**Negotiating Pearls: From good and bad experience**

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**Before negotiations:**
1. Be CLEAR about your goals and objectives.
2. Be CLEAR about what data you have to support your position. (Benchmarks)
3. Consider what the other party wants AND their goals. Eg. What does a Chair want? A Dean? (Goals are most important, there may be other ways to reach them)
4. Consider what you are willing to settle for: called a BATNA: Best Alternative to a Negotiated Agreement
5. What levers do you have? Safety and quality? Faculty satisfaction? Relationships???
6. Anticipate questions/ opposition and have answers or openly acknowledge with a plan

**During negotiation:**
1. Listen, stay respectful, and repeat if you think you don’t understand. “let me be sure I understand. You want to have someone run the educational programs efficiently, but are not sure this proposal is the best path?”
2. Make a SHORT case, expand as asked. (If you get a yes quickly, that is ok)
3. Always think of it as win/win...what outcome could do that?
4. Always think of preserving the relationship (in medicine and education) (The only time not to is when you think it is a onetime negotiation but my experience is that it NEVER is only one time and there are surprising rewards for being thoughtful and respectful)
5. Never raise your voice, and if they do—consider asking to come back another time.
6. OK to say: Is this your best offer? (in a relevant phrasing)...Do you think this is the best “the department” can do with the salary for this position?; Do you think this is the best flexibility we can create for part time effort?; Do you think this is the best support that we can find for this position?
7. Also OK to say: Well, that still doesn’t seem to meet the mark. What would you think about coming back in (a few days/ weeks) and reconsidering this after we have a chance to explore more options?
8. Also OK to say: Let me think about it—there are some positive aspects to what you propose....

**After a negotiation:**
1. Never ever gloat. It represents you poorly to others, let alone gets back to the others.
2. Thank the individuals involved and give credit.
3. Do the work—this isn’t the only negotiation you will likely need to have with the individual