

Strategies for Cultivating Career Satisfaction and Success through Negotiation



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GWIMS Toolkit

Learning Objectives

1. To appreciate the different approaches towards negotiation and the theoretical literature regarding concepts such as “positional bargaining” and “principled negotiation”
2. To learn from the experiences described by other academic medical faculty regarding negotiation
3. To recognize how gender affects negotiations and understand strategies that can optimize effectiveness in negotiation settings

What is Negotiation?

“Put simply, negotiation is a tool to help change the status quo when change requires the agreement of another person.”

Babcock L, Laschever S. 2009.
**Ask For It: How Women Can Use the
Power of Negotiation to Get What
They Really Want. Bantam Dell.**

Problem: “Positional Bargaining”

Playing the Game

<i>The Rules</i>	<i>The Outcome</i>
<ul style="list-style-type: none">• Depends upon successively taking – and then giving up – a number of positions	<ul style="list-style-type: none">• Arguing over and sticking to positions is inefficient and can damage relationships
<ul style="list-style-type: none">• Must choose between two negotiation styles, either soft or hard	<ul style="list-style-type: none">• Those choosing a softer approach are vulnerable to others playing hard ball

Adapted from: Fisher R, Ury W, Patton B (ed). 2011. *Getting to Yes: Negotiating Agreement Without Giving In*. Penguin Books.

Solution: “Principled Negotiation”

Changing the Game	
<i>New Rules</i>	<i>Better Outcome</i>
<ul style="list-style-type: none">• “Focus on interests, not positions”	<ul style="list-style-type: none">• Leads to mutually satisfying options and “wise agreement”
<ul style="list-style-type: none">• Negotiation style neither hard nor soft, but rather both hard and soft – “hard on the problem”, “soft on the people”	<ul style="list-style-type: none">• Participants work side by side to attack the problem, not each other

Adapted from: Fisher R, Ury W, Patton B (ed). 2011. *Getting to Yes: Negotiating Agreement Without Giving In*. Penguin Books.

Four Points of “Principled Negotiation”

1. “Separate the **people** from the problem”
2. “Focus on **interests**, not positions”
3. “Invent **options** for mutual gain”
4. “Insist on using objective **criteria**”

Fisher R, Ury W, Patton B (ed). 2011. *Getting to Yes: Negotiating Agreement Without Giving In*. Penguin Books.

Importance of Negotiation in Academic Medicine

“You need to recognize that what you get is what you negotiate. . . . Negotiation is the key to shaping your career. . . . Negotiation is a game and you need to know it. . . . You don’t get what you deserve, you get what you negotiate.” (Male, M.D., professor)

Sarfaty et al., 2007

What Kinds of Things Are Negotiable in Academic Medicine?

- Lab equipment or research space
- Funding for research
- Support staff
- Reduction in clinical hours or time flexibility
- Work schedule or work responsibilities
- Salary or raise
- Position or promotion
- Authorship

Holliday et al., 2015; Sarfaty et al., 2007

Pitfalls and Barriers to Negotiation

- Naïveté and Lack of Preparation
- Structure of the Institution
- Lack of Strategy and Leverage

Pitfalls and Barriers to Negotiation

Naïveté and Lack of Preparation

“There is no concept that negotiation is a part of academic medicine; it is a fascinating question to think that one has to be trained in these things. I wish I had learned that there was even a concept.” (Female M.D., associate professor)

Sarfaty et al., 2007

Pitfalls and Barriers to Negotiation

Structure of the Institution

“[It's] not really possible in our system... I would have had to quit my job.... Other people that have asked have been flatly told no.”
(Female, K-Awardee)

Sambuco et al., 2013

“You feel powerless and helpless towards this big elephant [the institution] . . . which has no interest in empowering faculty.” (Male MD, Associate professor).

