The Buck Starts Here

Negotiating job offers and salary

Doug Kalish, PhD
#dougsguides
Congratulations on leaving or getting ready to leave college, grad school, or your post-doc. You've learned a lot, had fun and made friends. Now you're looking for a job and the reality is sinking in... College hasn't fully prepared you for the Real World. Relax, and welcome to dougsguides: a set of ebooks, workshops, and links to help you find a great job with great people.

Learn to make the best of your job search... read Finding Your First Job. Once you've found that great job... see Working with Other People and Managing Your Boss. And for insight into what makes the Real World tick... see Business Backgrounder.

are you ready to look for a job? Here's a quick quiz to see if you're ready to start scheduling interviews, and tips to fill in the gaps if you're not...  READ MORE >
Today’s Agenda

• Negotiating your first job offer
• Preparing for performance evaluations
• Basics of negotiation
Preamble: Deflecting the salary question during the interview

“What is the salary range for this position?”

“I can’t name a specific figure because I have to evaluate the whole package (position, benefits, opportunity).”

“From my research on glassdoor.com, it seems like companies like yours are paying in the mid 80’s for skills and experience like mine, with bonus opportunities and generous benefits.” [This better be true…]
Congrats on the job offer!

How did you get that offer?

Probably by filling out the self-assessments…

Who Should I Work For?  
(dougsguides.com/personality)

Are You Ready to Look for a Job?  
(dougsguides.com/job_quiz)

…and following the advice at
Finding Your First Job  
(dougsguides.com/firstjob)
The more you know, the stronger your negotiating position
Data is your best friend

Find comparable salaries
- www.glassdoor.com
- www.salary.com
- www.salaryexpert.com
- Salary.careerbuilder.com
- www.indeed.com/salary
- Your college Career Services office

“From this data I found online, it seems that someone with my experience in this job should expect about $65,000 per year. Can you help me understand why your offer is lower?”
Different companies will make different offers for the same skills

“Where does this offer fit in with other people in this position with my skills at the company?”

“Can you help me understand how you arrived at that figure?”
There is nothing better than having a competing offer.

“I’d really like to work for you, but I have another offer for $3,000 per year more. Could you match that?”
Make sure you understand the whole offer

“Do you match 401(k) contributions?”

“What healthcare benefits do you offer?”

“What is the current price of the stock options?”
Maybe you can get something besides a higher salary

“While this offer is a little short of what I expected, I really like this company and want to work for you…”

“… would it be possible for me to work four 10-hour days with three days off twice a month?”

“… can we agree to a performance and salary review in six months, because I think you’ll be convinced of my value by then?”
The process of negotiating the offer

1. “I’m really excited about the opportunity to work with you.”

2. “I have a couple of things I’d like to discuss. Is this still a good time?”
   “Would it be possible to…(start on Sept 1st)?”
   “Could the company help out… (with relocation costs)?”
   “What is the range…(of bonuses paid in past)?”

3. “Thanks for this conversation”
   “Now I understand why the start date isn’t flexible.”
   “I appreciate your effort to explore a reloc bonus.”

4. “When I get your response, I’ll be able to make a quick decision.”
Preparing for a performance review

Employee Evaluation

Work quality: 5
Knowledge of job: 5
Work skills: 5
Enthusiasm: 5
Initiative:
Judgment:
You'll be hired on your resume and skills, but you will be promoted and get raises based on your performance

Start Preparing on Day 1

• Keep track of your accomplishments and results as they occur

• Document obstacles overcome, results, impacts on the business and others

• What did you do, and why was it important?
Know the criteria on which you’ll be evaluated

“I know I’ve just started but can we talk about how I’ll be evaluated when the time comes?”

1. Job knowledge
   Understands customers’ businesses, needs and objectives; understands job responsibilities, processes and procedures.

2. Planning and organizational skills
   Establishes effective action plans for short and long term objectives and priorities and allocates resources effectively, completes projects in a timely manner.

