



every  
woman  
WORKBOOK

# NEGOTIATION SKILLS: YOUR BEST WORK-LIFE BALANCE

PART ONE

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# About this workbook

At everywoman, we deliver a range of innovative products and resources that unlock the potential and talent of women in business globally. For those women starting out or looking to progress their professions, or build and develop their own enterprise, the everywomanNetwork provides a wealth of personal development resources, advice and inspiration to address the challenges faced at key stages in business. We produce workbooks on topics that matter most to our members and we're constantly listening to your views to give you the tools you need to propel you through your life's work, at a time and place that suits you.

Welcome to our new workbook, *Negotiation Skills Part 1: Your Best Work-Life Balance*.

"The most important trip you may take in life is meeting people half way," wrote the 18th-century Chancellor of the Exchequer, Henry Boyle.

Three centuries on, it's a lesson that today's politicians could certainly do with remembering. And not just MPs, ministers and presidents: brushing up on our negotiation skills can result in everything from better working conditions to getting our children to eat more healthily.

From a gender pay gap perspective it's crucial, too. Studies show that women simply aren't negotiating as successfully for themselves as their male counterparts are, possibly through a fear of being thought to be too 'pushy' or 'demanding' if they press their case too hard.

This workbook explores the art of negotiation, and offers tips to help you get what you want from this game of psychological chess. By working through the processes and strategies described – including 'mirroring', 'the magic eyebrow lift' and the 'power of the pause' – you will be better placed to handle the process and secure an outcome with which both sides are happy (the so-called win-win) – and, if all else fails, even to know when to walk away.

The workbook will arm you with skills you need to help you value yourself properly and to focus on the purpose in hand. By the end of this workbook you will have gained greater confidence in your skills as a negotiator – skills you can carry over from your professional to your personal life.

We'd love to know how you get on – email us at [karenmax@everywoman.com](mailto:karenmax@everywoman.com) or tweet us @everywomanuk.

Maxine & Karen

and the everywoman team

Let us never negotiate out of fear. But let us never fear to negotiate.”

JOHN F KENNEDY, US PRESIDENT<sup>1</sup>

# Negotiation: why it's important

WHETHER IT'S BRITISH AND EU politicians attempting to hammer out a Brexit deal, or the ongoing mediations between Donald Trump and Kim Jong-un, negotiation has rarely been out of the news in recent years.

“

"SUCCESSFUL NEGOTIATION IS NOT ABOUT GETTING TO 'YES'; IT'S ABOUT MASTERING 'NO' AND UNDERSTANDING WHAT THE PATH TO AN AGREEMENT IS."

CHRISTOPHER VOSS, BUSINESSMAN, AUTHOR, ACADEMIC "

**L**ike it or loathe it, being able to negotiate can result in you getting the best deal from every situation. A bit of bargaining prowess could help you bring down the price of that house you want. In the office, it could help you broker a better job offer, or maybe the chance to spend two days a week working from home. In fact, negotiating skills can be deployed everywhere, from securing flexible working and a pay rise to getting your children to eat more veg.

Negotiation has hit the news in other ways in recent years, too. With gender pay gap statistics revealing striking disparities between men and women's salaries, it's been suggested (by the *Harvard Business Review* and Sheryl Sandberg's *Lean In*) that this is partly due to women not negotiating as effectively as their male counterparts.

This workbook will help you prepare for any crucial conversations with your employers, while adding some psychological tips to help you get the successful deal you want...



# WHAT LEADS TO NEGOTIATION SUCCESS?

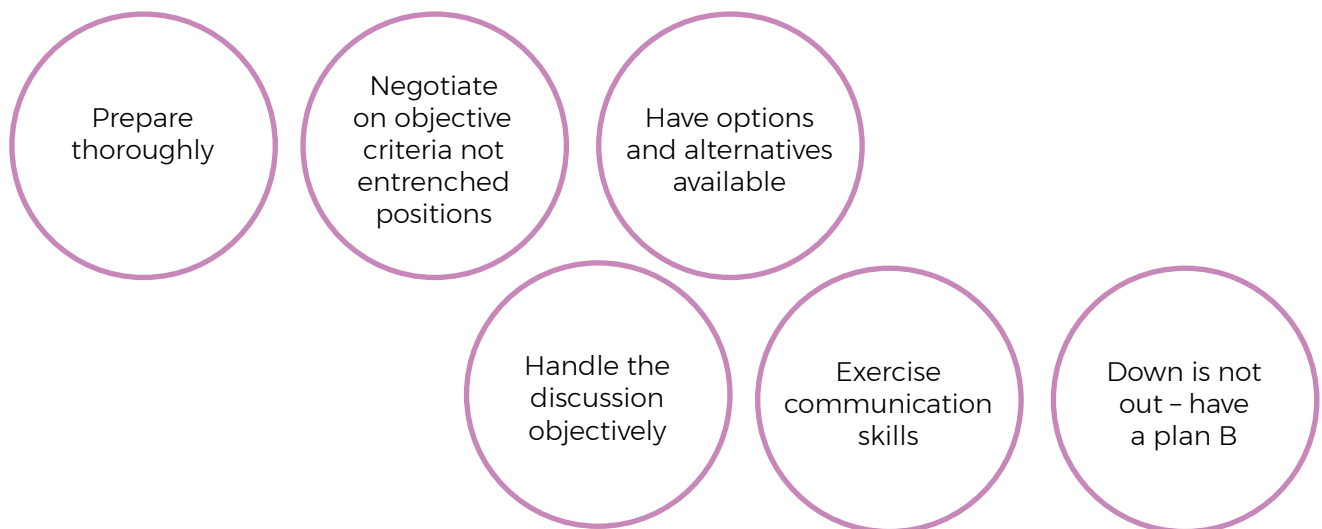
EVERY ASPECT OF LIFE involves negotiation and most of us are better at it than we think.

