

How To Negotiate For What You Need

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WICB References (www.ascb.org)

Downloadable pdfs under Publications

- Life Sciences Research and Teaching: Strategies for the Successful Job Hunt
- Career Advice for Life Scientists I and II and III

Monthly WICB career columns

- How to Ask Your Chair for a Raise
Victor L. Schuster and Sandra K. Masur
 WICB column 07/01/2006

Other References

Why So Slow? The Advancement of Women
 Virginia Valian. The MIT Press

Women Don't Ask,
 Negotiation and the Gender Divide
 Linda Babcock and Sara Laschever. Princeton U Press

My recent talk @ Penn State AWIS 2012
<http://awishershey.tripod.com/webonmediacontents/minutes.htm>

MSSM Women Faculty Group Resources
<http://www.mssm.edu/about-us/services-and-resources/faculty-resources/womens-faculty-group/mentors/people-management>

Audience Spectrum Negotiating Topics:

Your first "job"
 (e.g. College graduate, Grad Student, Postdoc)

Raise in salary
 (e.g. Faculty Member)

Negotiation Strategy Matrix

		ISSUE	
		+	-
RELATIONSHIP	+	You WIN They WIN	You LOSE They WIN
	-	You WIN They LOSE	You LOSE They LOSE



How much for the purse?
 It's a genuine Chanel, the only one left - special for \$250.

No way it's a real Chanel. I've seen imitations before, I live in New York City. I'll give you \$25.
 That's an insulting offer. The shoulder straps are made from white gold. \$200.

Well, I *am* looking for a Chanel bag, but I had wanted one with inset diamonds, which this bag doesn't have. I'll give you \$75.
 Cash, no credit card, I'll let you have it for \$150.

I only have \$100 cash on me. By the time I go to an ATM to get more, I'll probably have found the kind of Chanel bag I wanted in the first place...



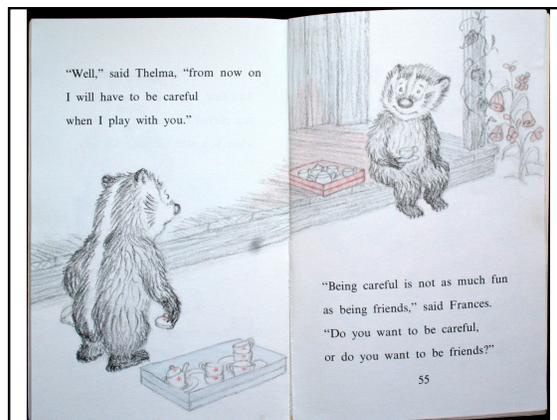
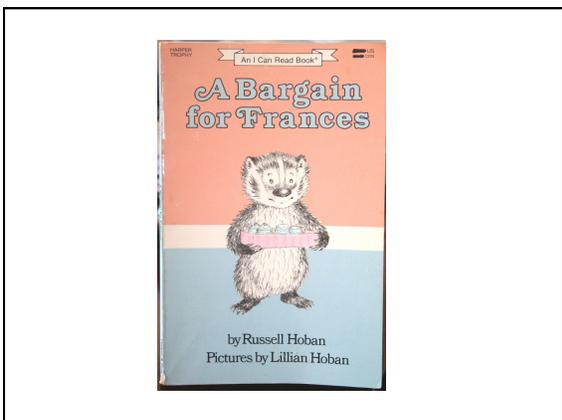
"Hit and Run" Strategy: (YOU WIN, THEY LOOSE)

- When quick, decisive action is vital
- When enforcing unpopular rules
- When you know you are right
- To protect against people who take advantage of noncompetitive behavior

Conflict Management, Lynne D. Richardson, M.D.,
<http://www.mssm.edu/about-us/services-and-resources/faculty-resources/womens-faculty-group/mentors/people-management>

The problem with a
"hit and run" strategy:

Prospects for a
long-term relationship
are damaged



Negotiation Strategy Matrix

		ISSUE	
		+	-
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"Hit and run" in a long-term relationship

Negotiation Strategy Matrix

		ISSUE	
		+	-
RELATIONSHIP	+	You WIN They WIN	You LOSE They WIN
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Yields a damaged relationship

Negotiation Strategy Matrix

		ISSUE	
		+	-
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	-	You WIN They LOSE	You LOSE They LOSE

So you focus on "the relationship"...