3. Customer focus
   Is strongly committed to increasing customer satisfaction, builds customer loyalty, listens to their needs and strives to exceed their expectations.
Understand the evaluation process

The Staff Evaluation Interactive Process (Example)

Administrator

Evaluator

Employee

Human Resources

- APC ONLY
  Inform Employee in writing of evaluative procedure

- Provide Self Appraisal Form to Employee

- Develop Draft Appraisal

- Review Self and Draft Appraisals with Administrator

- Discuss Draft and Self Appraisal with Employee

- Discuss Draft and Receive Input from Employee

- Develop Final Appraisal

- Meet with Employee Both Sign Appraisal

Employee

- Completes Self Appraisal (Optional)

- Employee Reviews Draft Appraisal

- Employee Receives Copy of Evaluation

Human Resources

- Human Resources Provides Assistance as Requested

- CSUEU – 5 days
  APC – 14 days

- Human Resources Receives Original Signed Appraisal
  (with self evaluation attached, if one was completed)
  by JUNE 30th
“My formal review is in six months. Can we schedule some time this week for you to give me some feedback on how you think my work is going?”
Establish and communicate your value for future negotiations
Compute your value

• How much value did you create?
  – Easy for a salesperson; hard for a researcher (or internal support staff)
• What did you accomplish? What were the results?
• How many hours did you work?
“What skills and responsibilities do I have to demonstrate to be promoted to Manager II?”
Be aware of any special situations regarding salary or promotion

“I understand that average raises are capped at 4% and let me explain why I think I deserve more.”
Knowledge is power, still

- www.salary.com
- www.glassdoor.com
- www.salaryexpert.com
- Salary.careerbuilder.com
- www.indeed.com/salary
- Career Services
Go for it

• Listen to their offer
• Present your data (argument)
• Be open and honest
• Ask questions, don’t make demands
• Ask them to justify the offer
• If you aren’t satisfied, tell them why
• Think it over
Control your emotions during the meeting

NO: "If preparing status reports isn't a client-facing activity, then what the hell is???

• YES: “Help me understand why preparing and delivering status reports for five clients this year doesn't meet my goal of participating in more client-facing activities.”
“I think that preparing client reports meets the criterion of increased client-facing activity. I look forward to engaging in more client activities during the coming review period.”
Consider alternatives to salary

- Bonus or stock option
- Benefits
- Flex time
- Interesting or visible projects
- Advanced review
How to negotiate salary (or anything)
CONFLICT RESOLUTION STYLE SURVEY

This Conflict-Management Style Survey has been designed to help you become more aware of your characteristic approach, or style, in managing conflict. In completing this survey, you are invited to respond by making choices that correspond with you typical behavior or attitudes in conflict situations.

Survey
This survey identifies twelve situations that you are likely to encounter in your personal and professional lives. Please study each situation and the five possible behavioral responses or attitudes carefully and then allocate ten points between them to indicate your typical behavior, with the highest number of points indicating your strongest choice. Any response can be answered with from zero to ten points, as long as all five responses for a given situation add up to ten points.

Please choose a single frame of reference (e.g., work-related conflicts, family conflicts, social conflicts) and keep that frame of reference in mind when responding to all the situations. And remember, as you complete this survey, that it is not a test. There are no right or wrong responses. They survey will be helpful to you only to the extent that your responses accurately represent your characteristic behavior or attitudes.

SITUATION 1: Upon experiencing strong feelings in a conflict situation, I:

A. Enjoy the emotional release and sense of exhilaration and accomplishment.
B. Enjoy the strategizing involved and the challenge of the conflict.
C. Become concerned about how others are feeling and thinking.
D. Find it frightening because differences can't be discussed without someone's getting hurt
E. Become convinced that there is nothing you can do to resolve the issue.