Sarfaty et al., 2007

Pitfalls and Barriers to Negotiation

Lack of Strategy and Leverage

“If I had additional grant support, then I'd be able to use that as a lever to negotiate with but, until that time, I really don't have any negotiating ability.” (Male, K-Awardee)

Sambuco et al, 2013

“Had I actively pursued outside options and been fully aware of my earning potential before going into [the] negotiation, I would have had more leverage” (Female, PhD, Professor)

Sarfaty et al., 2007

Gender Differences in Negotiation

- Inefficacious Attitudes, Expectations, and Behaviors
- Family Circumstances Affecting Strategy and Leverage

Gender Differences in Negotiation:

Inefficacious Attitudes, Expectations, and Behaviors

“I think women tend to try to...please and do a good job....they may be sort of asked to do something that's not in their best interest to do it....A man would say I can't do this; a woman might go ahead and do it because she wouldn't want to displease the person asking her to do it. That's a disadvantaged behavior... [Women] are sort of reticent about demanding more pay and more time off or more compensation than men do.” (Female, Mentor)

“I just think as a woman you need to be more aggressive and outspoken...I would say I notice it in other women ...[who] haven't necessarily been promoted at the same pace as men or received the same resources as me.... If they would have asked for it they would have gotten it, but they don't ask for it.” (Female, K-Awardee)

Sambuco et al, 2013

Gender Differences in Negotiation:

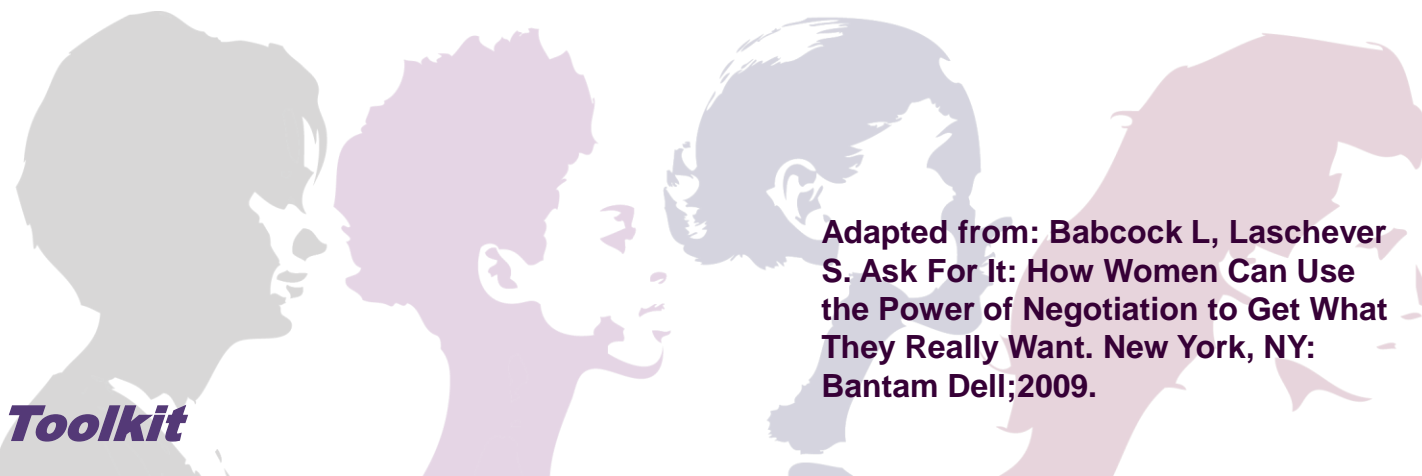
Family Circumstances Affecting Strategy and Leverage

[Men will] look for different jobs so that they'll get a better retention package...I should maybe be threatening to leave or finding other positions and then coming back and asking for a retention package...I think people would naturally think women aren't going to leave because it's much harder for us to uproot our families. (Female, K-Awardee)

Sambuco et al, 2013

Ten Steps to Negotiating Effectively

1. **Figure out what you want and what you can do** - identify your ideal job, personal needs, career/life goals; identify your strengths and weaknesses
2. **Commit to being in control** - establish an internal “locus-of-control” rather than relying on external factors to determine your life
3. **Find out if you are being treated fairly** – recognize unconscious bias; examine your organization’s policies and practices more closely to uncover implicit forms of unfairness; cultivate social and professional networks to build alliances and gain insider information



Adapted from: Babcock L, Laschever S. *Ask For It: How Women Can Use the Power of Negotiation to Get What They Really Want*. New York, NY: Bantam Dell;2009.

Ten Steps to Negotiating Effectively (cont.)

4. **Assess the negotiation environment** – do your research; determine your position in the context of other key players (e.g., how much you are worth, how much bargaining power you have); measure the playing field (e.g., how many parties are involved, the nature of the relationships)
5. **Identify your “best alternative to a negotiated agreement” (BATNA)** – aim to negotiate an outcome better than your BATNA; use your BATNA as a source of bargaining power

Adapted from: Babcock L, Laschever S. *Ask For It: How Women Can Use the Power of Negotiation to Get What They Really Want*. New York, NY: Bantam Dell;2009.

