



WORKBOOK



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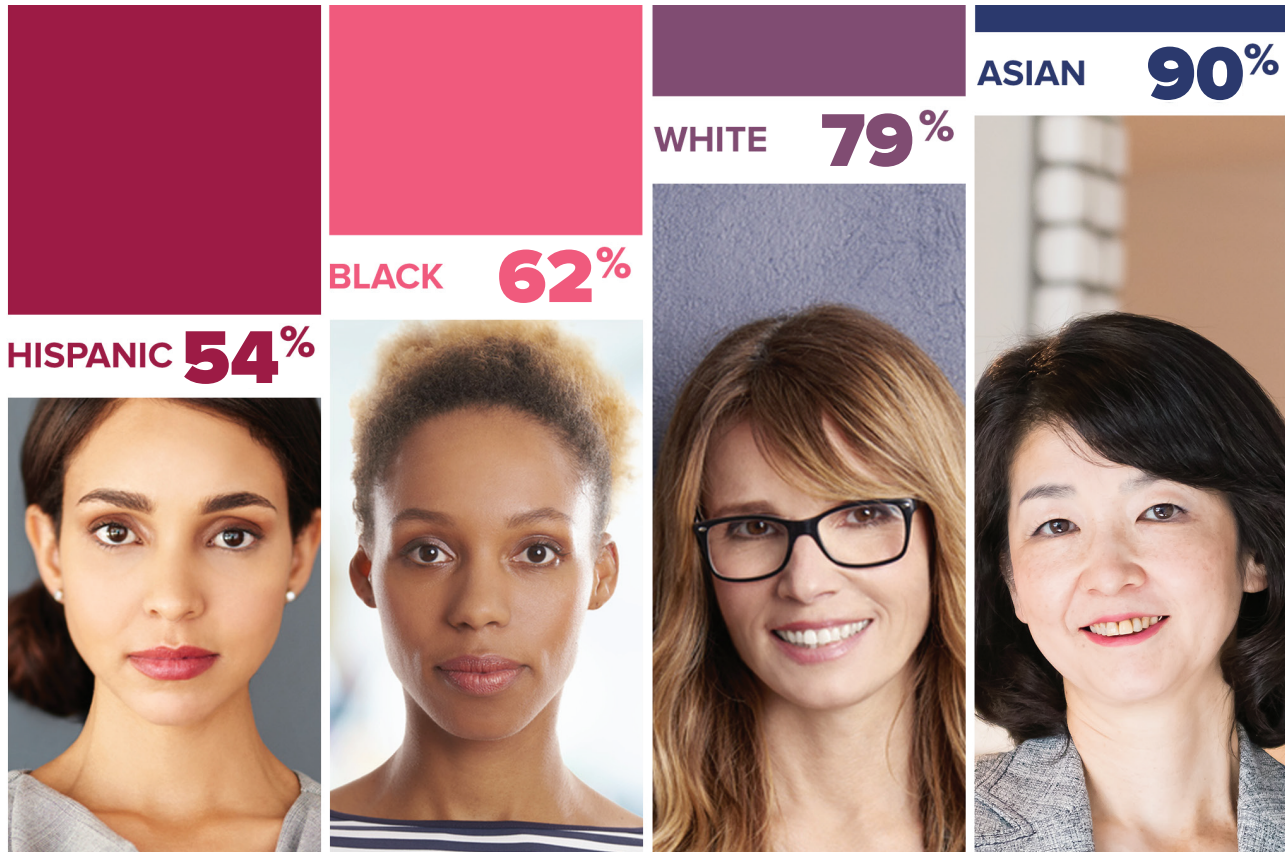
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Know the Facts



The gender pay gap hurts women of all backgrounds, and it has far-reaching consequences for women's financial security. Women working full time in the United States typically are paid just 82 percent of what men are paid, and most women of color are paid even less. The gender pay gap starts just one year out of college and the disadvantages only worsen over time. That's why it's crucial that women of all ages learn to negotiate a fair salary.

And, although the gender pay gap might be narrowing overall, mothers continue to be disproportionately affected by the gender pay gap as a result of societal expectations related to parenting.

Further, while the gender pay gap seems unfair now, it becomes even worse when you begin to calculate the impact it has on a woman over her entire professional life. Over the course of a 40-year career, the losses are staggering.



Know Your Value

Brainstorm Ideas for Your Portfolio

Take some time to brainstorm ideas for your portfolio. Think about your accomplishments, skills, education, and your personal and professional experience (including awards and recognitions). Note your ideas here and use them to start building a portfolio you can use to showcase your value during negotiations.

Writing Value Statements

Try your hand at creating a value statement. You should have three to five value statements ready for your negotiation. Remember, a value statement has three components: your accomplishments, your skills, and the results you produced. Here's a value statement you can use as an example, with the accomplishments, skills, and results in blue, green and pink, respectively.