0 TOTAL

SITUATION 2: Consider the following statements and rate them in terms of how characteristic they are of your personal beliefs:

A. Life is conquered by those who believe in winning
B. Winning is rarely possible in conflict.
C. No one has the final answer to anything, but each has a piece to contribute.
Clarify your objectives

What is it you really want?

(Hint: “A raise” is not a good answer.)
Focus on interests, not positions

Positions are “take it or leave it.”

In contrast, there are many ways to satisfy interests.

<table>
<thead>
<tr>
<th>Position</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Get a raise</td>
<td>Be compensated fairly</td>
</tr>
<tr>
<td>Get more vacation</td>
<td>Be able to spend time with friends and family</td>
</tr>
<tr>
<td>Get a promotion</td>
<td>Increase responsibility and salary</td>
</tr>
<tr>
<td>Get an expense account</td>
<td>Be able to entertain clients and staff</td>
</tr>
</tbody>
</table>
Define your approach based on your interests

<table>
<thead>
<tr>
<th>Interest</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be compensated fairly</td>
<td>“I’m a productive and valuable staff member.”</td>
</tr>
<tr>
<td>Be able to spend time with friends and family</td>
<td>“I’m missing out on family events because I work 60 hrs/week.”</td>
</tr>
<tr>
<td>Increase responsibility and salary</td>
<td>“My value to the company has increased.”</td>
</tr>
<tr>
<td>Be able to entertain clients and staff</td>
<td>“Developing relationships with clients and staff will help the company.”</td>
</tr>
<tr>
<td>Interest</td>
<td>Standards</td>
</tr>
<tr>
<td>----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Be compensated fairly</td>
<td>“How does the company ensure it pays competitively?“</td>
</tr>
<tr>
<td>Be able to spend time with friends and family</td>
<td>“What are the company’s expectations on working hours?“</td>
</tr>
<tr>
<td>Increase responsibility and salary</td>
<td>“What skills are necessary to move up the ladder?“</td>
</tr>
<tr>
<td>Be able to entertain clients and staff</td>
<td>“What social contacts does the company encourage?“</td>
</tr>
</tbody>
</table>
Replace Wants & Needs with Inquiries

<table>
<thead>
<tr>
<th>WANTS</th>
<th>NEEDS</th>
<th>INQUIRIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>I want more money</td>
<td>I need a raise</td>
<td>Am I being paid fairly?</td>
</tr>
<tr>
<td>I want more time off</td>
<td>I need three weeks vacation</td>
<td>Can I get some comp time?</td>
</tr>
<tr>
<td>I want a promotion</td>
<td>I need to be a Manager II</td>
<td>What are the expectations for an Manager II?</td>
</tr>
<tr>
<td>I want to entertain staff and clients</td>
<td>I need an expense account</td>
<td>Can I get reimbursed for reasonable expenses?</td>
</tr>
</tbody>
</table>
Acknowledge their point of view, interests and feelings

Always start on a positive note.

Summarize and paraphrase what they have said.

Use their name.

Agree whenever possible.
Ask problem solving questions to keep the dialog moving and generate new options

“What if we…?”

“Have you considered the possibility…?”

“Is there another way…?”

“What about…?”
Say “yes, and..” not “yes, but..”

Boss: “We need to cut our travel budget by 10% next year.”

• NOT: “Yes, but that means I won’t be able to go to the industry conference.”

• Try “Yes, and let’s discuss how I can attend a major conference.”

Boss: “We’re all going to have to work overtime for the rest of the month to complete this project.”

• NOT: “OK, but my spouse will probably file for divorce.”

