

# Negotiation Skills

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# Who is afraid of negotiation?

- Effective approach: identify mutually-beneficial arrangements
- Classic books on the topic can be useful!
  - “Getting to yes”, Fisher and Ury
  - “Crucial Conversations”, Patterson et al
  - “Ask For It: How Women Can Use the Power of Negotiation to Get What They Really Want”, Babcock and Laschever, 2008
- Leverage your mentors, advisors, peers recently hired for guidance



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# What

- Involves two parties
  - One with resources and priorities
  - One with need of resources and filling a need
  - Find win-win for both parties
- Compensation, resources, work logistics, work assignments



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# When

- 1<sup>st</sup> Job offer negotiation, N<sup>th</sup> job offer
  - Academic research/teaching institutions
  - Industry research/development
  - National Labs
- Hire your students, interns, staff
- Partnerships, project collaborations
- Development of new initiatives
- For job offers, golden opportunity



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# Know yourself

- Identify your needs and priorities
- Frame your ask
  - Justify in terms of mutual benefits
- The way you guide the conversation will reveal new aspects about you
  - conflicting values or priorities surface
    - Make sure your ask reflects your priorities
  - flexibility works best than “my way or the highway”



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# Tricky aspects

- Careful on comparisons with previous negotiation results
  - It's not all about you: negotiations don't occur in a vacuum
- Concurrent negotiations
  - Think carefully about decision timelines
- Don't burn bridges



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# Key Elements in Faculty Job Negotiations: What it is and is not

- Approach negotiation as a partnership, a win-win situation
- It is not a confrontational process
- They are making a big investment in you
  - They want to provide you with the means to succeed
- Make sure to understand the culture of the institution
  - You wouldn't want to negotiate a significant teaching load release at a teaching-oriented institution, for example



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# When to Negotiate

- Not during the first or second interviews
  - But be alert and keep your eyes and ears open during the process for relevant policies and available resources
- Offer time is the time to negotiate



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# What to Negotiate

- Start-up package
- Teaching load reduction and 1<sup>st</sup> year teaching assignment
- Committee service reduction
- Start date
- Tenure clock issues (clock credit, clock stoppage)
- Two-body challenge
- Salary, benefits (medical, retirement)
- Subsidized housing, moving expenses, house-hunting trip
- Campus parking location/cost, child care facilities/cost
- Help with obtaining an H1-B visa (if you're non-US)



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# Negotiating the Start-up Package

- Make a list of all your needs
  - Graduate student support, conference and travel funds, summer salary, equipment, lab, student space
- Research startup packages in your area and at peer institutions
- Divide into two lists: essential items list and a wish list
- Ask for lists from other candidates you know
- Be prepared if you get asked for a list of your needs
- Know who to negotiate with
  - Typically Dean or Department Chair



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# Start-up Package: Questions to ask

- How long will resources and funding be available? 1 yr? 2 yrs?
- Policy for its access
- Will you still have access to start-up resources if you get a grant before the resources run out?
- Most importantly, make sure all agreed-upon commitments are in writing before you accept the offer



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# Negotiating the Start Date

- If you are ABD you may be able to negotiate the start date and delay it by a semester or two
- If you start without your Ph.D. make sure to clarify in writing when the tenure clock starts
- Make sure to understand the justifications for stopping the tenure clock
  - Is Parental leave grounds for stopping the tenure clock?



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# Negotiating the Teaching Load

- Teaching load reduction
- Number of courses taught, number of new preparations, and teaching schedule
- First year teaching assignment
  - Ask for a “bye”
- Teach an advanced graduate course that might help your research
- Co-teach an undergraduate course



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# Negotiating Service Reduction

- Committee work
- Advising students
  - Significant number may interfere with research and teaching
- Program administration



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# Other Items for Potential Negotiation

- Two-body challenge
- Salary, benefits (medical, retirement)
- Subsidized housing, moving expenses, house-hunting trip
- Campus parking location/cost, child care facilities/cost
- Help with obtaining an H1-B visa (if you're non-US)



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# Key Elements in Industry Research Job Negotiation

- Compensation
  - salary, sign-on bonus
    - Practices on yearly bonus and RSUs
    - Try to learn how compensation usually evolves
  - benefits
- 1<sup>st</sup> year conference travel needs for existing or expected conference commitments
  - Time and expenses
- Position and Work assignment/group
  - Does the organization value or allow what you want to do
- On-going process, better to start well



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# Activity – Role Play

Scenario: PhD student negotiating with faculty mentor for a higher stipend

- Assumptions:
  - There are two levels of stipend
  - In general, the more senior students have the higher stipend
  - There are no written rules that characterize a senior student
  - Student has concluded course work, passed qual exams and prelim exam, has just succeed with proposal and has 1 paper published
  - Faculty funding situation is tight but has some room for increasing stipend



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# Job Negotiation

- Benchmark yourself, know your brand, your unique value
- Don't play companies against each other, integrity issue
- Be willing to ask for what you want
- More than a dollar amount, what is important to you
- Salary, vacation, location, type of work, networking environment, conference attendance, professional development, education programs
- If you feel an offer is fair then no need to push just for the sake of it



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# Job Negotiation

- How can they help your family
- Assistance with relo, childcare, information on schools
- Elder care recommendations
- Help finding jobs and resources for family members (husband, parents)
- If manager can't give answers, ask to speak to the next level manager, or next next level manager
- Know who is advocating for you, know if you have a sponsor
- Can ask for a promo on "lateral" move
- This is the year (era) of the woman in the tech industry
- A unique opportunity to craft the experience that you want



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# Career Map

- We don't often think far down the road
- Experiences and opportunities that you want
- Work on a career map even before accepting the offer
- Take a multiple offer opportunity and create a career map from it
- Ask for an advocate interviewer (ie a woman to start the day or have lunch with)



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# Negotiating collaborations

- Stakeholder management in interdisciplinary projects
- Important for being impactful > successful
- Customer communication
- Roles and responsibilities, accountability
- Can be loose, ie simple excel spreadsheet
- Or can be a formal Statement of Work



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# Finally

- You are negotiating all the time
- To keep your project alive, for good outcomes, and success
- Find opportunities to keep people in the loop
- Changing leadership can cause wrinkles
- Don't get discouraged
- Know when to be patient, and when to be impatient
- Good luck and happy negotiating!



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