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

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Women in Cognitive Science
APS
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Chicago, IL
## My Background

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<thead>
<tr>
<th>Professor</th>
<th>Associate Dean (2012-2015)</th>
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<td>Human Memory</td>
<td>Faculty Affairs</td>
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<td>College of Arts &amp; Sciences</td>
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<td>Stony Brook University</td>
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<td>~500 tenure-track &amp; tenured faculty</td>
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<td>~100 full time lecturers</td>
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<td>Hiring</td>
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<td>Tenure and promotion process</td>
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<td>Various types of leave</td>
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<td>Sabbaticals</td>
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## Journals & Professional Societies

- **Associate Editor:**
  - *Psychological Science*
  - *Psychological Bulletin*
  - *Memory & Cognition*

- **Societies:**
  - Chair, Governing Board, Psychonomic Society
  - Chair, Publications Committee, APS
  - Member, Board of Directors, APS
My Observations

• Industry – Research topic, books, videos, seminars
• Academia vs. Industry – Different practices?
• Aligned on many practices for Why, When, and How

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 – Early career 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?

“In life you 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 these do not set up a good 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
- Be very clear about priorities

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

- “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 one year 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/coworkers) - Lab furniture to make my students more comfortable
- Be open to alternatives offered
  - Cannot offer more salary but can give 2 years summer salary
- 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

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
How to negotiate?

Be resilient

Sometimes things just don’t work out

Try again!

• Different need, different solution