

## YOUR MINDSET MATTERS

Days 4 and 5 of the course bring you the Build Your Confidence module. My guess is that you're already seeing a shift in your confidence as you expand your vision about what's possible with your pay, and about your ability to ask for what you want. Now, you're going to build on your progress.

First, you'll review the outdated view of negotiation that makes it scary for a lot of women. Then, you're going to adopt the modern perspective on the negotiation process which reflects current views and practices of how deals get done.

You'll do that by way of a short article and a 4-minute video. The focus is on "principled negotiation" as presented in the classic negotiation book, *Getting to Yes*.

Briefly, the four main points of the "principled negotiation" method are as follows:

1. Separate the people from the problem.
2. Focus on interests, not positions.
3. Invent multiple options for mutual gain.
4. Insist on using objective criteria.<sup>1</sup>

What if you're thinking, "You don't know my boss. He has more power than I do, so what then?" Or, "He's difficult and would probably scoff at this mutual gains method."

Well, listen to this: you'll find a "Yes, But" section in the *Getting to Yes* book, so that may be enough for you to want to read it if you have time before your scheduled pay raise conversation. Or listen to the audio version. In the "Yes, But" section, the authors have specific tactics in response to the following:

- "What if they are more powerful?"
- "What if they won't play?"
- "What if they use dirty tricks?"

Now I'm getting into too much detail about the book itself and that's not my point for talking about it. The main reason for exposing myself as a raving fan of *Getting to Yes*, is to convey to you the following:

1. There is a proven, time-tested method of negotiation that is less intimidating and more effective than how you might currently perceive it.

2. There are scores of tactics to support this method of negotiation, and you'll find them in the *Getting to Yes* book.
3. If you're intentional about it, you can learn and employ these tactics—and others specific to women—to get better negotiated outcomes at work, at home, and in the marketplace.

Now that should build your confidence! I encourage you to reframe any mindset you might have about negotiating that is win-lose, adversarial, or confrontational. That's positional bargaining, which is outdated.

Instead, adopt the mindset that you are capable of mastering the negotiation conversation. In principled negotiation, that's all it is—a conversation. Pay Raise Prep School has a narrow focus on this huge topic of effective negotiating. You're learning specifically to master the pay raise conversation.

The reality is, women do face special challenges when negotiating in the workplace. Yet there's encouraging news here, too, so don't despair. There are researched-backed tactics for defusing anxiety and lessening the resistance that women otherwise tend to experience. And there are ways to keep the conversation going when you face pushback. And you have loads of options between “yes” and “no.”

All of these issues are covered in the remainder of this module. It's good stuff so stick with it. For now, here's your brief assignment.

**ACTION STEP:** This will only take about 10 minutes. First, read the short article found in this lesson: Go from Nervous to Natural at Your Next Negotiation. Then watch the 4-minute video below called *Getting to Yes*.

As you learn and master these aspects of negotiation, you will **build your confidence** to master the pay raise conversation. Let's carry on.

## NOTES

1. Roger Fisher, William Ury and Bruce Patton, *Getting to Yes: Negotiating Agreement Without Giving In, Third Edition* (Penguin Group, 2011), 11