Negotiation Strategy Matrix

		ISSUE	
		+	-
RELATIONSHIP	+	You WIN They WIN	You LOSE They WIN
	-	You WIN They LOSE	You LOSE They LOSE

...and you fear that you will be "too nice"

YOU LOSE/THEY WIN
(Unassertive and cooperative, "too nice")

- When you know that you are wrong
- To show that you are reasonable and can learn from others
- To build up social credit for later issues
- To preserve harmony
- When you are outmatched and losing
- To aid in the development of others

Conflict Management, Lynne D. Richardson, M.D.,
<http://www.mssm.edu/about-us/services-and-resources/faculty-resources/womens-faculty-group/mentors/people-management>

Cumulative Effect of Not Negotiating (Too Nice)

Job offered @ 25K/yr starting salary @ age 22.
 Woman starts @ 25K; man negotiates for 30K (\$5K)
 (57 % of men negotiated vs 7 % of women)

If each receives 3% annual raise, their salary difference @ age 60 is \$15,000/yr

Over the 38 yrs of employment, man earned \$361,171 more than the woman.

If he banked the pay difference and got 3% interest, he'd have \$568,834 more than the woman - retirement package, second home, kids' college tuition.

Gender Differences in the Salaries of Physician Scientists

Salaries evaluated in 2009
of 2000-2003 NIH K08 and K23 awardees

Mean salary

Women - \$167,669 (95% CI, \$158,417- \$176,922)

Men - \$200,433 (95% CI, \$194,249 - \$206,617)

Even after adjustment for specialty, academic rank, leadership positions, publications, parenting and research time, male gender was associated with higher salary (\$13,399; $P=.001$).

Gender Differences in the Salaries of Physician Researchers. Jaggi et al. JAMA, June 13, 2012—Vol 307(22):2410-17

Gender Differences in the Salaries of MBAs

Women are 40-45% of MBAs in class of 2013 @ Harvard & Wharton.

Women are 3% of Fortune 500 CEOs and 15% of corporate executives and board members.

2010 survey by Catalyst of 4000 women MBA grads (1996-2007) found that women continue to lag behind men in position and pay at every career stage.

Even after adjustment for prior work, industry, region, etc, MBA women lag in pay and level.

And the gap expands with time.

Gender Related Issues in Negotiating Salaries, Positions & Advancement

Stereotypes and lingering institutional bias

Women rein in assertiveness in negotiating to conform with gender role expectations

Women feel more comfortable advocating for others than for themselves

Need for sponsors (senior advocates) rather than mentors for advancement*

*Center for Work-Life study 2011

What You Can Control

"When we are no longer able to change a situation, we are challenged to change ourselves."

"Everything can be taken from a person but one thing: the last of the human freedoms—to choose one's attitude in any given set of circumstances, to choose one's own way."

Viktor E. Frankl (Austrian psychiatrist and Nazi concentration camp survivor) in "Man's Search for Meaning"

Gender Related Issues in Negotiations

Stereotypes and lingering institutional bias

Women rein in assertiveness in negotiating to conform with gender role expectations

Women feel more comfortable advocating for others than themselves

Need for sponsors (senior advocates) rather than mentors for advancement

You can only control yourself

Learn to negotiate
with assertiveness
with preparation

Gender issues

- Consider viewing yourself as an empowered advocate, to do connected negotiations in which the relationship is continued and improved as a result of the negotiation.
- Make believe you are advocating for someone else.

Grad Student or Postdoc

Your first job
You just got an OFFER

THE NEGOTIATION*

- Negotiate aggressively, but be respectful
- Combine ambition and humility
- Prepare, prepare, prepare

Life Sciences Research and Teaching:
Strategies for the Successful

Job Hunt

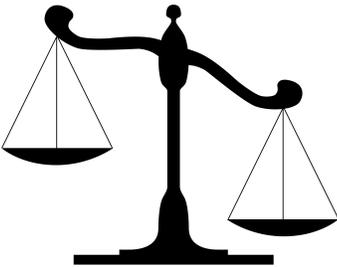
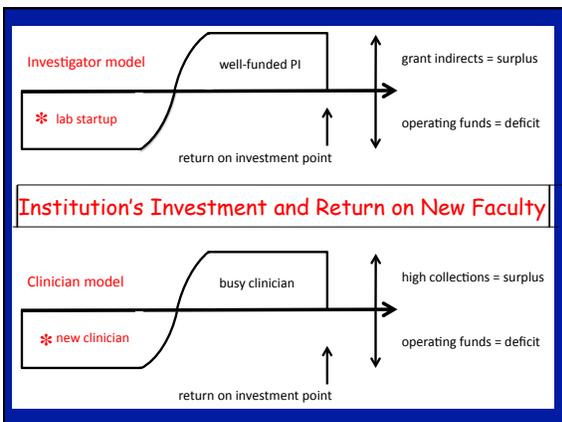


