

Negotiations That Occur After You Land that First Job



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Director, research training grant (academic / industry negotiations)

“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 cced (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

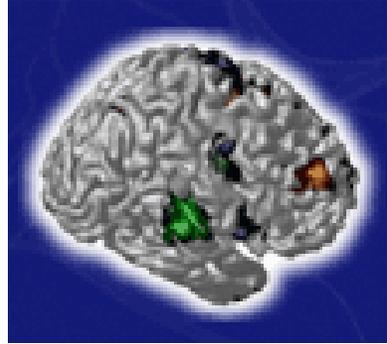
BE PREPARED to negotiate wherever opportunity arises



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)

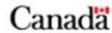




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Learning to take the hurdles of negotiation