

Lead with Confidence

The negotiation toolkit

Preparing for negotiation

- What are the key points or point you wish to negotiate on? Can you prepare your request to be as concise as possible and with as much clarity as you can give?
- Do your research in advance. Having information to back up the rationale for your request is essential. For example, if you are negotiating on salary, are you aware of any benchmarking available on the role in comparable industries?
- Consider all the possible outcomes from the negotiation. Be sure you know which you might accept, and which would not deliver what you want.
- Aim for a win-win scenario. What would that look like for you and for the person you are negotiating with? Start by thinking about the potential benefits your request or aims would have for the other party; it might be part of what you would wish to convey as you make your key points clearly and concisely.

During negotiation

- Be bold and brave. Articulate exactly what you want (drawing on your preparation).
- Pay careful attention to how the conversation is unfolding. You may have imagined or even rehearsed how the discussion might go, but it will rarely happen the way you think it will. Listen carefully and observe closely how your request is being received. You may continue to argue a point that you have already successfully won or you may realise that other avenues and solutions present themselves during the discussion which you hadn't considered before.
- Recognise when a 'no' means no (for now). Aiming for a particular outcome and being offered something different, or being told that the answer to your request is 'no' or 'not right now', is not necessarily a failing. It might be that the conversation has revealed new possibilities you hadn't considered or it might be that there are wider circumstances at play of which you are unaware and a 'no' might be the best outcome for you.
- Have confidence in yourself. Believe in the value you bring. Having this in your mind will help you to hold out for or make the best case for what you deserve.

After negotiation

- Reflect on what went well and what didn't. If you didn't achieve your goal, it doesn't mean that it isn't something you couldn't revisit. It might be worth following up with the other party, thanking them for their consideration and asking whether there might be anything you could do in time to lead to a different outcome.
- Be proud of yourself. Not everyone negotiates for what they want. Every time you do it, you will learn more about what works and be more capable in the future. As a leader, you will need a lot of resilience, and this is a good way to build that.