Only when we stop to analyse how to negotiate in order to apply it in the workplace, and to situations where the outcome matters greatly to us, does it take on an onerous quality, which leads to reluctance and fear.

Negotiation is usually a process by which two sides set out, and eventually surrender, a series of positions. This can take a very long time and can sometimes lead to stalemate and bad feeling.

Ideally, a negotiation will produce a solution about which both sides feel comfortable; often described as a win-win position. The solution will be sensible, efficient and will enhance the relationship between the parties.

## How to successfully influence negotiations



Whether you're planning to negotiate your salary or to secure flexible working, you need to think it through as thoroughly as you can. View the process as a business transaction. Approach it as though you were going in to bat for a third party, if you

can, and be sure to leave your emotions out of it. Almost nobody gets exactly what they ask for, especially not at the first time of asking, so temper goals with options and requirements with alternatives, so that you can achieve an acceptable outcome.



### TAKE AWAY

Negotiation can be applied to many areas of life, whether business or personal. Be dispassionate and pragmatic - nobody gets everything they want from a negotiation - but also be prepared. The more you plan in advance, the better your negotiations are likely to go.

# Negotiating pay and benefits

**SINCE 2017, IT'S BEEN MANDATORY in the UK for organisations with more than 250 employees to publish their gender pay gap. And the results show pay inequality is still rampant in nearly every industry.**

“  
*MEN GENERALLY  
EARN MORE  
THAN WOMEN,  
SO PEOPLE  
CAN EXPECT  
WOMEN TO EARN  
LESS. AND SO  
THEY DO.”*

SHERYL SANDBERG,  
FACEBOOK COO, AUTHOR <sup>iii</sup>

The latest figures (April 2019) show that eight in 10 UK firms pay men more than women. The average gap stands at 9.6 per cent in men's favour, with a quarter of companies paying women over 20 per cent less based on median hourly pay.

Private healthcare providers Vida Healthcare were among the worst offenders, paying women a measly 21p for every £1 paid to a man. Meanwhile, finance and insurance is one of the worst sectors for women to work in. The average gap in the sector was 22.9 per cent, meaning a woman earned 77p for every £1 men earned.

Unfortunately, there is some evidence that women could learn from male counterparts when it comes to negotiating on their own behalf. Statistically, women are less likely to ask for a pay rise, or challenge their remuneration package.



WHETHER IT'S SALARY OR A  
PROMOTION OR A JOB, I THINK IT'S  
IMPORTANT FOR WOMEN TO ASK FOR  
WHAT THEY THINK THEY DESERVE. "

SUSAN WOJCICKI, CEO, YOUTUBE <sup>iv</sup>

Unfortunately, a woman's instinct that she could suffer a backlash for negotiating forcefully for herself is confirmed by research. Both men and women can react negatively to a woman who behaves in a way contrary to the gender stereotypes of women being accommodating and cooperative.

This is illustrated in research quoted by the Program on Negotiation at Harvard Law School in its report on *Negotiation Strategies for Women*.<sup>v</sup>

In this, Emily T Amanatullah of the University of Texas at Austin and Michael W Morris of Columbia University had male and female college students engage in a simulated job negotiation. The participants were told to negotiate either their own starting salary or a friend's starting salary through five rounds of offers and counter-offers.

Before negotiating, the women, but not the men, reported believing that they might be punished if

they were perceived as 'pushy' or too 'demanding'. Further, this fear of backlash was unique to women negotiating their own salaries, as those negotiating for a friend did not anticipate social punishment for their behaviour.

Another negotiation study suggests that this fear held by women negotiating their own salaries is warranted: women and men alike penalised female job candidates who initiated salary negotiations, researchers Hannah Riley Bowles (Harvard), Linda Babcock (Carnegie Mellon University), and Lei Lai (Tulane University) found.

