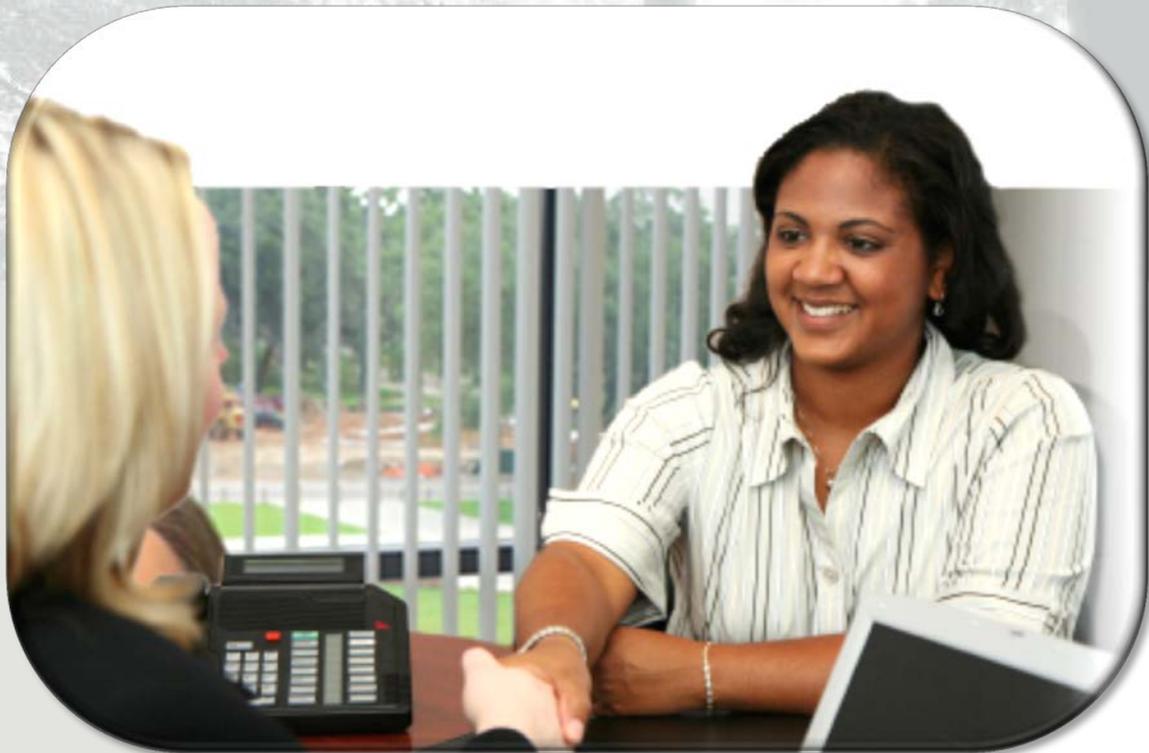


# **Chapter 14**

## **Negotiating & Evaluating Job Offers**



# Presentation Overview:

- **Negotiating defined**
- **What skills are needed to negotiate effectively?**
- **Social power in negotiating**
- **Steps for accepting/ declining offers**
- **Things to negotiate**
- **CIP perspective on negotiating & evaluating offers**
- **Employment decision-making exercise**

# The Negotiating Process

- **Negotiating defined:**
  - **“to confer with another so as to arrive at the settlement of some matter” (*Merriam-Webster’s Dictionary*)**
- **What are employers seeking in applicants?**
- **What do job hunters seek?**
- **What is your previous experience with negotiating?**

# What are Employers Seeking?

<b>Ability</b>	<b>Essential (percent)</b>	<b>Important to Highly Important (percent)</b>
<b>(a) building working relationships</b>	40	57
<b>(b) analyze, evaluate and interpret data</b>	34	58
<b>(c) engaging in continuous learning</b>	30	61
<b>(d) oral persuasion and justification</b>	20	61
<b>(e) plan and manage a project</b>	15	57
<b>(f) create new knowledge</b>	12	63
<b>(g) global understanding</b>	12	54
<b>(h) build a successful team</b>	12	43
<b>(i) mentor others</b>	11	36

Table 14.1

# What are Students Seeking?

<b>Rank</b>	<b>Job/Employer Attributes</b>	<b>Mean Score</b>
1	Provides opportunity for advancement	9.74
2	Offers job security	9.26
3	Has a good insurance package	9.20
4	Friendly co-workers	8.93
5	Location	8.90
6	Opportunity for personal development	8.88
7	Offers a high starting salary	8.85
8	Recognition for good performance	8.54
9	Opportunity for self-expression and creativity	7.69
10	Clearly defined assignments	7.47
11	Casual atmosphere (non-competitive environment)	7.25
12	Embraces diversity	7.15
13	Takes active role in the community	6.77
14	Offers a signing bonus	6.21
15	Has a recognized name	6.18