Downloadable pdf Publication from www.ASCB.org

Common Negotiating Problems

Problem	Result
Uncomfortable with the conflict of negotiating	Confrontational approach, or avoid negotiating
Don't trust the boss	Confrontational approach
Inadequate information	Excessive demands or negotiate a poor deal

Key to "win-win" negotiation:
Try to reduce "information asymmetry"

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You want to negotiate in "WIN-WIN" to get what you need for success

Do Your Homework First Information You Need

Get a Feel for the Place (prepare)

Questions can be asked non-confrontationally

How are people treated in the department you are considering?

Does the department provide money for post-docs and graduate students?

Have people been left with tenure but no department and, therefore, no space and no salary?

Are technicians' salaries paid during breaks in funding?

Salary

Negotiate the best possible starting salary

Remember the cumulative, continuing disadvantage that results from a lower starting salary

Starting salary is the basis of future cost-of-living increases, merit increases, etc.

Seek the highest salary possible: the party who aims higher in a negotiation ends up higher. Stay **within a reasonable range.**

Salary Information

After years of graduate student and postdoc fellowships, almost any salary will look good
-think ahead.

Get data from AAUP & AAMC (prepare)

Institution can make data available for salaries by rank, years in rank, degrees, and department from the chair, department administrative assistant or the human resources office.

Adjust your expectations higher or lower to account for the **cost of living in the new location** (Homefair.com)

Negotiation points

Test the market:

- Ask for the higher salary, the larger space, the added equipment.
- If you are told no, offer creative solutions: accept an average base salary but negotiate a bonus to supplement your take-home pay initially without obligating the department to a higher base salary in perpetuity.

Creative Solutions Include Benefits

- moving allowance (estimate your moving costs in advance and then ask for complete coverage),
- retirement benefits,
- health coverage,
- dental coverage,
- day care, tuition benefits, etc.
- subsidized housing or sub-market rate mortgage loans. (Cooperative arrangements provide a significant proportion of the purchase price of a home to be repaid when re-sale occurs.)

Find out which aspects of your compensation are most readily negotiable.

Typically, salary, retirement and housing loans or allowance, come from **different sources**, some more **flexible** than others.

Start-up Funds and Facilities

The most important aspect of your negotiations involves resources for the advancement of your career.

You can safely request a few concessions (or "resources") from them now. (It's been a long, tedious process for them to choose you.)

Start-up Funds and Facilities

- Any **equipment** included? Who pays for equipment hook-up and architectural modifications?
- **Shared research facilities** - access, cost?
- **Manager** for the facilities (replace lights and arrange for maintenance and repairs).
- Your prospective **space** - sufficient space, adequate water, electricity, gas, on-line air, and vacuum; reasonably ready to use, or full of discarded equipment and ancient reagents of previous occupants?
- **Unsafe** features such as floor plugs next to the drains?
- **Janitorial** services, windows washing, regular and adequate?
- Who **pays** for shipping and mailing, copying, telephone and IT support?

Start-up Funds

- Will start-up funds be sufficient to **hire a technician and post-doc and carry you through at least two rounds of revising your grant proposals?**
- Is it essential to be prepared to resubmit a revised proposal after an unsuccessful first try?
- Will you have to **reimburse or forfeit startup** funds if you get grants during the startup period? Institutions may ask you to only give back money attributed toward the PI's salary or give back none at all.

Cost of Setting Up a Lab

- **Get advice from colleagues in your field who have recently set up laboratories.**
- Don't underestimate - cost varies depending on your needs
- Easily \$100,000 to \$150,000 to equip only a portion of a lab, e.g., high quality research microscope, basic molecular biology equipment.
- Consider all the equipment and supplies mundane items such as pipettes and glassware.
- Factor in what already may be available when you arrive. Shared research facilities?
- See the space where your laboratory is to be located - near colleagues with whom you can interact?