Evidence supports the case that men's salaries start to outstrip those of women most significantly in the years after childbirth, despite the fact that the time women take away from work, having and caring for children, has decreased over the past three decades from seven years to 11 months.



## AIMING FOR A PAY RISE WIN-WIN - DOING YOUR HOMEWORK

1

Start by recognising that your employer's position is that your remuneration package is a combination of the value that you bring to the organisation and market rate that applies to the job you are doing.

2

Salary negotiations are best conducted face to face and with all your facts at your fingertips, so give yourself and your boss time to get ready.

3

Ask in advance for a meeting so that your boss knows what you are coming to discuss and can also think it through.

4

Don't be tempted to hide behind email. Often it is a cop-out and as we all know, emails can be interpreted in different ways because words alone are a small part of any message.

5

The face-to-face discussion should be about your responsibilities, reward and career opportunities, not salary alone. This puts the money in context.

Make sure your approach is objective and based on merit by preparing a documented business case. Salary negotiation has nothing to do with the size of your mortgage, what your friends earn or what you earned at your last company. The only thing that matters is the contribution you make in this job, here and now. Give yourself plenty of time to prepare your business case so you can be confident you have covered all bases.



## EXERCISE

# CARRY OUT A PERSONAL SWOT ANALYSIS

## 1

Start by doing an honest SWOT analysis of your skills and performance. To help you get started, take a look at the chart overleaf and in each section, address the questions and add any other points that come to mind.

---

## 2

When you think about how others perceive you, don't forget to consider the views of your boss. Look up your most recent review or appraisal or think about current feedback you have received about your performance. If you have done a psychometric test within the last six months, review the results.

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## 3

If modesty kicks in and you have trouble identifying your strengths, write down a list of your personal characteristics. Many of them will be strengths – and some may inform the weaknesses column as well!

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## 4

Be as realistic as possible about your weaknesses. It makes sense to face up to them right away and make a plan to address them, regardless of the current salary negotiations.

---



## EXERCISE

**Take a good, honest look at yourself, those areas you consider your forte and those that could do with some improvement.**

### STRENGTHS

Have you met or exceeded your performance goals for this year?

---

In what do you excel?

---

What do you do better than others?

---

What achievements are you most proud of?

---

What positive personality traits or values do you bring to work?  
eg: are you extrovert, ambitious, spontaneous, fair?

---

What would others say are your strengths?

---

What are your educational achievements? What qualifications, degrees, certificates, diplomas or skills do you have and how do they contribute to your performance in this job?

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### WEAKNESSES

Is there anything your peer group does well that you do not?

---

Do any colleagues regularly outperform you?

---

Have you had any negative feedback that came as a surprise? If so, what was it?

---

Do any of your personality traits hold you back?

---

What do you avoid doing and why?

---

Do you bring negative habits to work, eg poor punctuality, being disorganised or moody?

---

What would others say are your weaknesses?

---

Are there any gaps in your education or training?

---



## EXERCISE

Now have a go at detailing your strengths and weaknesses

STRENGTHS

WEAKNESSES



## EXERCISE

# OPPORTUNITIES AND THREATS

**Take a look outside yourself, at your business and the wider world, and consider the opportunities and threats that apply to your current situation.**

## OPPORTUNITIES

How is your company performing?

---

Can you see any opportunities for your company, division or department that are not currently being addressed?

---

What is happening in your company and what does that mean for you?

---

Do you have contacts who can help you get ahead?

---

Do your personal strengths open up any specific opportunities, eg speaking a foreign language? Is your industry growing and if so, what does that mean for your employability?

---

Are there new developments in your field and how can you get involved?

---

## THREATS

What are the external factors affecting your company or industry?

---

What problems do you currently face at work?

---

What is changing in your own field, eg technological impact?

---

What are the obstacles to your career ambitions?

---

Who are your key competitors for the next project, promotion or opportunity?

---

Are any of your weaknesses threatening your career progression?

---



## EXERCISE

**Now fill in the opportunities and threats that apply to your own situation.**

OPPORTUNITIES

THREATS



## DOCUMENT YOUR ACHIEVEMENTS

If you don't already keep one, start a career file and add to it as significant things happen. It's very easy to forget what has taken place in each year as the months speed by and having the information to hand is useful not only for salary negotiations but for annual reviews, performance development plans and many other situations.

Doing your job well is no more than what is expected of you – you need to show that you have gone above and beyond those expectations and are already working at the next level.

### **Dig out your job description and review it.**

Have you, like many people, taken on additional duties either formally or informally since your last salary increase? If so, estimate the value of this additional work. Is your job title still appropriate to your current duties? Are you actually doing the job that you were recruited to do, or is it now a different job that deserves a different salary?

**Think through all the benefits you bring to your employer –** essentially the reasons why they would find it difficult to replace you. Think through any additional benefits you could bring that would make you even more valuable

in the future. For example, being able to speak French made a big difference to the relationship with those new clients whose English was not strong. Perhaps you could take responsibility for that relationship, working alongside the technical team.

