

advancing women in business

every
woman

NETWORK



WORKBOOK

NEGOTIATING YOUR SALARY

An everywoman workbook

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ABOUT THIS WORKBOOK

ESTABLISHED IN 1999, everywoman works to advance all women in business. We produce a series of workbooks designed to propel women through the most challenging aspects of their careers.

Today, we deliver a range of innovative products and resources that realise the potential and talent of women in business globally. We also uncover success stories and elevate role models to inspire others across a diverse range of business sectors.

This workbook is just one of the titles available on the everywomanNetwork; there are also a range of other relevant topics which complement the themes discussed here, including:

- Career Planning
- Boost Your Self-Confidence
- Knowing Your Strengths
- Promoting Yourself
- Tackling Critical Situations

All of these workbooks are available to members of the everywomanNetwork and can be accessed at a time that suits them – as a downloadable pdf, or as an interactive online resource.

If you would like to find out more about the everywomanNetwork and how you can get involved, as an individual member or as an organisation, we would be happy to arrange a telephone call with you or a member of your management team to provide some more insight into how we can help you attract, develop and retain the best female talent. Email: contact@everywoman.com

“Fortune sides with him [her]
who dares.”

VIRGIL

Why don't women earn as much as men?

THE REASONS ARE MANY AND MULTIFACETED, some of which we can tackle ourselves and some which society will eventually change because courageous women and enlightened men have paved the way.

A combination of reluctance, embarrassment and fear about negotiation adds to the complexity of reasons for the gender pay gap and other forms of employment disadvantage, from pay discrimination to part-time work, unequal sharing of family responsibilities and the systematic undervaluing of women's work.

Unfortunately, there is also evidence that women are their own worst enemies when it comes to negotiating their salaries. Statistically, women are less likely to ask for a pay rise, or challenge their remuneration package.

Stop and think about the impact of that situation.

<http://equal-pay-day.com> marks the period of extra days in any year which women need to work to achieve the same wages that men earned during the previous financial year. So in 2014, regardless of which European country they work in, women work from 4 November until 31 December (42 Days) for zero salary, compared with their male counterparts.

The gender pay gap, which comes from a comparison of the average hourly earnings of men and women in full time jobs in the UK labour market as a whole, now stands at 19.1%.

Figures published by the Chartered Management Institute and salary specialists XpertHR in August 2014 show that on average, across all ages, the average male salary is about £9,069 greater than the average female salary; a 23% difference.

Women aged 40 and over are earning 35% less money than men, with the average wage gap between men and women in the 45-60 age bracket at about £16,680 per year. Part of this is due to the fact that women tend to suffer a big gap in bonus pay, about £11,000 in a given year, according to the current data.

There is also evidence to support 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 eleven months.

There is better news for younger women. According to the survey, in three of the five most junior job levels, annual female pay rises surpass those of male colleagues, albeit only just. While younger women do still face significant pay gaps, 6% between 20

"Men generally earn more than women, so people can expect women to earn less. And so they do."

SHERYL SANDBERG IN 'LEAN IN'

and 25 and 8% between 26 and 35; they are much narrower gaps than for those in more senior roles.

The gender pay gap matters. Estimates suggest that equalising productivity and employment levels between men and women could increase UK Gross Domestic Product 10% by 2030 (Source: Thevenon, Ali, Adema & Salva Del Pero (2012) 'Effects of Reducing Gender Gaps in Education and Labour Force Participation on Economic Growth in the OECD' OECD Social, Employment and Migration Working Papers No. 138). Equality of pay has a major part to play in this.

Unequal pay has a major impact on women's lives. Over the years, the loss of salary will impact not only the woman but also her family and the security of her own retirement. Women are more likely to be single parents bringing up children on one income. Statistically, women live longer than men.

"The right to equal pay means that there should be no difference in contractual terms of a woman and a man doing equal work, who both work for the same employer."

EQUALITY ACT 2010

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 as accommodating and co-operative.

This is illustrated in research quoted by The Program on Negotiation at Harvard Business School in its report on Negotiation Strategies for Women:

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 counteroffers.

Before negotiating, the women, but not the men, reported believing that they might be punished if they were perceived as too 'pushy' or '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 behavior. Another negotiation study suggests that this fear held by women negotiating their own salaries is warranted: women and men alike penalized female job candidates who initiated salary negotiations, researchers Hannah Riley Bowles (Harvard University), Linda Babcock (Carnegie Mellon University), and Lei Lai (Tulane University) found.

