The Psychology of Negotiation: Why, When, and How?

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Women in Cognitive Science
Psychonomics
November 18, 2015
Chicago, IL
Here is my background from which I draw my observations

<table>
<thead>
<tr>
<th>Professor</th>
<th>Associate Dean (2012-2015)</th>
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<tbody>
<tr>
<td>Human Learning &amp; Memory</td>
<td>Faculty Affairs</td>
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<td>College of Arts &amp; Sciences</td>
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<td>Tenure and promotion process</td>
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<td>Sabbaticals</td>
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Journals & Professional Societies

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<th>Associate Editor:</th>
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<tr>
<td>Psychological Science</td>
<td>Chair, Governing Board, Psychonomic Society</td>
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<td>Psychological Bulletin</td>
<td>Chair, Publications Committee, PS</td>
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<td>Memory &amp; Cognition</td>
<td>Member, Board of Directors, APS</td>
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Today I will share with you my observations

- **Industry** – Research topic, books, videos, seminars
- **Academia vs. Industry** – Different practices?
- **Aligned on many practices for Why, When, and How**
- **Useful sources on the web**
  - Margaret A. Neale
    Adams Distinguished Professor of Management
    Stanford Graduate School of Business
  - Deepak Malhotra
    Eli Goldston Professor of Business Administration
    Harvard Business School
  - **Ed Brodow**, dubbed in the industry as the *King of Negotiators*
- **Today – Faculty/graduate student perspective**
Why negotiate?

“In life you don't get what you deserve, you get what you negotiate.”

How many here like to negotiate?

How many consider themselves expert negotiators?
Why negotiate?

“It’s not fair that I don't get what you deserve, you get what you negotiate.”

“It’s not fair that I don’t have X”

“Because others have X and I too deserve it”

• All good reasons but might not offer the best mindset
Why negotiate?

To get what you want to do your job effectively
When to negotiate?

When you clearly understand what you want and why you want it

- A higher salary? more lab resources? different teaching assignments? want to become graduate director (or a release from the position)?
- Choice of graduate schools? selection of research projects?
- Want used furniture/equipment from another office/lab?
- Helps to be very clear about priorities and to be selective

When you can assess costs and benefits

When you understand your negotiating partner

“We cannot negotiate with people who say what's mine is mine and what's yours is negotiable.”

[The Berlin Crisis: Radio and Television Address to the American People (The White House, July 25, 1961)]

— John F. Kennedy
How to negotiate?

Mindset

- If “negotiation” sounds threatening, combative – reframe it
- Not a competition (no winners or losers) – a conversation
- A “win-win” mindset
  - (make it work for the “partner”) - More lab resources but will defer use for 2 years to help department budget
- A “problem-solving” mindset
  - (separates “you” from the “goal”) – How can I get the course assignments I want vs. how to organize my course assignments in the department teaching grid
- A “communal” mindset
  - (for my students/colleagues) - Lab furniture to make my students more comfortable
- Ask for help
- Be open to alternatives offered
- Focus on long-term working relationships
  - Understand the negotiating partner’s desire to make it work
How to negotiate?

Prepare
- Know your facts
  - What do you want (a new piece of lab equipment)
  - Why do you want it
  - Communicate it clearly and professionally

Listen
- Understand the partner’s situation (the Chair/Advisor)
  - resources (useful for alternate solutions)
  - limitations in what they can offer
  - options the partner did not consider

Be patient
- Your negotiation can set off a cascade of other negotiations
  (Chair to Dean, Dean to Provost, other departments, graduate school offers)

Be objective
- The situation may feel personal but it is usually not
And finally…

Be resilient

Sometimes things just don’t work out

Try again!

• Different need, different solution
• Always a conversation

Play this out as if you are on the other side of the conversation!