### **Be scrupulously honest about your achievements and value.**

Don't use anything that is not fair, accurate and true and don't exaggerate. Honesty is the best policy, combined with the courage to speak up about these points.

**Keep copies of formal documents** such as appraisals and personal development plans as well as thank you letters or emails, praise from clients or customers or even colleagues.

### **Keep a note of where your initiatives and actions**

saved money or increased revenue, or where your idea in a meeting became the plan.

### **Log anything measurable**

that demonstrates your value to the business. Write an executive summary for each year you are in that job.

If nothing else, it will cheer you up to review the file when you're lacking self-esteem for any reason!



*WE START MEETINGS WITH  
DATA. WE DON'T SEEK TO  
CONVINCE BY SAYING, 'I THINK'.  
WE CONVINCED PEOPLE BY SAYING,  
'LET ME SHOW YOU'."*

ERIC SCHMIDT, CEO GOOGLE <sup>vi</sup>

## UNDERSTAND THE CONTEXT OF THE NEGOTIATION

1

**Each party to a negotiation is always focused on their own needs and concerns.**

Good negotiators take time to understand what is going on with the other person before they get to the negotiating table.

2

**Start by finding out what the policies, goals, developments and challenges are within your organisation or industry.**

Turn to your own group of advisers and ask them. If you have a mentor or an advocate in the business, pick their brains. Ask them about the challenges the business faces as well as asking their advice about the company's processes, protocols and policies about salary. That way you can start to formulate your overall value to the business rather than simply the salary package. What can you offer in return when you are asking for more money?

3

**Make sure you know what is important to your boss.** It is worth taking a more informal opportunity over lunch or coffee to understand what their greatest job challenges are and find out more about both their short and long-term goals. At this stage, don't bring your own agenda into it. Just take it all in and afterwards, make a note of everything you learned.



## EXERCISE

# KNOW YOUR WORTH IN THE MARKETPLACE

Can you answer these questions?

What is your value in the marketplace?

What does your boss value about you in this job?

What does the company value about you?

What value do you create in the company?

## KNOW YOUR COMPANY CULTURE

This is where your objectivity needs to kick in. There is a difference between the value of your role and your value as an individual. You need to do your homework on both.

Salary is only one part of the equation. Think in terms of the overall package which makes up your remuneration and present your case in that way. Going through your demands issue by issue can be adversarial. Part of your negotiation will be to have alternatives (benefits) you can propose if the specifics (money) cannot be met for good reason. Make sure you know what is typical for your marketplace or industry. That doesn't mean you can't come up with something new. But things that are usual in your company, for which a precedent has been established, will be easier to achieve.

Most importantly, before you get to the negotiation, make sure you've

thought through every aspect of the package you want to achieve. Going back later with additional requests and demands is unprofessional and can give the wrong impression.

If your company has an HR department, talk to them. Ask about the salary bands for particular roles and make sure that you know the salary culture of your organisation. Some companies review salaries only once a year and have rules that mean there is no point rocking the boat between cycles because exceptions cannot be made. Others are more flexible and will review a carefully crafted business case when presented.

Ask about the range of percentage increases awarded at the last company-wide salary review and the likely range at the next review. Make sure you know the upper and lower limits of the pay scale for your position.

### Research your role

Ask about the company's policies on staff turnover, retention, recruitment and headcount and how it is performing in relation to them. This information may be important to you when you're asking your boss to increase the salary budget. Bear in mind, as your boss will, that it can cost from 1.5 to three times their salary to replace someone in a key role.

If you have been with your company for a while, you will know whether they pay higher or lower salaries than the market norm as a matter of policy. If the company is new to you, see what you can find out from your peer group or industry network. Research wage surveys in your industry and in your geographical area. Data exists on movements in earnings and salary bands for generic roles. Read the job ads in your trade press, talk to recruiters and check out online salary benchmarking tools such as [paywizard.co.uk](http://paywizard.co.uk), [glassdoor.com](http://glassdoor.com) and [salarysearch.co.uk](http://salarysearch.co.uk). Look at research such as the Chartered Management Institute's annual National Management Salary Survey.

## PREPARE FOR THE MEETING

It helps to think carefully about the type of person you are dealing with. Negotiations can take different forms, depending on the style and personality of the other person as well as the nature of the negotiation. In the case of salary negotiations, where you are likely to be working with the other person for some time to come, cooperative negotiation – reaching a solution that benefits both parties – will produce the best outcome.

### Put yourself in the shoes of the other party

- What is their personal style?
- Are they combative, cooperative, open to discussion, under pressure?
- What is the best way to approach them?
- What do they need from this situation?
- What argument will resonate with them?

In any negotiation, each side is motivated by its own interests. Try to anticipate the objections that are likely to be raised and work out your solutions to them.