More Information You Need: Teaching Responsibilities & Tenure Clock

- **Get advice from colleagues in your field who have recently been hired.**
- When does the tenure/promotion clock start ticking?
- Stopping the clock: automatic? how many times?
- Is there a part-time track?
- Teaching responsibilities first year and thereafter?
- Impact of grant support on teaching assignments?
- Access to graduate students?
- Teaching assistants?

Confirming the Offer

Ask the Chair to confirm all agreements in writing.

It is critical that you receive a detailed appointment (offer) **letter** before you arrive.

Well-intentioned people can honestly differ in their recollections.

Offer to draft your understanding.

Include every detail discussed, in list form, location and square footage of your lab, equipment, timeline for tenure, administrative support, etc. to be provided by the department.

Should you wait until you have “complete information” before signing on?

This would be an error, since studies indicate that a leader can do a perfectly adequate job of leading in the absence of complete information, just as we can read a sentence when only the first and last letters of the words are correctly provided for the reader.

Negotiating Examples - Asking for a Raise

We'll examine

Some case studies...

...and the responses they might engender in the mind of the Chair

- Keys to “win-win” negotiation:
1. Try to learn what your boss is thinking



- Keys to “win-win” negotiation:
2. Try to reduce “information asymmetry”



What the faculty want from the chair

- High/competitive compensation
- Future financial security
- **Autonomy**
- Effective/agreeable/safe workplace
- **Mastery in their area of expertise**
- Meaning, being part of a larger good
- **Recognition/acceptance/appreciation**
- High-quality feedback

What your chair wants from you

- **High productivity & volume (pubs, grants, etc)**
- High quality
 - high-impact new knowledge
 - masterful teaching
 - patient care & patient satisfaction
- **Low cost per revenue unit**
 - money, time, emotional energy
- Recognition/fame
 - more grants, more patients,
 - recruitment magnet (colleagues & trainees)
- **A sense of collective responsibility/morality**

Negotiating Examples

Let's examine...

Some case studies of asking for a raise...

...and the responses they might engender in the mind of the Chair

The arguments may "make sense" but don't necessarily yield the desired result.

Case study #1:

"I've been looking at other jobs. If I leave, you'll be in trouble on this service. To stay, I'll need a raise."

The Chair may be thinking...

I'd really like to keep you, but

No job has been offered yet, *and maybe none will be.*

I have a file of applicants who have been calling and writing, wanting your position, who appear "hungrier" than you to succeed.

I've weathered defections before, *no problem.*

Conclusion: a very confrontational approach extremely risky be prepared to have your offer accepted leaves "a bad taste" if you stay

Case study #2:

"I've been offered a terrific position elsewhere, and unless I get a raise, I'm leaving."

The Chair may be thinking...

If it's such a great position, why are you negotiating? Why aren't you simply leaving? *What else is at play?*

I have applicants for your job who appear to be "hungrier" to succeed and, being more junior, *may be cheaper than you.*

I don't believe you; show me the written offer (!)

Conclusion: my term for this approach: "terrorist" less risky than strategy #1 (job in hand) be prepared to have your offer accepted (are you sure of your worth?) if successful, short term gain, long term loss

Case study #3:

"I work like a dog, 60-70 hours a week, I need a raise."

The Chair may be thinking...

I'm delighted you're so dedicated to us, *but...*

For all those hours, what are your grant dollars? Your productivity? Your billings?

Maybe you're just very inefficient, you don't want to go home, you have no life outside the lab or hospital...

Maybe you work on things that don't generate revenue or are not aligned with our goals for the Department.

Maybe you should travel less and give fewer drug company talks for honoraria while "working" on my dime...

Conclusion: without productivity data relative to your peers, this argument will likely fall on deaf ears

Case study #4:

"I run the best RNAseq facility in the United States. This is a national resource. I need a raise because of this international prominence."

The Chair may be thinking...

"Yes, she's internationally famous...*on the 7th floor...*"

Everything that can be learned from RNAseq has been learned already. I need someone working with stem cells.

Conclusion: Make sure you're really hot before you portray yourself as such. A risky approach unless you're well tuned in to the very large external world of science and biomedicine.

Case study #5:

"I deserve a raise."

The Chair may be thinking...

The people of (*insert country at war*) "deserve" peace...

