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
- Leverage your mentors, advisors, peers recently hired for guidance
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
When

- 1st Job offer negotiation, Nth 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
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”
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
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
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
What to Negotiate

• Start-up package
• Teaching load reduction and 1st 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)
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
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
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?
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
Negotiating Service Reduction

- Committee work
- Advising students
  - Significant number may interfere with research and teaching
- Program administration
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)
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
- 1st 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
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
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
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
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)
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
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!