Work out the alternatives you are willing to consider. Have a salary range in mind, starting at the bottom end of what you have determined (by objective criteria) you are worth and

ending just above your (realistic) goal.

If they cannot agree to your full salary requirement for good reason, what else is of value to you? Is it a bonus, extra holiday, flexibility, personal development opportunities, better benefits? Research these options so that you know the value of what you are asking for.



*WHEN IT COMES TO EMPLOYMENT, THE PARADIGM OF SOMEONE WINNING AND THE OTHER PERSON LOSING DOESN'T SERVE EITHER PARTY IN THE LONG RUN."*

MICHAEL B JUNGE, AUTHOR, COACH, HEADHUNTER <sup>vii</sup>

### Develop your case

Be very clear about what you want to achieve. Narrow it down. Make sure your goal is definitive. It is very important to present your position as objectively as you can, almost as though you were a neutral observer. You will find that approaching it this way gives you confidence too.

In their excellent book on negotiation, *Getting to Yes* <sup>viii</sup>, Harvard experts Roger Fisher and William Ury coined the term *Batna*: the Best Alternative to a Negotiated Agreement. In other words, if you cannot get what you actually want, what other

alternatives are acceptable? Knowing your *Batna* will prevent you from accepting a deal that will leave you dissatisfied and it will help you decide whether to accept what is on offer.

### Think carefully about your options and alternatives

- What can you barter with?
- What can you offer?
- What in your negotiating position would you be willing to give up?
- What is your *Batna*?
- Based on all the facts, what acceptable compromise could there be?

## You might want to develop your own chart along these lines

STARTING POINT	NEGOTIATING SCOPE	BATNA	NOTES
Basic salary	30,000		
Benefits			
Bonus			
Pension			
Other			
Flexibility			
Working from home			
Extra holiday			
Personal development			
Opportunities on other projects			
Training			
Coach/mentor			

ADAPTED FROM KELD JENSEN, MARKETWATCH CENTRE FOR NEGOTIATION

Once you have all your facts and figures together, develop a script that you can rehearse and practise until it becomes natural to you. Present your case in positive terms. Ruthlessly edit any comments or comparisons that make you sound hard done by – nobody wants to know that you do not feel appreciated because your clever idea was stolen by a competitive colleague!



## The meeting

Tone is all important. Kristina Wallen, founder of executive recruitment specialist Harp Wallen says, “Don’t regard salary negotiations as a battleground. Most employers want to give salary increases and rewards whenever they can, but if you go in ‘demanding’ a rise with little or no supporting evidence, you will almost certainly leave defeated and the employer will feel battle weary. Be confident in

your worth to the business but mindful that there are many factors, sometimes out of the control of your immediate line manager, that come into play.”

Think carefully about the consequences of winning or losing in this negotiation – and from both sides.

It helps to visualise the meeting. If it is in your boss’s office, picture it in your mind’s eye. Will they be behind a desk? Will you have somewhere to rest your papers? Will

it be more informal – easy chairs with a low table? How will you sit? If it is taking place in a meeting room, can you get there early enough to arrange the furniture as you wish so you feel comfortable and in control of your surroundings?

When you are ready, role play the meeting with a business buddy. Get them to take the position you expect from your boss and ask them to give you candid feedback about your pitch and responses.

## NEGOTIATING SALARY IN A JOB INTERVIEW

The time to negotiate in a job interview is after the offer and before accepting. Prospective employers may ask for details of your current salary package. If you can, answer the question a different way by indicating the range of your salary expectations, starting from a figure slightly higher than the salary you would like. You want the company to be the first one to name a figure. Explore the scope of additional benefits to complete the package.

Never accept a job offer on the spot. Always take time to consider. Apart from anything else, you want your prospective employer to think that you have other offers on the table, or at least, other opportunities

apart from this one.

If the offer is not acceptable, explain your reasons and ask if there is any room for manoeuvre. Ask for time to consider your position, which will also force the employer to think again if they really don’t want to lose you as a candidate.

There may be room for compromise. Ask if the salary can be renegotiated within a specified time of joining, given that the company does not yet know your value. Within an agreed period of time, you can prove your worth. If this is what you decide to agree, make sure this agreement is included in the offer letter and in your employment contract.

## Action Points



## NEGOTIATING FLEXIBLE WORKING

Today, all employees have the legal right to request flexible working. Yet not many workers are taking advantage of this perk. OECD research reveals the UK has western Europe's worst work-life balance, with employees working an average of 36.5 hours a week. People in the Netherlands work around seven hours fewer.

Despite having a clear impact on productivity and staff morale (Stanford University found that remote workers are 13 per cent more productive and take fewer sick days), many British companies seem reluctant to adopt flexible working. With this in mind, on the next page we outline how to negotiate a better working pattern with your employer...