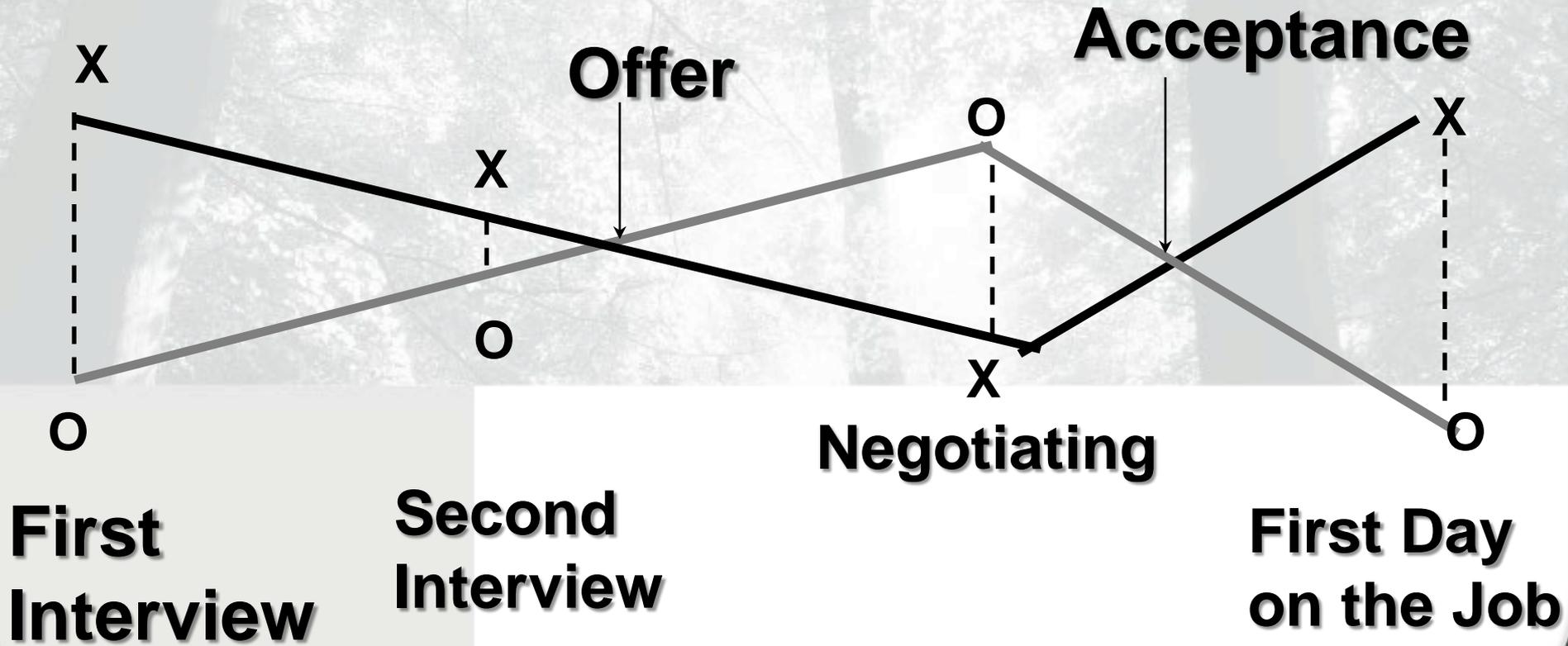
Table 14.2

# Social Power in Negotiating Job Offers

- **Negotiating is a social process**
- **Social power changes over time in negotiation**
- **Once you have received a job offer, you have more social power than at any other time in the process**



# Timing



# Maximizing Your Bargaining Power

- **Knowledge about yourself & the employer**
- **Solid recommendations and reputation from prior work experience**
- **Poise & confidence**
- **Inside recommendations**
- **Supply & demand**
- **Other offers**
- **Persuasion**
- **Silent on salary**
- **Be patient—don't immediately accept**

# Receiving a Job Offer

- **Knowing when to expect an offer**
- **Impressions still matter**
- **Clarify the offer**
- **Negotiate a time of decision**
- **Stay calm**



# Things that may be negotiated:



# Things to negotiate: Salary



- Importance of research
- Minimum, realistic, “dream”
- Avoid mentioning a specific salary; talk about ranges
- Ask for more than you expect to receive

# Other Things to Negotiate

- **Timing of appraisal reviews**
- **Signing bonus**
- **Sales commissions, stock options, & bonuses**
- **Job location**
- **Insurance, pension plans, other benefits**
- **Relocation expenses**

