Build Your Negotiation Toolkit: How to negotiate your first job

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Overview

• Group Exercise I: Developing a Framework for Negotiation
• Brief Literature Review
• Anchoring Negotiation in Clinical Skills Training (Concepts for Successful Negotiation)
• Mini-BATNAs (Best Alternative to Negotiated Agreement)
• Negotiation Roadmap
• Self-reflection and Group Exercise II: Preparing for Your Next Negotiation
• Wrap-up
Group Exercise I

• Split room in half (Groups 1 and 2)
• Choose a partner at your table
• Discuss with your partner and take notes:
  • **Group 1:** Think back to a time when a negotiation did **not** go well
    • What happened?
    • How could it have gone better?
    • What do you wish you had done differently?
  • **Group 2:** Think back to a time when a negotiation went well
    • What went well?
    • What went less well?
    • How could it have gone better?
    • What do you wish you had done differently?
Report Back
Negotiating Framework 101

• Separate the people from the problem
• Focus on INTERESTS, not positions
• Invent options for mutual gain
• Use objective criteria
• Best Alternative to Negotiated Agreement (BATNA)

Negotiation Skills

• Physicians feel uncomfortable or ill-equipped to negotiate for professional opportunities 2-4

• Critical to career success, especially for women & URM’s 1,5-7
  
  • Disparities in compensation & resources begin upon entry into the academic medical workforce as junior faculty 8-14

• Clinicians practice negotiation strategies routinely while providing care for patients 15
A 50 M presents to his PCP for an annual exam and refuses colonoscopy. What negotiation tools does a PCP use to help this patient?
Successful Negotiation

In the Clinic (and Elsewhere)

• Separate the people from the problem
• Appreciative inquiry to understand rationale, challenges, interests
• Reflective listening
• Identify options for mutual gain
• Reference available data
• Obtain agreement to discuss again
Steps to negotiating your first job:

• Networking
• Determine your “ask”
• Develop your BATNAs
Best Alternative to a Negotiated Agreement

• BATNA ¹⁶
  • Back-up plan for a failing negotiation
  • Set minimum standard for position being negotiated
  • The better the BATNA, the stronger one’s negotiating leverage
Mini-BATNAs:

• Within a particular negotiation, opportunities for Mini-BATNAs:
  • Based on one’s professional and personal priorities
  • Prioritization makes compromise easier
  • Job negotiation example:
    • Is salary more important than title?
    • Is having no in-house call more important than the amount of telephone call?
What are items you can negotiate for in your first job?
Negotiation Roadmap: Step 1

• Pre-work:
  • Identify:
    • Your interests
    • Your negotiating partner’s interests
    • Possible areas of overlap

• Meeting 1 Goals:
  • Let your negotiating partner know your hopes
  • Understand your partner’s concerns
  • Agree to discuss more
Tips on that first meeting...

• Give advance notice of conversation:
  • Schedule a meeting
  • Send a non-threatening agenda
• “I’m not looking for an answer now...”
• Listen closely
• Pay attention to body language
• Determine what your negotiating partner *thinks* you are asking
• Agree to talk again
• Send a summary of discussion focusing on non-objectionable points
Negotiation Roadmap: Step 2

• **Prework:**
  • Identify:
    • Your Mini-BATNAs to help prioritize your expectations
    • Your negotiating partner’s Mini-BATNAs

• **Meeting 2 Goals:**
  • Review your understanding of your negotiating partner’s perspective
  • Scale down fears that what you’re asking may be overblown
  • Brainstorm solutions that may be attractive for both sides
How to achieve your goals in step 2...

• Listen actively
  • Identify fears, values, and potential areas of agreement
• Reflect back what you hear to help mitigate unintentional drama
• Use Mini-BATNA’S to scale down your expectations and guide conversation
Negotiation Roadmap: Step 3

• **Pre-work:**
  - Review themes of discussions
  - Identify areas of overlap
  - Consider incremental options

• **Meeting 3 goals:**
  - Discuss areas of agreement
  - Point out consequences of no action
  - Identify mutually beneficial, incremental options
  - Model desired behavior:
    - It is OK to compromise
    - Negotiation does not have to be a zero-sum game
Exercise II

• Negotiation Pre-Work Sheet – use your handout
• Think about an upcoming negotiation or something you’re worried about and would like to change
  • What are your interests
  • Your negotiating partner’s interests
  • What are potential areas of overlap? (Think of principles NOT positions)
  • What are incremental possibilities? (Consider your Mini-BATNAs)
  • What are next steps?
Negotiation: Take Home Points

• As clinicians, we practice negotiation strategies routinely:
  • Separate people from the problem
  • Focus on interests and not positions
    • Appreciative inquiry
    • Reflective listening
  • Identify options for mutual gain
    • Scale down everyone’s expectations
    • Be willing to introduce something incrementally
    • Use your Mini-BATNA’s
    • What would prove utility? (Pilot programs are your friends)
  • Reference available data
  • Obtain agreement to meet again
Negotiation: Take Home Points

• Give yourself permission to negotiate
• Patience is a virtue – Successful negotiations take TIME

KEEP CALM AND BELIEVE YOU CAN DO IT
References


References


THANK YOU

Special shout out to my co-author Amy Gottlieb, MD