I created **a faster way to schedule patient appointments** by using my **software and organizational skills**. We're now able to take more phone calls per hour, which has **reduced patient hold times from 3.5 minutes to under 2 minutes**.

I accomplished **INSERT ACCOMPLISHMENT, USING AN ACTION VERB**
using my **INSERT SKILL** which benefited
our company by **INSERT RESULT**.

Sharing Your Value Statements

Take some time to think about how you'd succinctly describe yourself, your abilities, and your accomplishments, and capture any notes below. Practice in front of friends and family and ask for feedback.

Know Your Salary



Research Comparable Job Titles

It's important to search for comparable job titles when researching a job's worth—that is, do the job responsibility and requirements match up with each other?

Now it's time to try it yourself. To get started, follow these steps:

- Identify a job of interest, then visit at least two websites with objective, market-based information about that job.
- To select the job title that matches best, compare job descriptions, job duties, and required education and experience.
- After you complete your research, write down the job title.

Suggested Salary Resources

Check out these other resources that you can use during your research:

- payscale.com or salary.com
- U.S. Department of Labor, Bureau of Labor Statistics
- LinkedIn
- The business sections of your local newspapers
- Business publications or other publications specific to your industry
- The local chamber of commerce
- Industry compensation surveys

Researching Your Target Salary

Now that you've selected a job title, it's time to start your salary research.

You've seen why it's important to set a target salary and target salary range in advance of the negotiation process: so that you can negotiate effectively for a fair salary instead of focusing on a single salary number. You've also seen why it's important to have a walk-away point: so that you can exit the negotiation when a potential employer's offered salary is not fair and equitable.

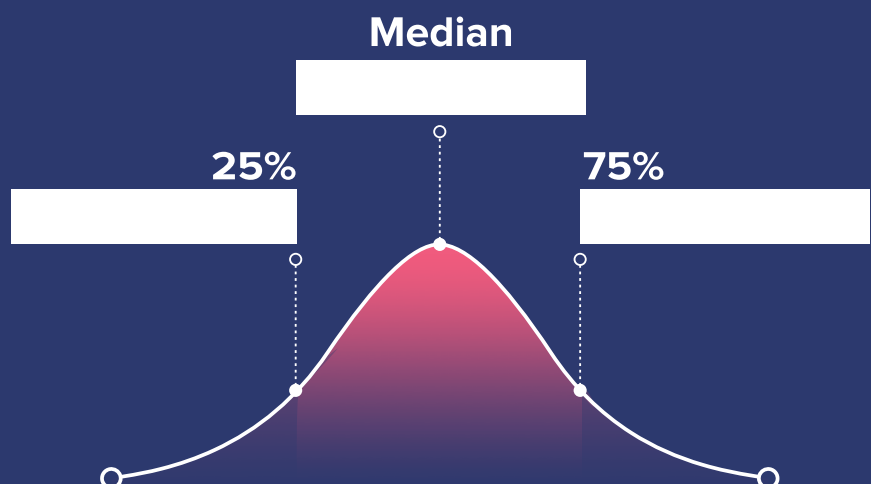
Using the job title you chose earlier, go to your objective sources and review the salary ranges. Use the ranges you find and determine your own values for the following:

- **Target salary**, which you should set either at or near the median

- **Target salary range**, using your target salary as the bottom of the range (do not stretch more than 20 percent from your target salary or 10 to 15 percent for early- to mid-career professionals)

- **Walk-away point**, keeping in mind that your own budget and personal situation are important here and that everyone may have a different walk-away point