## Know your rights

The 2014 flexible working regulations means that anybody who has worked for their employer for 26 weeks or more is able to request flexible working, be that working from home, part time, flexitime or job-sharing. Before, only parents and carers had the right to ask for flexible working. Now it's open to everybody, whether you want to pursue a further education course, avoid the morning commute or have health problems. However, you can only make one application within a 12-month period, so it's worth conducting some research before putting in a formal request.

### Do your homework

The request for flexible working must be put in writing. Before doing this, research your organisation's culture. If there are employees working flexibly within the organisation, ask questions about their experiences and about what their work patterns look like.

### Consider your own needs

Before submitting your request, think about what kind of flexible working you need. What parts of your job could you do from home? Would you need to work from home every afternoon, or maybe one or two days a week?

### Be realistic with others

Think about the impact on your colleagues and team. How would your flexible working affect them and, ultimately, the company? Would it still function smoothly if your office hours don't overlap easily with those of others?

### Stress the benefits

Your employer is likely to base their decision on a business point of view. Therefore, you should identify what your company could gain from you working flexibly. Would it result in greater productivity? If you're not commuting for an hour each way every day, would that

result in two hours' extra work? Will there be any reduced office overheads that could save the company money?

### Share previous successes

Have you worked flexibly in a previous role? Let your boss know, highlighting any gains the company experienced as a result of this.

### Ask for a trial run

If your employer seems reluctant, try suggesting a pilot period of flexible working for a month. That way, you can both weigh up any potential benefits, as well as making any adjustments.



## TAKE AWAY

Before negotiating your salary and benefits you should think carefully about what you want, but also about what your company can afford. Look carefully at any precedents they have set elsewhere and be prepared to explain why you measure up to other high achievers. If more money isn't on offer, think about the benefits you'd accept instead.

# The psychology of negotiating

Negotiating is like a game of chess, so it's worth thinking about how the mind works in this situation – both yours and the person you're negotiating with

## Before the meeting

If you've prepared thoroughly, you will be absolutely ready on the day of the meeting, so believe in yourself. Have a good breakfast, wear appropriate business dress that makes you feel confident and look professional. Err on the side of formality. Wherever the meeting takes place, aim to arrive 15 minutes early. Better to wait than arrive in a panic.

## Reframe anxiety as excitement

Negotiation is a nervy business. Before a meeting, it's common to experience sweaty palms, a racing heart and tense muscles. However, you can use this adrenaline rush to your advantage.

Research by Harvard Business School professor Alison Wood Brooks has shown that if you take time to tell yourself you are *excited*, rather than nervous, you're more likely to perform better.

## Meeting your opponent: those awkward first few words

Never underestimate the power of small talk. Try to forge a rapport with the person you'll be negotiating with by asking a few questions at the beginning. What was their journey like? Where have they travelled from? How long have they been with the organisation? If you're stuck, ask your counterpart for advice. This flatters your counterpart (most people actually like giving advice) and gets them to open up. Once this intimacy has been established, it makes rejection more difficult.

And if you're negotiating a pay rise, try cracking a joke. Research by the Association for Psychological Science has shown opening with a daft joke about your desired salary is a better strategy than failing to break the ice at all.

## Start with a high number

An 'anchoring' technique, as psychologists like to call it. Quite often, the first number that gets tossed out in the conversation is one that 'anchors' (or influences) the rest of the conversation. Research by psychologists Amos Tversky and Daniel Kahneman has shown that the person who makes the first offer

in a negotiation is likely to sway the discussion in their favour.

"Give the number first. Make it high as hell because then you can't be low-balled... Do the work. Don't just call a number out of the sky. Know the range and then exceed the range, because then you can negotiate down just a little bit," says Bozoma Saint John, chief brand officer, Uber.<sup>ix</sup>

### **Listen**

Arguably, listening is the most important negotiating skill. Ask questions and don't be afraid to ask for further clarification if you barely recognise what they're speaking about. Use verbal cues to encourage them to talk, such as "yes", "go on" and "tell me more...".

### **Body language**

Show your counterpart that they have your full attention: make eye contact, don't look away, nod when appropriate, and smile. Avoid closed postures such as folded arms and crossed legs.

### **Mirroring**

Observe your opponent's body language too. Mimicking their actions can see an empathetic bond develop between the pair of you. If they're laughing and relaxed, then do that with your own body. Whenever they ruffle their hair, do the same.

### **The magic eyebrow lift**

To show authority, raise one eyebrow while frowning with the other. It simultaneously shows you're intrigued and concerned. (It's also a gesture perfected by David Beckham during his career as a football captain.)

