Negotiations That Occur After You Land that First Job

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“Negotiate”: to try to reach an agreement or compromise with others

When is it appropriate? When we have something to offer and/or we want something, usually under different terms than the other party.

Why is it important? Because people’s jobs and careers evolve.

How???

1) Prioritize by importance: Will you care about this issue in a month?

2) Make it about collaboration / not competition - “we” versus “I”

3) Always use work quality or productivity as the rationale
   GOOD: to help students graduate with competitive technical skills
   NOT SO GOOD: to enable me to do what my grant funds were intended for

4) Make it easy for others to advocate on your behalf
   give them the pertinent information
Strategies for In-Person negotiations:

1) Building coalitions ("we need...")
   name-linking (not name-dropping)
   familiarity breeds recognition

2) Know your facts
   background statistics, history

3) Offer comparisons:
   best alternatives to your desired outcome
   other outcomes you are pursuing

4) Try to anticipate resistance; have ready answers

Example from Undergraduate Teaching:
I’d like to teach a new course in X...
GOOD: because I see demand from our students
NOT AS GOOD: because I’m bored with course Y

"Undergrad advisor[authority] and I discussed teaching needs for our majors; s(he) and I see unmet need for X"

Who has offered a course in field X?
Which dept and when? Enrollment at capacity?

Add a component on X to current course;
find a colleague interested in teaching one of your courses, freeing up your time for X

Apply for funds for undergrad TA for course X;
Show that opportunities are created by offering X (placement of students)
Strategies for Group Negotiations:

**Groups:** Power in numbers / Less predictable
- Greater potential payoff; Less control

**Planned Group Negotiations:**
First stage: negotiate within group
Confirm there is a shared perspective!

**Spontaneous:** Negotiations arise during meetings for other goals

**Example:** Grants Office organizes faculty meeting to deliver a “sales pitch”: Cost-sharing
- Support staff from various offices attend the meeting
- Faculty realize the sales pitch will work if University provides matching funds
- Faculty make sales pitch to the support staff (VP-Research)

Be prepared to negotiate if opportunity arises
Do your homework on group members invited to meetings
After the first negotiation:

Follow up on negotiation meetings with summary email:
   “Thank you for meeting with me/us about ... We were happy to hear that the university is supportive of our efforts to ... We look forward to hearing of your decision regarding...”

Lack of Response ≠ negative response

Examples: Requests to Chairs and Deans
   simple “yes” or “no”: usually 2-3 days
   “no simple answer” can translate to no response (followup in a week)

If Response is via email: Do your homework on who is cc’d (relevant departments, offices)
Negotiating with the ACADEMIC Hierarchy

Academics evolve: equipment, space, teaching expertise
Several resources (in Canada) for equipment;
fewer for *renovating space for new equipment*

The Academic Approval Chain:
Chair of Dept -> Dean of College -> VP Research

Example: need lab renovations to use new equipment (have $)
I contact Chair -> contacts Dean
Answer: No

Annual reports to grant agency: “comment” box for PIs
Annual reports “approved” by university before submission

Comments read by VP Academic -> Dean -> Chair -> Me
Answer: Yes

BE PREPARED to negotiate wherever opportunity arises
Negotiating with Academic and Industry Partners:

**Example:** $1.6 million Training grant in Auditory Cognitive Neuroscience (NSERC-CREATE)

More industry partners = more students can be funded

6 Partners = Hearing aids; digital audio technologies; music preference algorithms funded many trainees beyond what was possible without partnerships

Negotiations usually begin with “personal connection” (name-linking)

- former student employed in that industry / colleague who owns the equipment
- colleague on scientific board of industry (usually published online)
- industry head serving on grant agency board (published online)

**Building a coalition:** 1:1 matching funds will give the industry:

- access to trained (in-house) future employees
- more access to research outcomes and expertise (via research supervisor)
- low-cost entry to pool of expertise (1 semesters’ funds)

**Training grant application:** 10 industry funding partners

Negotiating helps you build a network!
GRAND FINALE

Negotiations about Teaching & Research can work!
- both at individual and group level
- you can improve your odds + build networks

Negotiations take time (days to months)
- Evaluate its importance:
  are you really going to care about this in a month?

Negotiation outcomes can change as people change:
- If unsuccessful one year, try again later
  fresh people in University hierarchies; different perspectives

- If you plan to change jobs (universities), previous negotiations may come undone 
  (tough love)
Learning to take the hurdles of negotiation