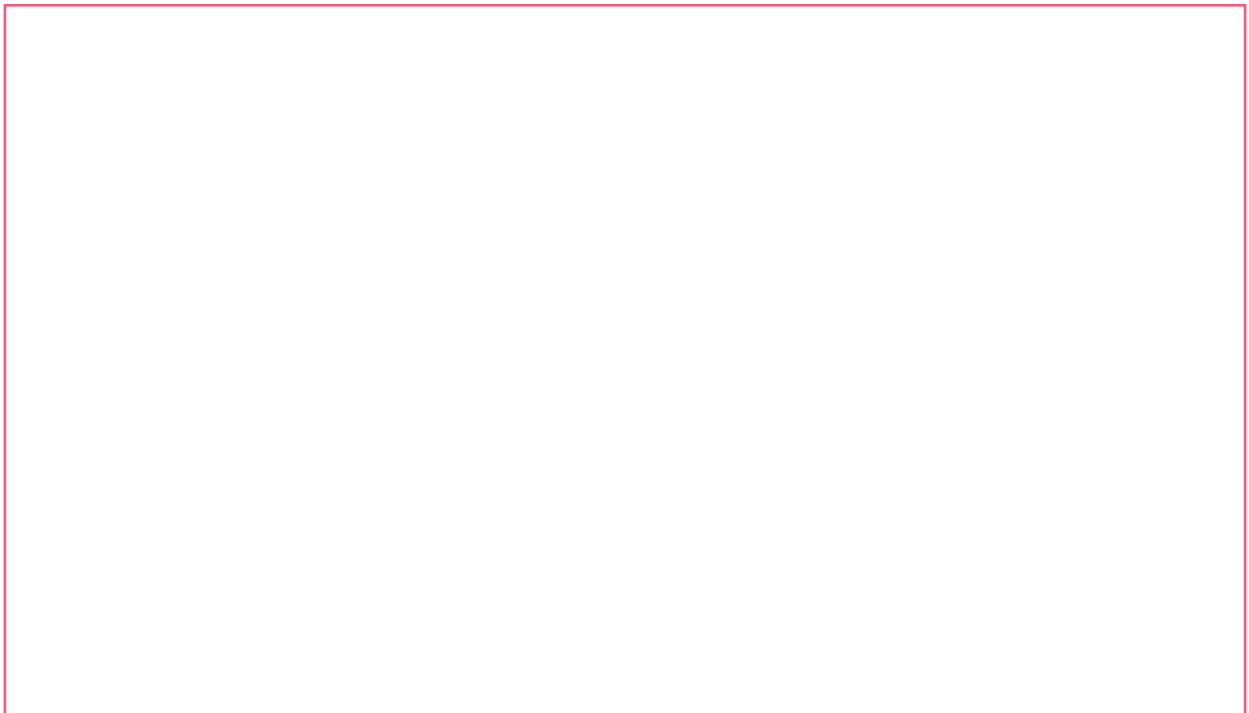
Use this graph to help you plot a target salary and target salary range. You can also use this graph to determine your walk-away point.



Research Benefits

You've learned how to establish the value of standard and nonstandard benefits as part of a job offering and why it's important to be informed before you begin negotiating a position. Next, perform the following steps:

- Identify the standard and nonstandard benefits that are most important to you.
- Think about additional benefits that you might want to ask for during the negotiation process.





Know Your Strategy

Tips for a Successful Negotiation

- Remain positive and flexible.
- Treat the negotiation process as a conversation, not a confrontation.
- Show how your skills match the employer's needs.
- Avoid getting personal or oversharing.
- Deflect a salary discussion until you have the job offer.

Pay equity laws: <https://www.aauw.org/article/state-local-salary-history-bans/>

Salary Deflection

It's important to do your best to avoid discussing your salary or negotiating until you have received a job offer. During the interview, or even in the application stage, you may be asked about your salary history or salary expectations. You want to deflect those questions until you have an offer.

For example, what if an interviewer asks, "What are your salary expectations for this role?" You could deflect by saying something like the following:

- "What do you usually pay someone in this position?"
- "I'd like to learn more about the role before I set my salary expectations. As we move forward in the interview process I would hope and expect that my salary would line up with market rates for similar positions in this area."

And what if the interviewer asks, "Can you share your salary history with me?" You could answer with one of these responses:

- "This position is not exactly the same as my last job. So, let's discuss what my responsibilities would be here and then determine a fair salary for this job."
- "I'd appreciate it if you could make me an offer based on whatever you have budgeted for this position, and we can go from there."

Remember that some cities and states prohibit asking for someone's salary history. Make sure you research local pay equity laws prior to going in for an interview.

Persuasive Responses

Anticipating how a prospective employer or your current manager will react to your requests and preparing persuasive responses should be part of your negotiation strategy. What can you do to get ready? Here are some tips that will help you in any circumstance.

Negotiating a Salary for a New Job

Anticipate the interviewer's objections by brainstorming three to five different ways that he or she might respond during a negotiation. Then, use your value statements and the information you gathered in your research to prepare talking points for each potential response.

Remember that you have already been offered the position: they want to make it work!

Negotiating a Raise or Promotion

Once you have crafted your pitch, anticipate how your employer might react. Then, prepare short targeted statements to address the different reactions. Remember the importance of listening objectively to your employer's response. Be sure to keep the conversation going if your employer reacts negatively.

And talk about your accomplishments! This is where your value statements come in. Don't assume that your manager is aware of or remembers your accomplishments, even if your office is right next door!

Remember to include the following pitch components:

- Say thank you
- Share a compliment
- Share your accomplishments
- Make your ask
- And then stop talking!

Practice, Practice, Practice



We've provided some sample scripts for you to use in role-playing a salary and benefits negotiation. The scripts, a good starting point as you begin to practice, can be modified to fit your situation. Find someone to help you—another person who needs to negotiate would be a huge help! Record yourself and provide honest critiques about what you did right and what you need to improve.