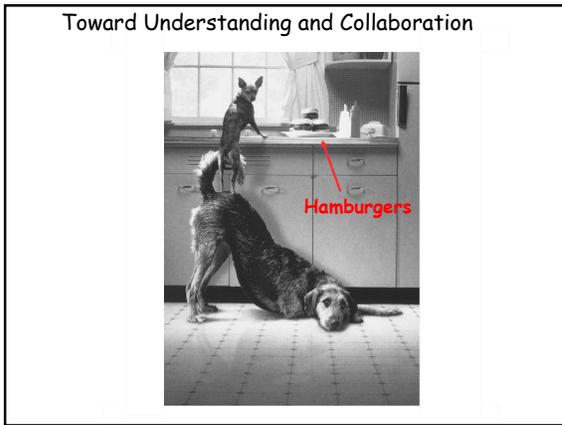
The poor "deserve" our respect...

My political party/sports team "deserved" to win...

Conclusion: Right. Let's keep moving...

Case study #6:
 "My children are starting college."
 or
 "We have payments due on renovations
 to our vacation cottage."
 The Chair may be thinking...
 Let's see, what did my mother always tell me?
 "Live within your means. Save, save, save. Plan ahead.
 Simplify. Invest for your children's college early on.
 Why can't you be more like Benjamin Franklin?"
 If we do this for you, we've set a precedent, and
 we'll have everyone in here pleading their own special case.
Conclusion: Not an effective strategy.

Case study # 7:
 "As you know from my evaluations, I'm a great teacher.
 I've developed an exciting new curriculum and lecture
 series that I'd like to discuss with you. And I'll need a
 raise to support this new teaching activity."
 The Chair may be thinking...
 The Medical School pays us *diddly-squat* for teaching and
 there's no new money on the horizon from them.
 The hospital Teaching Budget is fixed; I cringe at using
 practice income for teaching, so we can't afford to
 pay for your new courses.
 We have plenty of teaching already, what I *really* need is
 to decrease the waiting time for new patients, or
 what we *really* need is to fund you on a center grant.
 Can you identify outside funding for this project?
**Conclusion: Know the goals and needs of the Department
 before you propose a new job for yourself**



Win-Win Negotiating

"Here's what I want"

"What do you want?"

"If it is at all possible, how can we work together to give us both what we want?"

"Can we 'grow the pie larger' so that what goes to me isn't extracted from you?"

- ### Prepare
1. What do I want from this negotiation? List your interests.
 2. How am I likely to behave? How do I want to behave?
 3. What will trigger my hot-buttons?
 4. Do my requests fit who I am and what I want?
 5. Are my expectations realistic for this situation?
 6. Put yourself in the boss' place and answer the above questions anticipating the response.
 7. Use scouting techniques. (Gather data about what's fair on your campus, and similar campuses e.g., Ask a professor how many peer-reviewed articles she published before she was promoted, contact AAUP)
- Negotiations: How to get what you want and need. Gary Rosenberg, Ph.D.
<http://www.mssm.edu/about-us/services-and-resources/faculty-resources/womens-faculty-group/mentors/people-management>

Prepare (2)

8. Enlist the help of a sponsor, mentor or coach.
9. Prepare a set of alternatives that you find acceptable. **Be sure to determine your BATNA- best alternative to a negotiated agreement.**
10. Gather support materials that can help explain yourself and your needs.
11. For a new program, bring in an idea and several options. Ask if person wants it written first or to discuss it first.
12. **Separate budget from idea. "I know resources are tight, let's talk about an idea first."**
13. If you need information to prepare for the session, ask for it. "I'll be more prepared if I know...before we meet."

Case study #8:

"My Vice-Chair earns "X"; I am a Full Professor with several grants, so I deserve to earn at least "Y."

The Chair may be thinking...

Where on earth did you get the idea that she earns "X"?
(In fact, your she earns only 0.65X, except I'm not going to tell you that).

Conclusion:

Know your facts before you make a "comparison" argument.

Case study #9:

"My colleagues at nearby institution X" earn 30% more than I do, and I want parity."

The Chair may be thinking...

I know, I know...

...I wish I had their grateful alumni philanthropy \$\$!

...I wish I had their endowment income!

...I wish we had their NIH indirect cost rate!

...I wish I had their payor mix in our practice!

...I wish I were paid as much as their Chair!

or "They generate more of their salary than you do."

Conclusion:

**it may be an apples and oranges comparison
if they bring in a higher % of salary than you do,
be careful what you ask for!**

Case study #10:

"I believe I'm underpaid because I'm a woman (minority) and therefore I deserve a raise."

The Chair may be thinking...