Ten Steps to Negotiating Effectively (cont.)

6. Determine your “reservation value” (RV), but focus on your “target value” (TV) or “aspiration value” – set a “bottom line” or “cutoff point”, which will be the worst deal you will accept, but be ambitious and aim high for what you really want
7. Tap into the power of “cooperative bargaining” – engage in “interest-based” rather than “position-based” bargaining to reach a successful “win/win” agreement
8. Have a good strategy – tailor your negotiation strategy to your specific situation; decide on your approach, mode of communication, timing, and location

Adapted from: Babcock L, Laschever S. *Ask For It: How Women Can Use the Power of Negotiation to Get What They Really Want*. New York, NY: Bantam Dell;2009.

Ten Steps to Negotiating Effectively (cont.)

9. **Practice and rehearse**— try warming up by negotiating for smaller things first; role-play ahead of time with a trusted colleague; recognize that your tone of voice, posture, facial expressions, and body language might affect how you are perceived; avoid appearing overly aggressive; practice framing requests in a positive way
10. **Be a Closer**- “seal the deal”; don’t walk away too soon; focus on what you have identified as your target, continue to aim high, and hang in here!

Adapted from: Babcock L, Laschever S. Ask For It: How Women Can Use the Power of Negotiation to Get What They Really Want. New York, NY: Bantam Dell;2009.

Negotiation Strategies

- Identify your goals, strengths, and weaknesses
- Find out if you are being treated fairly
- Determine your position on the playing field
- Set a bottom line, but aim high for what you want
- Focus on mutual interests: aim for “win/win”

Negotiation Strategies

Identify your goals, strengths, and weaknesses

“The first thing that needs to occur as part of the negotiation process is your own self-assessment of your performance and your goals. . . . I think my most useful skill is self-assessment and self evaluation, which helps me to define strategies for achieving where I want to go.” (Female MD, Assistant Professor)

Sarfaty et al., 2007

Negotiation Strategies

Find out if you are being treated fairly

“I've found that many places [exploit] junior faculty and take advantage of the fact that they don't really understand a lot of the nuances of how the system works.” (Male, Mentor)

Sambuco et al., 2013

Negotiation Strategies

Determine your position on the playing field

“[T]hat's what you want to keep focused on: what are you going to bring them that they want that they don't have.” (Male, Mentor)

Sambuco et al., 2013

Negotiation Strategies

Set a bottom line, but aim high for what you want

“Going into these crucial negotiations. . . have a fair idea of what [you] want, what you’re willing to concede. . . . Start out in a position that’s an advance of your bottom line. . . . It’s good to have something you can yield and also to have decided what you’re not going to yield and really stick to that.” (Female MD, Associate Professor)

Sarfaty et al., 2007

“Ask for a little bit more than they think they would need at this point...they've gotten so used to doing research ... on a shoestring, they don't tend to think about what they could do if they [could] have ... really adequate resources ... as opposed to just barely adequate resources.” (Female, Mentor)

Sambuco et al., 2013

Negotiation Strategies

Focus on mutual interests: aim for “win/win”

“There are multiple different ways to come up in the end with a package that helps you be successful. It's not necessarily exclusively in one category that's immutable ... [One] of the things I keep harping on is being strategic...thinking about what your boss wants and what will make him or her happy and what his or her constraints are and... work for win/win situations.” (Female, Mentor)