# More Things to Negotiate



- Expense account, car, mileage, fuel allowance
- Club memberships
- Consumer product
- Discounts
- Office furnishings
- Reporting date
- Vacations
- Division, department, title, classification
- Fulfillment and fun



# Some additional points about salary

- Know what a job pays and know what you're worth
- Be informed about different ways to think about salary rates, e.g., week, day, month, hour
- Ask for time to clarify salary data
- Recognize the role of initial salary in future jobs
- Never accept a job until you know the salary



**Remember: What you  
decide to negotiate  
depends on your values**



# The Process of Negotiating

- **Decide your conditions**
- **Remain positive**
- **Make a decision**
- **Be honest with employers**



# The Process of Evaluating Offers

- **Clarity of career goals**
- **Managing the process**
- **Handling the employer's "sales pitch"**
- **Ethical issues—reneging on an offer**
- **Accurate knowledge of the job**



# **Using CIP to Negotiate & Evaluate Offers**

- **CIP Pyramid of Processing Domains**
  - **Self-knowledge**
  - **Knowledge of job options**
  - **Decision-making phases (CASVE Cycle)**
  - **Executive processing-thinking about thinking**

# Self-Knowledge Domain

- **Pay attention to your values, interests, and skills**
- **Ask yourself questions, e.g.,**
  - **How well does each job match my personality and lifestyle preferences?**



# **Some Personal Preferences to Consider in Evaluating Offers**

## **▪ Work Activities**

- achievement**
- creativity**
- independence**
- intellectual stimulation**
- opportunities to help others**
- variety**