What can be done about it?

The good news is that companies are starting to think seriously about gender equality issues, including equal pay. There is a common desire to share best practice and to be more transparent. Those who publish pay data are applauded by their staff for that honesty.

Individual women need to play their part as well. Make sure your salary reflects your value to the organisation and don't settle for second best. Now is the time to learn more about negotiation, understand what works, identify the pitfalls in order to avoid them and set aside your fears.

What leads to success in negotiation?

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

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.

Achieving success in negotiation can be influenced:

1. Prepare thoroughly
2. Negotiate on objective criteria not entrenched positions
3. Have options and alternatives available
4. Handle the discussion objectively
5. Exercise communication skills
6. Down is not out - have a plan B

As a woman planning to negotiate your salary, be it in your current role, in the context of promotion, or for a new job, 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 leave your emotions out of it. Go into the process knowing it will be a negotiation. Almost nobody ever 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.

The second half of this workbook will help you prepare for a two-way conversation with your employer, using your personal strengths and weaknesses to inform effective negotiation. You'll also find hints and tips to help you ensure you have an effective and honest meeting - whatever the final outcome.

Aiming for win:win - doing your homework

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.

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.

Ask in advance for a meeting so that your boss knows what you are coming to discuss and can also think it through. 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. You don't want assertive to be read as confrontational.

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

One of the reasons women don't like to negotiate about their own salary (while being very good at doing it for other people) is that they sense that they will be judged for doing so. 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 in 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.

There could be several different situations where you are negotiating salary – in your current job, in the context of promotion, taking a job in a new company or maybe even returning to work, which might even feel the same as joining a new company. Most of the strategies and tactics in this workbook apply to them all, especially preparation, but tactics specific to particular situations will be pointed out.

Carry out a personal SWOT analysis

If you haven't done it recently, start by doing an honest SWOT analysis of your own 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.

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.

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!

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.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● 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 proud of? ● What positive personality traits or values do you bring to work? eg: are you extravert, 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? 	<ul style="list-style-type: none"> ● 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, moody? ● What would others say are your weaknesses? ● Are there any gaps in your education or training?

Now have a go at filling in your own strengths and weaknesses:

STRENGTHS	WEAKNESSES

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

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● 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? 	<ul style="list-style-type: none"> ● 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?

Now fill in the Opportunities and Threats that apply to your own situation.

STRENGTHS	WEAKNESSES

This is not an exercise you can do in one sitting. Answer the questions, fill in the boxes, add anything else you have thought of and put it away for a day or two.

Arrange to discuss it with people who know you well, who can add to your strengths and be candid with you about your weaknesses.

This is a good point to make a list of the people who can help you work through your preparation. In business, as in life, we all have a group of people whose opinions we respect and whose advice we value. These might be formal relationships with coaches, mentors or informal ones with previous colleagues or superiors with whom we still maintain warm contact or even new relationships, developed through mutual business contacts and based on common interests.

NAME	POSITION/COMPANY	RELATIONSHIP	HOW MIGHT THEY HELP?

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 – the reasons why they would find it difficult to replace you, essentially. Think through any additional benefits you could bring that would make you even more valuable in the future. For example, the fact that you 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!

Understand the context of the negotiation

Each side of 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.

Start by finding what the policies, goals, developments and challenges are within your organisation or industry. Turn to your own group of advisors 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?

Make sure you know what is important to your boss. You may think you have a good idea from working alongside them everyday but 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 their immediate, 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.

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?

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.

In today's internet-driven world, it is easy to develop a sense of your commercial value in the world outside your own organisation but it makes sense to start at home.

If your company has a Human Resources department, talk to them. Ask about salary bands for particular roles and make sure 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 company's 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.

Ask them about the company's policies on staff turnover, retention, recruitment and head-count 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 3 times the 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

"We start meetings with data. We don't seek to convince by saying, 'I think'. We convince people by saying, 'Let me show you'."

ERIC SCHMIDT
EXECUTIVE CHAIRMAN
OF GOOGLE

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, glassdoor.com and salarysearch.co.uk. Look at research such as the Chartered Management Institute 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 going to be working with the other person for some time to come, co-operative negotiation – reaching a solution that benefits both parties - will produce the best outcome.

“When it comes to employment, the paradigm of someone winning and the other person losing doesn’t serve either party in the long run.” From *Purple Squirrel* by Michael B. Junge (author, career coach and professional headhunter, currently on the executive recruiting team at Google, Inc.)