Sambuco et al., 2013

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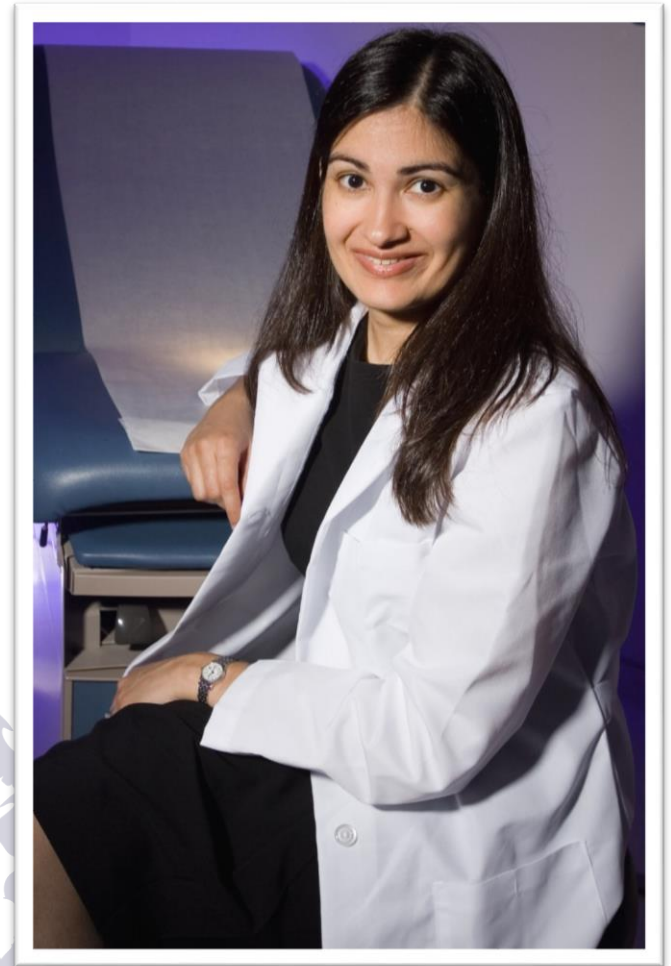
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Additional Readings

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Reshma Jagsi, M.D., D.Phil., is Associate Professor and Deputy Chair in the Department of Radiation Oncology and Research Investigator in the Center for Bioethics and Social Sciences in Medicine at the University of Michigan. She graduated first in her class from Harvard College and then pursued her medical training at Harvard Medical School. She also served as a fellow in the Center for Ethics at Harvard University and completed her doctorate in Social Policy at Oxford University as a Marshall Scholar. Dr. Jagsi's medical research focuses on improving the quality of care received by breast cancer patients, both by advancing the ways in which breast cancer is treated with radiation and by advancing the understanding of patient decision-making, cost, and access to appropriate care. Her social scientific research includes research into issues of bioethics arising from cancer care and research regarding gender issues, including studies of women's representation in the medical profession. She is the author of over 100 articles in peer-reviewed journals, Senior Editor at the International Journal of Radiation Oncology Biology Physics, Immediate Past-Chair of ASCO's Ethics Committee, and Chair of the Research Committee of the Radiation Oncology Institute. She is on the editorial boards of the Journal of Clinical Oncology and JAMA Oncology. Her research has been funded by the National Institutes of Health, the American Cancer Society, the Robert Wood Johnson Foundation, and other philanthropic foundations.



Rochelle DeCastro Jones, MS

Rochelle DeCastro Jones, MS is a Research Associate at the University of Michigan Medical School Department of Radiation Oncology and the Center for Bioethics and Social Sciences in Medicine. She was the study coordinator and project manager for a nationwide mail survey, which sought to understand the barriers facing junior clinician -researchers, particularly women, in order to improve gender equity in academic medicine. In addition, she was the study coordinator and project manager for a nationwide qualitative study, which employed semi-structured, in-depth telephone interviews to explore issues of negotiation, mentoring, work-life balance, and retention within academic medicine among former recipients of National Institutes of Health career development awards and their mentors.

Martha Gulati, MD, MS, FACC, FAHA

Martha Gulati, MD, MS, FACC, FAHA is an Associate Professor of Medicine and Clinical Public Health in the Division of Cardiology at The Ohio State University. She is also the Sarah Ross Soter Chair in Women's Cardiovascular Health and the Section Director for Women's Cardiovascular Health and Preventive Cardiology at The Ohio State University. She is the author of the best-seller, "Saving Women's Hearts." Her exceptional commitment to the study of women and cardiac diseases has won her numerous awards and distinctions, including being named by *Crain's Chicago Business* as one of Chicago's "Top 40 under 40," a list that honors 40 outstanding individuals who have made a major impact in their respective industries before the age of 40. In 2011, she received the first *CREDO (Coalition to Reduce Racial and Ethnic Disparities in Cardiovascular Outcomes)* Award from the American College of Cardiology that was given to honor her contributions to improve cardiovascular healthcare of women patients. In 2012, she was awarded the National Red Dress Award for her efforts in raising awareness of heart disease in women and advancing research in this field. Dr. Gulati completed medical school at the University of Toronto, Canada. She went on to complete her internship, residency, and cardiology fellowship at the University of Chicago. She received a Master in Science at the University of Chicago and is a fellow of the American College of Cardiology and the American Heart Association. She is board certified in cardiovascular disease.





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