Your negotiation skills will not improve without practice. With each practice, you can improve your abilities to be objective, persuasive, and strategic. The more you practice with others, the more assistance they can provide with positive and constructive feedback to improve your verbal and body language.

Sample Role-Playing Scenario



Olivia,
employee

Hello! Thank you for meeting with me today. I am so excited to talk about your offer and review the details about joining the organization.

Well, we think you are an excellent candidate for the position and would fit in well at our company. Given that, we hope you will accept our offer of \$58,000 a year plus benefits.



Maya,
employer



Olivia,
employee

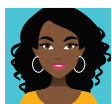
Thank you. I am confident I will bring value to the organization. However, according to my research, the market rate in the area for someone in this position with my demonstrated skill set is \$60,000–68,000 per year. Would you consider an offer within that range?

Hmm. Going above \$58,000 is close to the maximum salary I can offer for this position.



Maya,
employer





Olivia,
employee

I appreciate that. However, given my experience reducing expenses and increasing revenue by 15 percent in my current position, I hope we can work together to come to a salary that reflects my qualifications.

You are very qualified, and we are impressed with your track record. The best I can offer you is \$62,000.



Maya,
employer



Olivia,
employee

Thank you. I'm also interested in discussing what benefits are available.

Sure. What are you looking for?



Maya,
employer



Olivia,
employee

Do you offer funding for professional development that would enhance my work and increase my value to the organization?

Yes, we can offer you up to \$500 toward professional development annually.



Maya,
employer



Olivia,
employee

Thank you! This is a very generous offer. Can I please get this in writing and get you an answer by the end of the week?

Absolutely!



Maya,
employer

Role-Play Worksheet

Practicing is a critical component of becoming a competent negotiator. When practicing, take a few minutes and answer the questions below to prepare for your turn as the employee.

Playing the Employee

1. Decide whether you will negotiate for a new job or a raise/promotion. When you're ready to play the employee, tell your partner (the employer) whether you're negotiating for a new job or a raise/promotion.
2. How will you start the conversation? See next page for ideas.
3. Write down three value statements about yourself (accomplishments, experiences, and awards work well) that you will use during the negotiation exercise. Be strategic and make sure that these points really demonstrate your value as you negotiate for the job.

4. Write down two benefits that would make this offer especially compelling to you.

5. Write down a target salary range that you can use during your role play. Use the salary range you determined as a result of your research.

Now use your preparation and try role-playing a conversation. As you do the exercise, remember the goals: Be objective! Be strategic! Be persuasive!

Negotiation sentence starters

These are ideas to get you started, but you should modify the phrasing to fit your personal style and the specifics of the situation.

- Thank you for meeting to discuss the details of your offer.
- According to my research, a fair salary range for people doing this job in this area is from \$_____ to \$_____.
- We share common goals, such as_____.
- Given my previous experience doing _____, I believe this is a fair salary range for this position. It sounds like you and I are on the same page about what I can contribute to the company.

Playing the Employer

What salary range are you allowed to offer for this position? Work with your partner to determine a salary range that's slightly lower than her target salary range. You want to leave room to practice negotiating.

Guidelines

- Only offer up to the maximum budget amount you and your partner determined ahead of time.
- You have more flexibility in negotiating benefits. Listen carefully for what your partner (the employee) is requesting.

Tips

- Fair pay attracts and keeps good employees.
- Don't give away the farm. You can only afford a certain range.
- Your goal is to get your partner to accept what you consider to be a fair offer.

Possible employer objections

These are some ideas to get you started, but you should react to the particulars the employee brings forward and get creative!

- We think you are an excellent candidate for this position and a good fit in the company, however ... Wait another year.
- You haven't demonstrated that you're ready for those increased responsibilities.
- If I gave you this salary, you'd be the highest-paid employee in this position in our company. I don't have the budget for this high a salary.
- I'll never be able to sell this to the boss.
- Whoa! That's way more than I have budgeted! The best I can offer is \$_____ plus benefits.

Raise Your Voice



As you prepare to negotiate your salary, be sure to visit AAUW's website at www.aauw.org to find additional information about negotiating the salary you deserve.

And check to see if there's an in-person workshop in your area where you can learn how to negotiate a fair salary and meet other women like you who are ready to fight for a fair salary.

No matter where you are in your learning journey, be sure to visit our website and become a Two-Minute Activist. Sign up for email newsletters and other information to help end the gender pay gap!

Become a 2-Minute Activist

<https://www.aauw.org/act/two-minute-activist/>

Become an AAUW member

<https://www.aauw.org/membership/>

Attend an in-person workshop

<https://www.aauw.org/resources/programs/salary/work-smart/>

Spread the word

<https://www.aauw.org/resources/programs/salary/>

Donate

<https://ww2.aauw.org/donate-gift-new/>