



NEGOTIATION: TACTICS FOR SUCCESS

From *Women Don't Ask* by Linda Babcock and Sara Laschever

PREPARATION

- **Research.** What is the “market” for comparable salaries and benefits in your field? Your colleagues serve as a useful network. Break the taboo around money and start talking about what you earn.
- **Set your target – high.** Good negotiations usually involve a series of offers and counter offers. Women often set their targets low when it comes to their own salaries and higher when it comes to others. Set a much higher target than you believe you can get.
- **Set the floor.** Stay attuned to your BATNA. (Best Alternative to a Negotiated Agreement.) Do you have another offer that you are really willing to take? You can offer this information, at the right time, by saying in a non-adversarial way, “I have been asked to consider a job for \$ salary but I would much rather stay here.”
- **Establish your negotiation parameters.** Rank your top three goals for this negotiation, and list the interests which underly these goals. Next, write down what else you would like – desirable but not vital. In a negotiation, there are times when you can “give in” on something less important, to increase your chances of achieving your priority goals.
- **Bring multiple issues and interests.** Don't limit your thinking about negotiation to salaries, especially in this climate. What else can you put on the table? Health benefits? Pensions? Flexible work schedule? Support staff? Research budget? Time for professional development or attending conferences?
- **Consider the other side.** What issues will your supervisor/board member bring to the table? What are their underlying interests? Will the agreements made at this negotiation be binding? If so, what are the costs

and benefits of delay? (For example, in this economic environment, should you wait until conditions improve or risk things getting worse?)

- **Practice negotiating.** Practice at home. Practice in your volunteer life. Practice when you are purchasing a service, when appropriate. Negotiating each and every week and you will improve. Role play with a partner for your specific negotiation.
- **Prepare but don't procrastinate.** Because women often feel more anxious about negotiation, they sometimes wait till they are so fed up that, when they get into the room their emotional resilience is diminished and they have trouble handling these challenging dynamics. Don't wait too long.

NEGOTIATION DAY

- **Pay attention to timing.** Is your star rising? Did you recently deliver a wonderful program or secure a big grant? On the other hand, is your agency struggling to keep its doors open? Even in this economy, you can negotiate for the salary you deserve and peg the increase to your organization's financial well being
- **Wear your most powerful self.** Before you enter the room, conjure up those times when you felt powerful and effective. Researchers have found that this helps to diminish women's negative feelings about negotiation and sends them into the room feeling more confident and optimistic.
- **Shift from competitive to collaborative approach.** Move from negotiation based on your *positions* to negotiation based on *interests*. Don't get locked into "I vs you" dynamics. Look for common interests, and acknowledge the other person's goals and challenges. Is there an agreement that would work well for everyone? The goal is to preserve a positive relationship, even if expectations fall short. Leave the door open for future conversations.
- **Optimism is contagious.** So is warmth, especially for women. Use your optimism to create a receptive environment for negotiating.

TROUBLESHOOTING – WHEN NEGOTIATIONS STALL

- **Be relentlessly pleasant.** Research shows that men react more negatively to women who use aggressive language about money.

(Women react more negatively too, but they also react more negatively when men do it.) Women need to be more “likeable” during their negotiations.

- **Shift from demands to dialogue.** Reiterate your commitment to the other side. “I’m eager to hear your thoughts”
- **Clarify the resistance. Ask questions.** If you don’t understand the resistance, gather more information. The answers may help you see whether to stay firm, make an alternative offer, or take a break. Are they worried about how they will justify this agreement to others? Are they afraid to set a precedent? Is this negotiation a low priority for them? Are they waiting for more information to see how other issues might resolve?
- **Focus on problem solving.** “Let’s work together. How can we fix this?”
- **Slow the process down.** If the negotiation is losing focus or going off-track, try to slow it down. Take a break, if necessary. “We have given one another a lot of food for thought. Can we digest a little and set another time to get together?”