Put yourself in the shoes of the other party. What is their personal style? Are they combative, co-operative, open to discussion, under pressure? Think about 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 and 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) that you are worth and ending just above your (realistic) goal.

If they cannot agree 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 you know the value of what you are asking for.

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 and 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’, 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 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	£50,000	+ £10k	Promise to review salary in 3 months	Get this in writing
Benefits <ul style="list-style-type: none"> • Bonus • Pension • Other? 				
Flexibility <ul style="list-style-type: none"> • Working from home • Extra holiday 				
Personal Development <ul style="list-style-type: none"> • Opportunities on other projects • Training • Coach/mentor 				

Adapted from Keld Jensen, Marketwatch Centre for Negotiation

For more resources about:

- Flexible working go to www.gov.uk/flexible-working
- Personal development go to www.everywoman.com
- Tax on company benefits www.gov.uk/tax-company-benefits
- Workplace pensions www.gov.uk/workplace-pensions

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!

Tone is all important. Kristina Wallen, founder of executive recruitment specialist Harp Wallen says, “Don’t regard salary negotiations as a battle ground. 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

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 you are meeting in your boss’s office, picture it in your mind’s eye. Will he or she 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.

Prepare to be confident

If you have 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.

In the meeting, sit up tall, put your shoulders back and place your hands confidently on the table beside your papers. Adopt a strong confident stance – what Professor Amy J.C. Cuddy of Harvard Business School calls a ‘power pose’, proven to up your testosterone levels and provide an extra surge of power and sense of well-being when it’s needed.

Cuddy’s body language research shows that just holding your body in expansive, “high-power” poses for as little as two minutes stimulates higher levels of testosterone - the hormone linked to power and dominance in the animal and human worlds - and lower levels of cortisol - the stress hormone that causes hypertension, and memory loss, among other things.

Preparing to negotiate 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:

- Do a personal SWOT analysis
- Document your measurable achievements
- Consider the context of the negotiations
- Know your worth in the marketplace
- Prepare as thoroughly as you can
- Develop your business case
- Prepare to be confident
- Consider specific points for job interview salary negotiations

Aiming for win:win - an effective meeting

IN ANY SITUATION, THERE REALLY ARE ONLY two negotiation strategies. One is combative and confrontational, the other is co-operative. Clearly, when it comes to salary negotiations, a co-operative strategy is the better choice.

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 co-operative.

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 (pointed out 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.

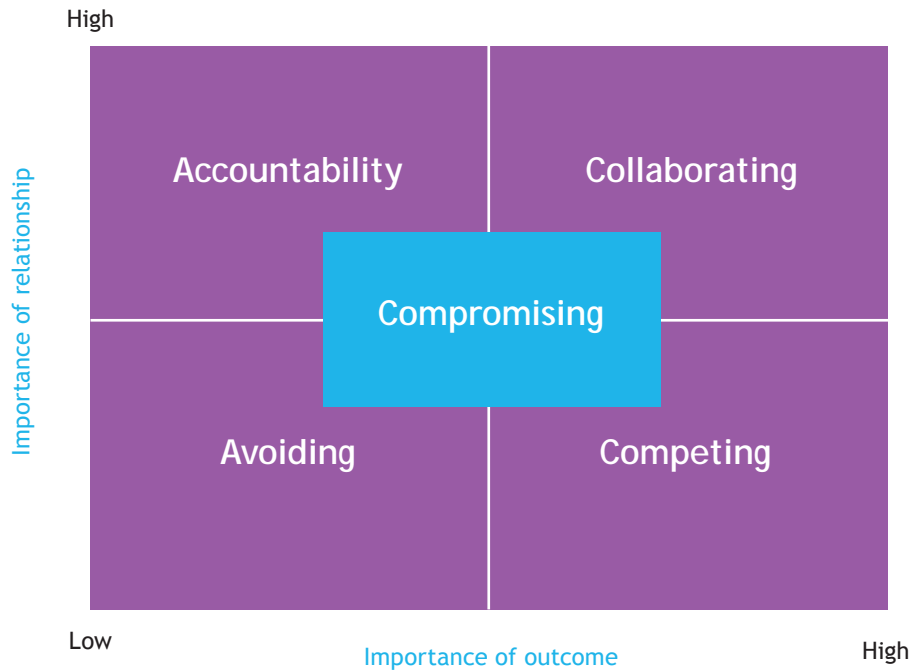
Co-operative negotiation

The work of Roy Lewicki and Alexander Hiam who developed The Negotiation Matrix also support a collaborative approach in salary negotiations. The matrix helps you choose the best negotiating technique for your situation, based on the importance of the outcome and the importance of the relationship.