### **The power of the pause**

We all dread uncomfortable silences. During negotiations we tend to fill these moments of muteness by babbling whatever comes into our minds at that time. Instead, let these silences settle. Not only will it give you time to fully absorb what has just been said, but it could also make your counterpart feel uncomfortable. Put this to good use whenever they say something outrageous. As Harvard professor Guhan Subramanian points out, "Your stunned silence will far more effectively defuse the anchor [outrageous statement] than heaps of protesting would."<sup>x</sup>



*NEVER FORGET THE POWER OF SILENCE, THAT MASSIVELY DISCONCERTING PAUSE WHICH GOES ON AND ON AND MAY LAST INDUCE AN OPPONENT TO BABBLE AND BACKTRACK NERVOUSLY.”*

LANCE MORROW, WRITER/ESSAYIST <sup>xi</sup>

### **It's how you tell 'em...**

Like it or not, women need to phrase their requests differently from men. Earlier in this workbook, we noted that women can face a backlash from both male and female colleagues if they do not conform to the cultural gender stereotype of being accommodating and cooperative.

In *Lean In*, Sheryl Sandberg, COO of Facebook, says: “There is a saying, ‘think globally, act locally’. When negotiating, ‘think personally, act communally.’” In practice, that translates to an emphasis on collaboration, contribution to wider goals and the importance of maintaining a good relationship with your boss. While asking clearly for what you want, you are also signalling that you understand the other person’s perspective.

For example, you might say, “I don’t know how usual it is for supervisors at my grade to negotiate but since I have to negotiate to get the best from my team, I hope you will see the value in my exercising those skills.”

The most famous story on this comes from Sandberg herself. In *Lean In* she talks about her initial salary negotiations with Mark Zuckerberg. Motivated by the thought (highlighted by her family) that no man at her level would consider taking the first offer made, and with her heart in her mouth, she went back to Zuckerberg and said she couldn’t accept his offer but prefaced it by telling him, “Of course, you realise that you’re hiring me to run your deal teams, so you want me to be a good negotiator. This is the only time you and I will ever be on opposite sides of the table.” Zuckerberg came back with an improved package.



## Common pitfalls

Putting your arguments in writing first

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Meeting at an inconvenient time - Monday mornings and Friday afternoons, for example

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Underestimating your own value, strengths and ability

---

Being intimidated by a senior person

---

Filling in pauses in the discussion - let the other side think and respond, don't feel the need to fill the gap

---

Assuming you know what the other side is going to say

---

Needlessly offering to be flexible - this contradicts the strength of your position

---

Negotiating by 'gut feel' and allowing emotions to influence

---

Using ultimatums

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Threatening to leave - unless you are actually ready to walk away



### TAKE AWAY

Negotiating can effectively be a battle of wills. Trying to understand your counterpart's psychology can give you a huge advantage in establishing rapport and securing a better conclusion.

# How to handle 'no'

IN ANY NEGOTIATION, THERE ARE SOME REALITIES that cannot be changed. If your negotiation is unsuccessful and the offer is one you feel should be rejected, find the strength to do that in a positive way.

If the offer is not as good as you had hoped to achieve, make sure that any agreement you do make satisfies your interests as far as possible.

An alternative might be to fall back on your Batna. For example, is it possible to gain experience in another of the company's offices or on a project outside your current remit?

Is the answer actually no, or not yet? If it's not yet – for example, a promise to review in six months' time – get it in writing. People move on, departments get reorganised, human beings are fallible.

Often when people say something such as "I'll see what I can do" or "I'll let you know", what they really mean is no. Be wary and don't be fobbed off with vagueness and non-committals.

— “ —  
*MONEY IS ONLY A TOOL. IT WILL TAKE YOU WHEREVER YOU WISH, BUT IT WILL NOT REPLACE YOU AS THE DRIVER.*”

AUTHOR, AYN RAND, PHILOSOPHER <sup>xii</sup>

1

Ask for the rationale behind the decision; for example, how are salary levels set, what would it take for the answer to be yes?

2

Ask for suggestions about how you could secure a pay rise in the future and make a plan with your boss to work towards this goal.

3

Always leave the door open for further discussion. Thank the other party for listening to you and considering your request. Being gracious costs you nothing and will help your case next time you want to negotiate something with your line manager.

4

However disappointed you may be, don't do or say anything that would damage your working relationship. Stay calm, avoid ultimatums, don't threaten to leave. Even if you mean it, keep your thoughts to yourself. And whatever you do, don't complain to colleagues about what happened. That does not benefit anyone.

5

Move on from the disappointment and make sure you do your very best work until the right opportunity comes around again. Which it will.



## TAKE AWAY

A negotiation will never be successful unless you are prepared to say no. If your proposals are rejected, ask what it would take to turn that no into a yes. And don't be fobbed off – if they suggest a review somewhere down the line, make sure you get it in writing.

# Your personal action plan



- 1 Looking at the homework required before asking for a pay rise, make a list for each point, eg notes on the employer's position, when you might set up a meeting etc.

- 2 Looking at your strengths and weakness, think about what you can use to your advantage.

- 3 Do you have a career file? If not, start one, putting all your achievements together in one place.

- 4 Could you benefit from flexible working? Look at your job role and make a list of how flexitime could help to improve your productivity.

# Your 4 questions

Answer the questions below for the workbook to be CPD certified.



