

# **ASK FOR IT:**

**HOW WOMEN CAN USE THE  
POWER OF NEGOTIATION  
TO GET WHAT THEY REALLY WANT**

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## APPENDIX A

### NEGOTIATION PREP WORKING TEMPLATE

- **IDENTIFY WHAT YOU WANT**

- What do you want?
  - What is your ideal job?
  - When were you happiest in your work or at home? Why? How are things different now?
  - Whom do you admire or envy? Why?
  - What is something that you love but have stopped doing?
  - What are you great at, but don't get to do much?
  - What drives you crazy or could be better?
  - What would you later regret if you didn't do?
- What are your goals?
  - Short-term?
  - Long-term?
    - Personal?
    - Financial?
    - Athletic?
    - Involving hobbies and free time?
    - Self-improvement?
    - Material?
    - Philanthropic?
    - Political?
- What would you particularly like to change in your personal life?
- Who are your role-models?
  - What about their lives would you like to incorporate into your own?
- What will your regret?
- What drives you crazy?
- What would you want if you were certain you could get it?
- Are you being treated fairly?

- **DO YOUR HOMEWORK**

- Size up the situation:
  - How many parties will be involved in the negotiation?
  - What's the nature of your relationship with the other parties to the negotiation?
  - Will the contract you reach be binding?
  - What are the costs and benefits to delaying an agreement?
  - Will this negotiation affect future negotiations with others?

- Will the outcome of the negotiation be public or private?
- Will the outcome of the negotiation affect other people (is there linkage)?
  - If so, who else will be affected?
  - If so, how will they be affected?
- What are your underlying interests?
- How many issues are there to be negotiated?
- Is there any precedent for doing what you want or giving you what you ask?
- What are the norms regarding appropriate negotiation behavior? Is a lot of haggling customary or will each side lay their cards on the table?
- Gather information about your market value and the state of your profession
  - Industry publications
  - Websites
    - Some good ones are: salary.com, jobstar.org, payscale.com, dol.gov, abbott-langer.com, opm.gov/oca/payrates, careers-in-business.com, monster.com.
  - Ask advice and network!
    - Contacts
    - Colleagues
    - Your supervisor(s)
- Establish your negotiation parameters
  - What are your primary interests in this negotiation?
  - What else do you want (not vital but you'd like to get if you can)?
  - What is your BATNA? How far can you go before you'd prefer to go with your BATNA?
  - What is your reservation value (RV), the minimum you'll accept or the most you'll pay (or concede)?
  - What is your target for the negotiation? Aim high! Choose a target that's ambitious but realistic.
  - What common goals do you share with the other side?
- Gather information about the other side
  - How well is your organization doing (or the organization to which you plan to apply?)
  - What are the organization's short- and long-term plans for the future?
    - Government (departmentname.gov, statename.gov, ci.cityname.statename.us)
    - For profit businesses
      - sec.gov, hoovers.com, wsj.com
    - Non-profits
      - Guidestar.org, nptimes.com,
    - Industry websites

- Industry publications
  - Local business press
  - Networks
    - Contacts
    - Colleagues
  - Your supervisor(s)
- How does the other side see this negotiations?
  - Interests
  - Concerns
  - Priorities over the issues
  - Likely target(s)
  - Likely BATNA
- How do decisions get made on the other side?
  - Who has influence over the decision-making process?
  - Track down relevant policies, procedures, and precedents.
  - Are there internal political issues that may influence the negotiation?
- Identify sources of your bargaining power.
  - What unique strengths do you bring to the table?
  - What sets you apart from your peers?
  - How are you indispensable to your organization?
  - Why does the other side need you?
  - How strong is your BATNA?
  - Brainstorm creative ideas about potential value you can bring.
- Take steps to improve your bargaining power.
  - Improve your credentials
  - Improve your BATNA (get another offer?)
  - Make yourself indispensable
  - Think creatively about ways to help your organization
  - Think about things your organization may need that you can trade (log-roll)
    - Can you give something up?
    - Can you do something extra?
- **STRATEGIC DECISIONS**
  - Decide on the best time to ask
    - How much time do you need for pre-negotiation research?
    - How much time do you need to plan your strategy?
    - When will you be ready to role-play?
    - When will your bargaining power be highest?
    - When is the best time for the other side?
    - Make sure that you leave enough time to prepare for the negotiation but you don't delay it too much.
    - How can you put the negotiation on hold if you realize you've asked at the wrong time?
  - Where should you negotiate?

- An environment relatively free of distractions
    - A room set-up that will promote a positive, cooperative discussion
  - How should you communicate?
    - In person
    - By phone
    - Via letter or email
    - Do you want to use notes for the negotiation? Make sure a white-board, flipchart, or blackboard is handy? Bring a laptop?
  - Set a timetable for the negotiation.
    - Plan out how long it will take to prepare.
    - Set a deadline for initiating and completing the negotiation.
  - What's the best approach?
    - Competitive for a single issue negotiation if relationship will not continue
    - Cooperative for a multi-issue negotiation or one that involves a long-term relationship
    - What issues could you add to the negotiation to move it from a competitive environment to a cooperative one?
    - Think about your priorities over the issues. Rank them in order of importance. What issues would you be willing to trade off or sacrifice for others?
    - Identify shared goals as well as differences in priorities over the issues.
  - Think about how to open the negotiation
    - Do you want to make the first offer? Think about how much information you have about the other side in making this decision.
    - How will you “punt” if the other side wants you to go first and you don't want to?
    - Think about how many “rounds” the negotiation is likely to go. If you aren't sure, talk to someone who has the right experience.