"Let us never negotiate out of fear, but let us never fear to negotiate."

JOHN F. KENNEDY,
35TH PRESIDENT OF THE
UNITED STATES

Lewicke and Hiam's negotiation matrix



Trust your emotional intelligence and read the body language of the other negotiator to pick up on the non-verbal clues which will tell you when they cannot be moved or may be flexible. You will be able to sense when there is room for negotiation. If your situation is similar to others, they won't change the rules just for you. But if you have unique qualifications and stand out from the crowd in your field, you hold some power. Know what constitutes the deal-breaker for you.

"We are influenced, and influence others, through very unconscious and implicit processes," according to Cuddy. "People tend to spend too much energy focusing on the words they're saying - perfectly crafting the content of the message - when in many cases that matters much less than how it's being communicated. People often are more influenced by how they feel about you than by what you're saying. It's not about the content of the message, but how you're communicating it."

Whatever you do, do not let your emotions join you at the table. Even if you're not hearing what you want to hear or if the other person is being difficult or even unpleasant, force yourself to stay calm. Focus on the facts, the merits of your case and the objective criteria. If you need to, ask for a break, even if that means postponing the rest of the discussion to another day. It will give you time to refocus mentally and reframe your argument if necessary. Don't be pressured into agreeing something on the spot, ask for time to think it through.

Common pitfalls

- Putting your arguments in writing first
- Meeting at an inconvenient time - Monday mornings and Friday afternoons for example
- 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
- Threatening to leave - unless you are actually ready to walk away

Action points:

- Work out how best to phrase your request and practise saying it over and over until you are really comfortable with the statement
- Prepare for a co-operative negotiation
- Ask diagnostic questions
- Focus on communication skills, especially active listening
- Harness your innate emotional intelligence
- Avoid the common pitfalls

How to handle 'no'

IN ANY NEGOTIATION, THERE ARE SOME REALITIES that cannot be changed.

If your negotiation is unsuccessful or what is on offer should be rejected, find the strength to do that in a positive way. If the offer is not as good as you had hoped and planned 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 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.

Don't be fobbed off. As the website Businessballs.com says:

"People say a lot of different things when they really know the answer is "No."
"I'll see what I can do."
"I'll let you know."
"Maybe."
"I'll ask."
"I'll find out."

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

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.

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 powder dry at that point. And whatever you do, don't complain to colleagues about what happened. That does not benefit anyone.

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

Action Points:

- Handle rejection with dignity and calm
- Don't be fobbed off with excuses
- Ask for the rationale behind decisions
- Look for stepping stones to your goals
- Leave the door open

A final thought

ONWARDS AND UPWARDS!

Get better at negotiation. The more women do so and achieve positive results, the less the stigma of women being assertive on issues such as salary will apply. Remember, you're paying it forward for the women who come along after you.

"Money is only a tool. It will take you wherever you wish, but it will not replace you as the driver."

AUTHOR, AYN RAND

every
woman

This workbook has been produced and edited by everywoman, with content commissioned from associate expert Pippa Isbell. It is part of the everywoman portfolio of resources that have been specially created to support and develop women as they advance their careers and businesses.

everywoman Expert

Pippa Isbell has been an everywoman Club member and supporter for many years. Throughout her career, spent mainly in communications in the travel industry, running her own business and with famous brands such as Orient-Express Hotels, she has been passionate about working with women to help them get the best from their careers and their businesses. A qualified trainer, she also has a Practitioner Diploma in Executive Coaching awarded by the Academy of Executive Coaching. She is certified to implement the leadership development and coaching tools EQ-i 2.0 and EQ 360, which focus on Emotional Intelligence at work.

Further reading

- 'Getting to yes - negotiating an agreement without giving in' by Roger Fisher and William Ury, published by Random House Business Books
- 'Negotiate Successfully', part of the Steps to Success series published by A&C Black
- 'Why Women Don't Ask' by Linda Babcock and Sara Laschever, published by Princeton University Press
- 'Secrets of Power Salary Negotiation' by Roger Dawson, published by The Career Press
- 'Lean In' by Sheryl Sandberg, published by WH Allen

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