Historically, that might have been true, *but*

because of EEOP and Affirmative Action, we go over our salaries every year with precisely this thought in mind.
I think that you are not under-paid.

Conclusion:

Check your facts very carefully and be prepared to present supporting data

Case study #11:

"I looked up the AAMC 75th%ile Northeast salaries for my specialty or AAUP data and I am underpaid for my rank."

The Chair may be thinking...

Yes, I know we pay less than the AAMC or AAUP and I wish we were at parity, or even above, but we cannot afford it.

Conclusion:

**seems dead-end at first, however...
this may be the beginning of a useful approach
use of an external benchmark is powerful
AAMC or AAUP data may engender a wider discussion,
a look at grants, expenses, transparency...**

Principles for Negotiating a Raise-1

1. **Do your homework first**
what do you do now for the Department?
how much salary do you bring in grants? how much do you bill (wRVUs generated)?
comparable salaries for your peers (known?)
what has the Chair said about the Dept's needs and missions?
what might you do that's new/more?

Principles for a Raise-1

1. **Do your homework first**
 what do you do now for the Department?
 how much salary do you bring in grants? how much do you bill (wRVUs generated)?
 comparable salaries for your peers (known?)
 what has the Chair said about the Dept's needs and missions?
 what might you do that's new/more?
2. **Schedule the meeting ("compensation", not "personal")**
3. **Be on time, come prepared, make your case calmly, and above all...**

Principles for Negotiating a Raise-2

Focus on *interests*

Your Chair:

- has unmet needs of the Department
- wants people (you) to meet these needs
- wants you to do a lot of this activity, and do it well/efficiently for *new revenue*
- wants to then reward you with a raise using the *new revenue you generated!*

What your *interests* should therefore be:

- to learn or discover Department's unmet needs
- to see if you can help meet those needs
- to meet/exceed productivity standards
- *as a result, to earn more money*

DO.NOT.WHINE.



Principles of Asking for a Raise-3

If you are rebuffed (likely on the first meeting):

Ask specifically why. Write it down and try to flesh it out more fully on the spot.

Ask "What specific goals of the Dep't could I fill that, in your opinion, might get me the raise I seek?"

Explore creative solutions:

- pay it as a bonus out of a new grant
- propose a trial increase tied to targets
- ask for names of mentors (research, clinical)

Re-examine whether only straight salary will do (flex time, training in new skills, daycare, retirement contribution)

Principles of Asking for a Raise-4

Do not make the following common mistake:

You make your case

The chair nods, takes notes, may even say "Yes, hmm, I see your point, yes, uh-huh"

You walk out thinking you got the raise

No! This is "feedback" behavior in which the chair is showing you (s)he is paying attention

Principles of Asking for a Raise-4

Do not make the following common mistake:

You make your case

The chair nods, takes notes, may even say "Yes, hmm, I see your point, yes, uh-huh"

You walk out thinking you got the raise

No! This is "feedback" behavior in which the chair is showing you (s)he is paying attention

Follow up with a summary of the discussion and agreed upon next steps to make sure that you are both heading in the same direction

Three examples from a Dept of Medicine:

1. An Assistant Professor of Clinical Medicine (MMC) took on an important new administrative task above and beyond the present job. **Pay was added on.**
2. An Associate Professor of Medicine with a research program funded by RO1's received a new large center grant after the year's salaries were fixed. In response, **the person's salary was raised to the desired level because the grant could fund the increase.**
3. A Professor of Medicine with a mixed clinical-research portfolio asked for a raise - not of base salary - **but as a bonus to be funded out of a new grant and only for as long as the grant lasted. We agreed with the request.**

Take-home points in negotiating a raise or a position

- Get as much information as you can beforehand, and check its accuracy scrupulously (but don't be obsessively paralyzed from starting discussions if you don't have encyclopedic information)
- Don't negotiate from a "position" or "confrontation"; rather, look for "win-win" solutions where both parties come out better ("self-pay your raise")
- Look for flexible solutions, i.e. "salary equivalents"
- Get to a point in working out a deal that is "close enough", but understand that things may change - therefore the relationship is important too
- Make sure you understand how (if) you will be valued for collaborating and for teamwork rather than as a solo investigator

MSSM Women Faculty Group References
www.mssm.edu

Mentors/People Management

- Negotiations: How to get what you want and need
Gary Rosenberg, Ph.D.
- Conflict Management
Lynne D. Richardson, M.D., F.A.C.E.P.

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