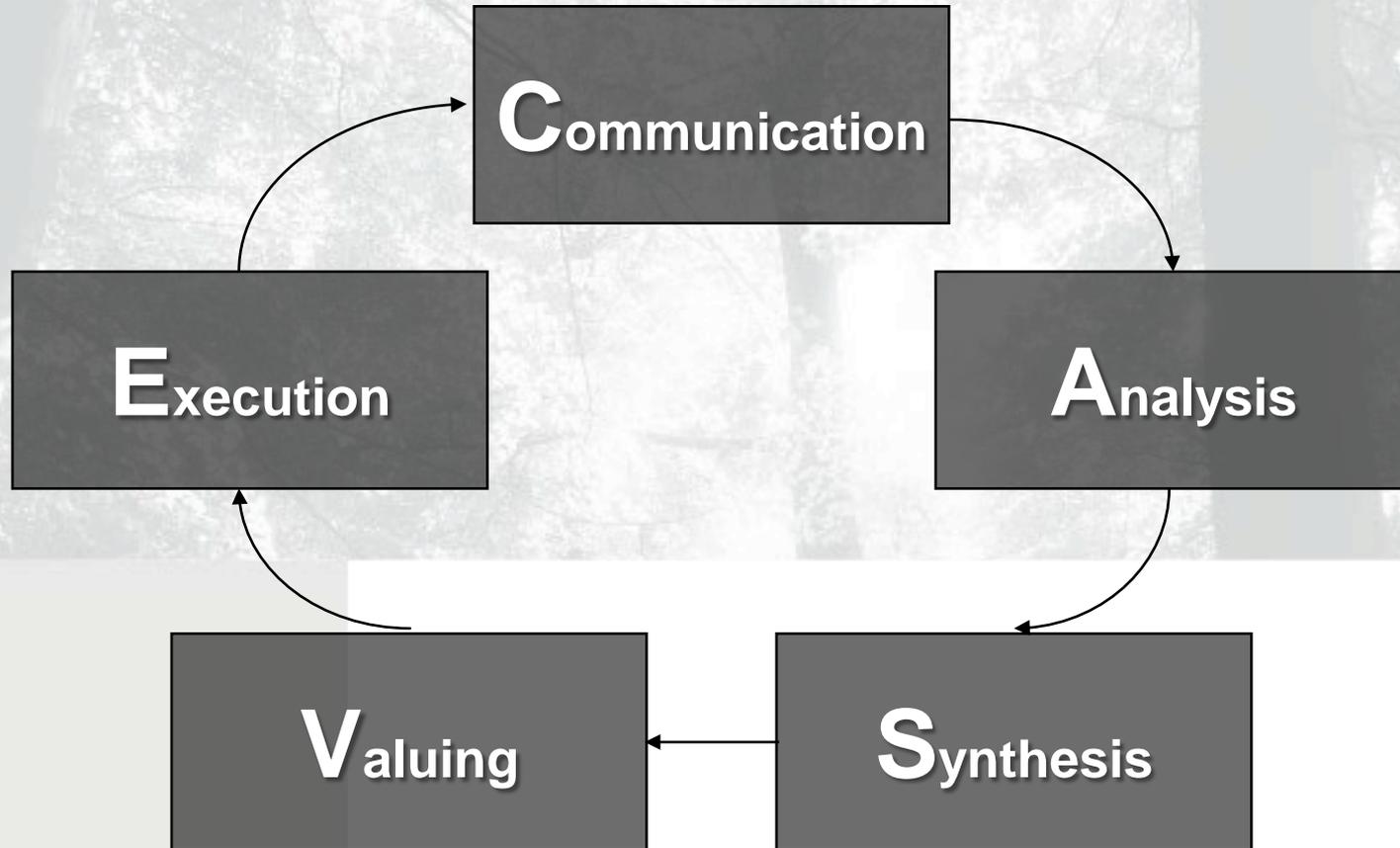
## **▪ Life Style**

- community size**
- geographic location**
- shift work required**
- work-related travel**
- closeness to home/family**
- cultural/recreational opportunities**

# Knowledge of Options Domain

- **Consider specific facts related to the employer and position**
- **Obtain answers to remaining questions, such as:**
  - Are the work activities what I am looking for in a job?
  - Will I be given significant responsibility?
  - Does the job meet my needs for professional, personal, and educational growth?
  - Is this my preferred lifestyle?

# Decision-Making Domain



# Communication Phase

- **Identify Gap:**
  - I want a job that meets my needs and preferences
- **External Events:**
  - Job offer from an employer awaiting a decision
- **Internal Events:**
  - Emotions: nervous, anxious, making a big decision

# Analysis Phase

- Is the self-knowledge accurate and complete?
- Is the knowledge and understanding of the job options clear and complete?

# Synthesis Phase

- **Elaboration**: Have you negotiated for your best options?
- **Crystallization**: Do you have all the information needed to narrow the options?

# Valuing Phase



- **Prioritizing the options**
- **Evaluating the COSTS and BENEFITS for:**
  - **Yourself**
  - **Significant others**
  - **Cultural group**
  - **Community**
  - **Society**

# **Some Valuing Questions to Ask:**

- Does this job accommodate my needs and lifestyle preferences? (for my family, significant others)
- What is the employer's reputation across the nation? (society)
- Would I work for an organization that pollutes the community water? Violates the law? (community)

# Outcomes of Valuing

- Ranking of your offers
- Identify the job that is your first choice
- Don't eliminate any offer until you have something written and signed

# Execution Phase

- **Once you have decided to accept an offer, verify the following:**
  - **Salary**
  - **Starting date & time**
  - **Location**
  - **Perks**
  - **Any other outstanding issue**
- **Get the offer in writing**
- **Accept job offer in writing**
- **Decline other offers**
- **Never accept an offer with the intent of renegeing for a better offer**

# **Executive Processing Domain**

- **Did you think strategically during the employment process?**
- **Did you avoid negative thinking, e.g., What if I don't get another offer?**
- **Were you able to remain positive and self-confident, e.g., If one employer wants me, so will others!**

# **Employment Decision-Making Exercise\***

**(Four categories of variables to help you find the best employment match)**

**Assess level of importance and degree of match, e.g., poor match vs. exact match, for :**

- 1. Lifestyle (11 variables)**
- 2. Nature of the employer or job (15 variables)**
- 3. Pay and benefits (12 variables)**
- 4. Work activities (8 variables)**

**\*See Appendix L in the text**

# Employment Decision-Making Exercise

**Directions:** Write the eight job factors that Suzy selected in the blank spaces in the left column. The names of her two potential jobs are at the top of the other columns.

Using the numbers below, **weigh** how important you think each FACTOR is to Suzy ( ) in the left column below (FACTORS & weights):

- 1—Somewhat Important
- 2—Important
- 3—Very Important

Using the **match** numbers below, rate ( ) how well you think each JOB matches Suzy's factors in the remaining columns:

- 0—Not at All
- 1—Poor Match
- 2—Close Match
- 3—Exact Match

Multiply the weight for each factor times the rating for each job in matching that factor, and then total the scores for each job in the last row below. Which job should Suzy take?

FACTORS & (weight #)	JOB 1 Technician (match #)	JOB 2 Trainer (match #)
( )	× ( ) =	× ( ) =
( )	× ( ) =	× ( ) =
( )	× ( ) =	× ( ) =
( )	× ( ) =	× ( ) =
( )	× ( ) =	× ( ) =
( )	× ( ) =	× ( ) =
( )	× ( ) =	× ( ) =
( )	× ( ) =	× ( ) =
TOTAL		