

Lab/Industry Negotiations

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Ice-breaker

- Poking game
 - Find a partner of roughly the same height
 - Person A gets a point if she touches Person B's shoulder and vice versa
 - 30 seconds to score the most point
- Raise your hand if:
 - You negotiated your (first) salary
 - You convinced your advisor your research focus was worthy
 - You got an intern or undergrad for a project



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Negotiations and Women

Women don't like negotiating

- 20% say they have never negotiated; men initiate negotiation 4 times as often

Women suffer when they don't negotiate

- First salary, equity capital for businesses, smaller role in project

Women may suffer when they negotiate

- Social cost, "aggressive", "self-centered", lesser self-determination at work

When women do negotiate

- As successful as men – some studies find; find more creative solutions

There are working strategies

- Identify mutually beneficial arrangements
- I/We – relational account

Women are often considered excellent at problem solving



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On Paper

Negotiations

Dictionary definitions

- A formal discussion between people aimed at reaching an agreement
- The action or process of negotiating

In practice

- Usually involves two parties, sometimes more
- Agreement on compensation, work logistics, resources, work assignments, responsibilities, research direction

What works best

- Find win-win for all parties



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Four steps

Recognize opportunities

- Beyond yes/no

Prepare

- Gather information; position yourself; have options

Initiate

- Anticipate asymmetry

Navigate

- Keep an open mind
- Don't forget closing – it can be difficult



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Recognize (when)

- Job offers
 - Your first time or your nth time
- Hiring, the flip side of job offer negotiation
 - Students, interns, staff
- Partnerships, project collaborations
- New initiatives
- Additional responsibilities
 - The “yes, and” approach



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Prepare (what, who)

Information is power

The What

- Collect data from diverse sources
- Leverage your network
- Understand boundaries in your own Lab/Corp.
- Understand what your counterpart is looking for

The Who

- Own experience with your counterpart
- Learn from others



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Prepare: Position or Interests

Position

- What we say
- Desired outcomes and state of the world
- May be difficult to agree on

Interests

- The Why underlying the position
- Hopes, needs, values, beliefs, expectations
- Easier to find common ground, common interests.



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Prepare: Know Yourself

Position yourself

- Identify your needs and priorities
- Know your value and how to communicate it
- Know where you are vulnerable
- Make sure your ask reflects your priorities

BATNA: 'best alternative to negotiated agreement'

- Knowing yours and assessing theirs
- Know when to walk away



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Prepare for Problem Solving

ZOPA: zone of possible agreement

- Frame your ask in terms of mutual benefits
- Think outside the box
- Avoid “my way or the highway” – demonstrate collaboration

Practice role reversal whenever possible

- Helps frame your counterpart’s point of view



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Initiate

Initiation is typically asymmetrical

- One sees an opportunity; the other business as usual

Sometimes, initiation is confrontational

- In collaborations, when both see the same opportunity

You have options

- Make your unique value visible
- Enroll others to advocate on your behalf
- Acknowledge and address reasons for no



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Navigate

Be curious, keep an open mind

- Recognize new solutions
- Goals, motivations, motivations of your counterparty

Use questions to promote mutual gains

- Ask open ended questions
- Introduce ideas, get reactions (what if...)
- Trading and dealing (if, then) for mutual gain

Use questions to promote collaboration

- Circular questions help with joint ownership
- Root cause questions help understand potential conflict

Best outcome is mutual gain



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Tricky aspects

When negotiations are stuck

- Take a break
- Look for small steps – small wins
- Explore the status quo (for you and them)
- Bring in help

Be careful comparing with prior negotiations

- Negotiations are not in a vacuum
- Dependent on timeliness, people, context

Don't burn bridges



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In Practice

Job negotiation: key elements

Assumption: New Lab

Compensation package

- Salary, sign-on bonus, relocation
- Yearly bonus and RSUs
- Benefits
- Time-off
- Flexible time arrangement