Corporate Member

The CPD Certification Service

To apply for your CPD hours, points or units from this resource, click this link and answer the questions.

## 1 What are the six points to negotiating successfully?

a Prepare thoroughly, discuss all options, stand your ground, refuse to listen to compromises, repeat your position, leave the room first

b Prepare thoroughly, only negotiate on one thing, offer up a pre discussed idea, handle the discussion objectively, have questions, don't back down

c Prepare thoroughly, negotiate on objective criteria, have options and alternatives available, handle the discussion objectively, exercise communication skills, have a plan B

d Prepare thoroughly, negotiate when you hear the other side faltering, have options and alternatives available, argue your case strongly, raise voice if needed, don't back down

## 2 How many UK firms (out of 10) pay men more than they pay women?

a 4

b 9

c 3

d 8

## 3 How much more productive are remote workers?

a 13%

b 21%

c 50%

d 36%

## 4 According to 2014 regulations, how long do you need to have worked for your employer to be entitled to request flexible working?

a 10 weeks

b 26 weeks

c 35 weeks

d 52 weeks

# everywoman Experts

everywoman creates resources on topics that matter most to our Network members. We draw on member surveys and the latest thinking from the academic and business worlds, as well our own experiences as we navigate our careers. Each workbook offers practical advice, enabling tangible actions for your daily working lives.



MAXINE BENSON, MBE  
& KAREN GILL, MBE

Co-founders of everywoman, Karen and Max have spoken to thousands of women about the challenges they face at work. Through their own experiences of starting a business, they uncovered a real need for a network where female entrepreneurs and businesswomen could interact and share experiences. The everywomanNetwork, which launched in 2013, serves as a truly global tool to enable members the world over to realise their ambitions through online membership.

#### EVERYWOMAN WORKBOOK TEAM

Pippa Isbell, everywoman expert

Lysanne Currie, editor

Kate Farrow, director of training

Any topics you'd like to see covered on the everywomanNetwork?

We'd love to hear from you: [contact@everywoman.com](mailto:contact@everywoman.com)



# Further reading

## EVERYWOMAN RESOURCES

*6 things to consider before asking for a pay rise*

<https://www.everywoman.com/my-development/learning-areas/articles/6-things-consider-asking-pay-rise-0>

*7 ways to negotiate flexible working*

<https://www.everywoman.com/my-development/learning-areas/articles/7-ways-negotiate-flexible-working>

## Videos

*Negotiating & networking for success*, Rebecca George OBE

<https://www.everywoman.com/my-development/webinars/negotiating-your-salary>

## Webinars

*Because you're worth it: How to address salary disparity with clarity and confidence*

<https://www.everywoman.com/my-development/webinars/because-youre-worth-it-how-address-salary-disparity-clarity-and-confidence>

*Negotiating your salary*

<https://www.everywoman.com/my-development/webinars/negotiating-your-salary>

## Further reading

More information on requesting flexible working here:

[acas.org.uk](https://acas.org.uk) – [acas.org.uk/index.aspx?articleid=1616](https://acas.org.uk/index.aspx?articleid=1616)

Flexible working go to [gov.uk/flexible-working](https://gov.uk/flexible-working)

Personal development go to [everywoman.com](https://www.everywoman.com)

Tax on company benefits [gov.uk/tax-company-benefits](https://gov.uk/tax-company-benefits)

Workplace pensions [gov.uk/workplace-pensions](https://gov.uk/workplace-pensions)

*Negotiate Successfully*, part of the Steps to Success series (A&C Black)

*Why Women Don't Ask*, Linda Babcock and Sara Laschever (Princeton University Press)

*Secrets of Power Salary Negotiation*, Roger Dawson (The Career Press)

Go to [everywoman.com](https://www.everywoman.com) for more personal development workbooks, tools and a schedule of our online seminars.

## Endnotes

- i <https://theamericangenius.com/entrepreneur/19-inspirational-quotes-on-the-art-of-negotiation/>
- ii [https://www.brainyquote.com/quotes/christopher\\_voss\\_863492?src=t\\_negotiation](https://www.brainyquote.com/quotes/christopher_voss_863492?src=t_negotiation)
- iii [https://www.amazon.co.uk/dp/B00BBA6FOI/ref=dp-kindle-redirect?\\_encoding=UTF8&btkr=1](https://www.amazon.co.uk/dp/B00BBA6FOI/ref=dp-kindle-redirect?_encoding=UTF8&btkr=1)
- iv <https://www.brainyquote.com/topics/salary>
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- ix <https://www.thecut.com/2018/03/25-famous-women-on-how-to-negotiate-salary.html>
- x <https://www.pon.harvard.edu/daily/negotiation-skills-daily/5-good-negotiation-techniques/>
- xi <https://www.azquotes.com/quote/552172>
- xii <https://due.com/blog/ayn-rand-quote-money-is-only-a-tool/>

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