- **NEGOTIATION TACTICS**

- Use a cooperative approach
  - Identify ways to demonstrate your interest in reaching a cooperative agreement.
  - Ask open-ended questions and carefully listen to what the other side has to say.
  - Develop a good understanding of the other sides' interests, goals, and constraints.
  - Keep the discussion focused on interests rather than positions.
  - Identify pairs of issues that you think you can logroll—pair together an issue that you care a lot about with one that they care about less.
  - Share information about your own interests and perspectives.
  - Treat the negotiation as a problem-solving situation rather than a battle.

- Be flexible with respect to your negotiation positions but unyielding about your interests.
    - Use brainstorming to generate new ideas and solutions.
  - Offers and concessions
    - Think about how you can “anchor” the other side with your initial offer or proposal.
    - Ask for more than your target. Leave the most wiggle room on the issues you care most about.
    - Bluff a little if that’s appropriate
    - If the other side makes the first offer, position your counter-offer so that your target lands in the middle of the two offers.
    - Put the ball back in their court by using phrases such as: “How close can you come?” or “Can you give me X instead of Y?”
    - Use the amount you concede to influence their perception about how much “wiggle room” you have.
    - Stay focused on your target during the negotiation.
    - Frame your offers in a positive light (how it meets the interests of the other side).
    - When your target lies in the middle of the offers on the table, offer to “split the difference.”
    - Think about how to be persuasive. What precedents or other standards can you use to make your proposal appear more appealing?
  - Style
    - Think about ways that you can make a good impression on the other side (being assertive without coming on too strong).
    - Find ways to open the negotiation that communicates a “let’s work together” attitude and shows concern for the other side.
    - Get your point across without being threatening or issuing ultimatums.
    - Use non-verbal behavior to reinforce your collaborative style. Try smiling, making warm eye contact and using inclusive body language and hand gestures.
- **ENSURE THAT YOU WALK IN CONFIDENT AND COMPOSED**
  - Roleplay.
    - Choose a good “rehearsal partner” (someone who will take the exercise seriously, someone you’re comfortable showing your feelings to, and if possible someone who knows the person you will be negotiating with).
    - Find a good time for you and your partner.
    - Choose a location that closely resembles the environment in which the actual negotiation will take place.
    - Imagine best- and worst-case scenarios for this negotiation.

- Develop constructive responses to roadblocks and negative counter-offers.
- Plan responses to deescalate conflict or defuse emotions of the other side.
- Thoroughly brief your “rehearsal partner.”
- Rehearse the negotiation multiple times.
- Solicit candid feedback about what worked well and what didn’t.
- Ask for an assessment of your nonverbal style.
- Get in a good mood before the negotiation.
  - What makes you feel confident, powerful, upbeat?
  - Avoid emotional hangovers on the day of the negotiation
  - Figure out how to reward yourself after the negotiation.

- **WHEN THE GOING GETS TOUGH**

- Think about ways to “stay cool” during the negotiation
  - Plan a delaying tactic in case you need to take a break to collect more information or plan your next move.
  - Use silence to collect your thoughts.
  - Plan ways to slow down the negotiation if it’s moving too quickly. One good way to do this is to ask open-ended questions such as getting the other side to clarify something they have said.
  - Remember to “go to the balcony” if you feel the negotiation is becoming too emotional.
  - Use the phrases you developed while role-playing to keep the negotiation moving in a positive direction if it’s going off-course.
  - Focus on positive and cooperative “comebacks” if things aren’t going your way.
- Negotiation style
  - Remain pleasant and upbeat throughout
  - Frame your argument and counter-proposals in positive terms
  - Smile
- Avoid conceding too soon
  - Don’t let yourself be rushed.
  - Take a break if you need to.
  - Don’t accept immediately even if you like the offer.
  - Stay focused on your target. Don’t give up on it unless you learn it is impossible.
  - Try to figure out why they are resisting giving you what you want. Are they worried about how they will justify the agreement to others? Is there not enough in it for them?
  - Don’t compromise in the heat of the moment. Stick to your plan unless you learn something concrete that changes your mind about your situation.
  - If you’re not getting an answer, gently nudge the other side; find a way to stay on their radar screen.

- Keep your BATNA in mind. Don't walk away with something worse than your BATNA just to get an agreement.
- Know when to walk away.



**APPENDIX B**  
**NEGOTIATION PREP CHEAT-SHEETS**

## DISTRIBUTIVE NEGOTIATION CHEAT-SHEET

Your priorities	Contract zone	Other sides' priorities
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Your first offer:		Their first offer (anticipated):
Concession 1:		Concession 1:
Concession 2:		Concession 2:
<b>Target:</b>		<b>Target:</b>
Intermediate concession (only if necessary):		Intermediate concession (only if necessary):
Reservation Value:		Reservation Value:

Other sides' problems giving you what you want:

Your problem(s) giving them what they want:

Your solution(s) to their problems:

Sample responses to roadblocks:

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## INTEGRATIVE NEGOTIATION CHEAT-SHEET

Your priorities	Contract zone	Other sides' priorities
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Your issues and potential trades, ranked from least important to most	Possible Links	Possible Links	Their issues and potential trades, ranked from least important to most
5.			5.
4.			4.
3.			3.
2.			2.
1.			1.

Your first offer:	Their first offer (anticipated):
Concession 1:	Concession 1:
Concession 2:	Concession 2:
<b>Target:</b>	<b>Target:</b>
Intermediate concession (only if necessary):	Intermediate concession (only if necessary):
Reservation Value:	Reservation Value:

INTEGRATIVE NEGOTIATION  
CHEAT-SHEET

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Other sides' problems giving you what you want:

Your problem(s) giving them what they want:

Your solution(s) to their problems:

Sample responses to roadblocks:

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