Start up funding

- for how long and how much, extra resources for students

Year 1 travel needs for existing or expected commitments

- Time and expenses

Position and work assignment, collaborators

- Does the Lab value/allow for what you want to do



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Job negotiation: prepare & accept

Know your brand, know your value

- Benchmark yourself
 - Tap into your network: friends, peers, advisors, mentors
- It's not just about money – what is important to you?
 - Vacation, location, type of work, conferences, professional development, education programs, career opportunities
- It helps to have a career map

Be willing to ask for what you want

If you feel the offer is fair, no need to push

Competing offers

- Avoid playing companies against each other



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Job negotiation: what else?

Help with your family

- Information about childcare, schools, elder care
- Help finding jobs and resources for family member

Help with the move

- Temporary housing
- Selling your house



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Negotiating a new role

Assumption: Within the same Lab

Recognize the opportunity

- You are given additional responsibilities
- You are making a lateral move
- You envision a step up
- Get the context right

Prepare

- Understand the environment (Lab, context)
- Who is offering the role? Do you have a relationship?
- Are others tapped for the role?
- Know if you have a sponsor
- Assess what you need to succeed in the new role



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Negotiating a new role

More responsibilities

- The “Yes, and” approach
- Work-load, scope, visibility, support
- It is OK to say no if you can articulate why, or offer alternative

Lateral move

- You can ask for a promotion
- Assess interest match

New position

- Like a new job, with insights

Promotion

- Know your value and how to communicate it
- Your interests: money, work type, research scope, title, status



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The Hiring Negotiation

The candidate went through the interview process

- Has the desired skills & knowledge
- Is expected to be a good addition to the team

Negotiation help validate expectations

Negotiation reflects on you, your team and your lab

- You are courting the candidate



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Hiring Negotiation as a Check

Negotiation is about more than money

Are expectations in sync?

- Work life balance
- Position title tweak
- Role, responsibilities and research focus

Is the candidate a good fit?

- Culture and values

Avoid creating team imbalance

How does the candidate handle negotiations

- Be aware of red flags



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Negotiating Collaborations – Corporate Labs

Focus on external collaborations

- Can be: customers, other corporate labs, academic labs

Preparation is key

- Understand expectations from all sides – why collaborate
- Ensure you share a common language, especially with diverse teams
- Is the topic impactful?
- Strengths of collaborators
- How will success be measured? Are there small wins on the way?

Navigate

- Define roles and responsibilities, accountability – informally or through a formal statement of work
- Project & stakeholder management: how often to check in, share progress
- Insist on clear progress and success criteria
- Clear IP agreement is key – who owns the IP, licensing?
- Advocate for your own role – particularly if you initiate the collaboration



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Negotiating Collaborations – National Laboratory

- Understand/define your target - funding call, joint goal
- Ensure you speak the same language (multi-disciplinary teams)
- Understand each others motivation and success criteria (cool new approach versus production software)
- Discuss each others strength, as well as what makes this team better together
- Understand external constraints - expectation of managers, lab leadership, conflicting responsibilities
- Decide how important the project is to you - provides visibility with critical program manager, opens new funding source, lets you work with key leaders in the field - might want to use this as a loss leader, but be realistic in what you promise to deliver
- Negotiate roles, responsibilities and funding levels
- Put in full effort in proposal preparation (no one likes hangers on), if the offer is negotiated you would be the first one to loose out if you did not pull your weight



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Partner exercise

What are you negotiating?

Who are you negotiating with?

- Relationship
- Positions and interest
- Mutual interest

Other assumptions?



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Wrapping up

You already negotiate all the time

- To decide who takes the garbage out
- To keep your project alive, for good outcomes, and success

Keep in mind

- Find opportunities to keep people in the loop
- Changing leadership can cause wrinkles
- Understand the dynamics of your Lab

Very few people are born negotiators

- Don't get discouraged
- Know when to be patient, and when to be impatient

On-going process, better to start well

Good luck and happy negotiating!



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Resources

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