• Try “OK, and can we find a way to communicate as a group the urgency but limited timeframe to our spouses?”
# Say “I” not “You”

<table>
<thead>
<tr>
<th>“You”</th>
<th>“I”</th>
</tr>
</thead>
<tbody>
<tr>
<td>“You are underpaying me”</td>
<td>“I don’t feel like I’m fairly compensated”</td>
</tr>
<tr>
<td>“You don’t appreciate all the hard work and long hours I put in”</td>
<td>“I’m feeling unappreciated and taken advantage of”</td>
</tr>
<tr>
<td>“You never give me feedback”</td>
<td>“I’m not sure if I’m meeting your expectations.”</td>
</tr>
</tbody>
</table>
"You" | "I"
---|---
"You play favorites" | "I don’t feel treated fairly"
"You’re a bully and a loudmouth" | "I’m offended by what you said"
"You never listen" | "I don’t feel heard"
"You’re a dope" | "I disagree"
Focus on the problem not the person

• Instead of “I can’t believe you’re going to sit there and tell me I’m not getting a raise…”

• Say “Help me understand why the things I accomplished last year don’t entitle me to a raise.”

• Or “At my last review we agreed on these objectives, which I accomplished. I expected a raise if I met those goals. Why isn’t that the case? Has something changed?”
Find out what the problem is: the money, the timing, the commitment...

“Can I get 25% of the increase now and 75% in six months?”

“Can I get a one-time bonus now, or before my next review?”

“Can I get incentive bonuses for meeting milestones between now and my next review?”

“What can I do that would be the most valuable to the company?”
Avoid a salary stonewall

“You’re underpaying me.”
“I’m paying you what you’re worth.”
“No, you’re not. I need a raise.”
“I can’t do anything about your salary now.”
“Well, maybe I should start looking for a better job …”

“You” statement and confrontational
Argumentative and irrelevant
Threatening
Engage in a salary conversation

“I’d like to discuss my salary.
“There’s nothing to discuss. I’m paying you what you’re worth.”

“I’ve been here two years with no increase. I’ve done good work and believe that I should be paid according to my experience and performance.”

“I can’t do anything about your salary now.”

“OK, I wanted you to know I’m concerned. In your opinion, what would I need to do to get an increase? When do you think you might be in a position to make an adjustment in my salary? Is there anything besides salary you can offer?”

Non-confrontational approach
Ignore stone wall, and ignore dismissive comment. Present facts. Don’t get defensive.

Ask about criteria and timing. Try to get a commitment for follow up or alternatives.
Case study

“1) An increase of my starting salary to $65,000, which is more in line with what assistant professors in philosophy have been getting in the last few years.

2) An official semester of maternity leave.

3) A pre-tenure sabbatical at some point during the bottom half of my tenure clock.

4) No more than three new class preps per year for the first three years.

5) A start date of academic year 2015 so I can complete my postdoc.”
Nazereth’s response:

“Thank you for your email. The search committee discussed your provisions. They were also reviewed by the Dean and the VPAA. It was determined that on the whole these provisions indicate an interest in teaching at a research university and not at a college, like ours, that is both teaching and student centered. Thus, the institution has decided to withdraw its offer of employment to you.

Thank you very much for your interest in Nazareth College. We wish you the best in finding a suitable position.”
What did she do wrong?

“1) An increase of my starting salary to $65,000, which is more in line with what assistant professors in philosophy have been getting in the last few years.

2) An official semester of maternity leave.

3) A pre-tenure sabbatical at some point during the bottom half of my tenure clock.

4) No more than three new class preps per year for the first three years.

5) A start date of academic year 2015 so I can complete my postdoc.”
Applying the principles of negotiation to job and salary offers

- Negotiators are problem solvers not competitors
- The goal is a wise outcome not victory
- Separate “people” from “problem.” Be hard on the problem, soft on the person
- Focus on interests not on positions
- Invent options for mutual gain
- Insist on objective criteria
- Yield to principle not to pressure
Stay in touch

• Register and comment at dougsguides.com
• ‘Like’ dougsguides on FB
• Follow @dougsguides on Twitter
• Connect with Doug Kalish on LinkedIn

Get these slides at www.dougsguides.com/workshops and follow the Workshop PDFs links