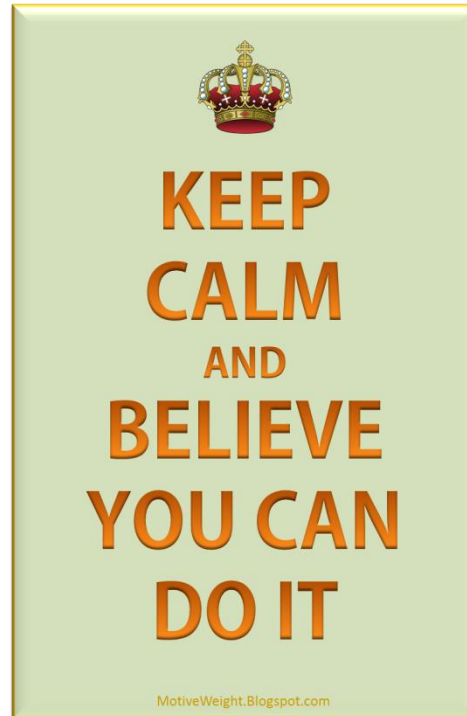
- Negotiation Pre-Work Sheet – use your handout
- Think about an upcoming negotiation or something you're worried about and would like to change
  - What are your interests
  - Your negotiating partner's interests
  - What are potential areas of overlap? (Think of principles NOT positions)
  - What are incremental possibilities? (Consider your Mini-BATNAs)
  - What are next steps?

# Negotiation: Take Home Points

- As clinicians, we practice negotiation strategies routinely:
  - **Separate people from the problem**
  - **Focus on interests and not positions**
    - Appreciative inquiry
    - Reflective listening
  - **Identify options for mutual gain**
    - Scale down everyone's expectations
    - Be willing to introduce something incrementally
    - Use your Mini-BATNA's
    - What would prove utility? (Pilot programs are your friends)
  - **Reference available data**
  - **Obtain agreement to meet again**

# Negotiation: Take Home Points

- **Give yourself permission to negotiate**
- **Patience is a virtue – Successful negotiations take TIME**



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# THANK YOU

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