

Chapter 5

Negotiation

Facilitator Notes

Chapter 5 explores negotiation as a vital equity skill for individuals and firms. It emphasizes that negotiation is not just a personal tactic but a professional competency that shapes access, advancement, and influence in architecture. Participants will examine how power, bias, and identity affect negotiation outcomes, and identify opportunities to advocate equitably for themselves and others.

What this guide includes:

- Definitions and scenarios of everyday negotiations.
- Equity challenges such as bias, power imbalance, and the double bind.
- Strategic tools: BATNA, anchoring bias, salary data, and objective setting.
- Legal and ethical considerations.
- Action strategies for individuals and organizations.
- Reflection scenarios and SMART goal setting.

Use this outline to:

- Reframe negotiation as collaborative and equity-minded.
- Build confidence and communication skills.
- Identify personal and systemic barriers.
- Promote policy and culture change for fair outcomes.

Suggested Pre-Read:

- To maximize engagement and discussion, participants should read the corresponding chapters one page, [Executive Summary](#).

Corresponding Learning Objectives

Attendees will be able to:

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| — Define negotiation and describe its application in daily architectural practice. | — Practice tools and approaches that support equitable negotiation. |
| — Identify how identity and bias influence negotiation outcomes. | — Apply strategies for advancing inclusive firm-wide negotiation practices. |

SLIDE 2 THE GUIDES FOR EQUITABLE PRACTICE: NEGOTIATION

- Negotiation can support equity and inclusion when it is viewed as a collaborative process that seeks to create satisfying solutions for all parties, rather than a competition between adversaries.
- This guide calls attention to the importance of equipping architecture professionals with equitable and inclusive negotiation skills in their daily practice.

Notes

1. **What do you hope to get out of today?**
 2. **Why is this topic important to you or your firm?**
 3. **Set expectations for rules of engagement**
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SLIDE 3 WHAT IS NEGOTIATION?

- Negotiation is back-and-forth communication to reach agreement. It happens in many forms and is influenced by power, position, and culture.
- This guide advocates “equitable negotiation,” or considering the interests of all parties together to reach a fair and mutually satisfying agreement.

Notes

1. **When have you needed to negotiate? (Some examples include initial employment, promotions, contracts and fees, schedules and project assignments, contracts and scope.)**
 2. **Clarify that negotiation is a learnable, daily skill used throughout the profession of architecture.**
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SLIDE 4 POWER, BIAS & IDENTITY IN NEGOTIATION

- Members of dominant cultures often hold hidden advantages in negotiations, while nondominant groups may face added challenges. Power dynamics become more complex when identities intersect, while shared identity aspects may ease mutual understanding.
- People of color and white women often face negative bias, or a double standard, when negotiating, affecting outcomes in salary and leadership opportunities.

Notes

1. **For example, research on expectations and perceptions of feminine modesty, gender, and leadership has shown that when women do attempt to negotiate in ways deemed “masculine” (i.e., authoritative, direct), they tend to be evaluated harshly and seen as competent but not likeable or hireable.¹**

SLIDE 5 LONG TERM IMPACT OF THE NEGOTIATION GAP

- Chart: Difference in cumulative income between a non-negotiator (person A) and a negotiator (person B)

Notes

1. Have you ever held back from negotiating? Why?
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SLIDE 6 WHY IS NEGOTIATION IMPORTANT TO EQUITY?

- Improves long term income disparities.
- Opens more conversations around advancement to everyone.
- Supports a workforce that has a variety of life experiences and commitments.
- Builds an inclusive culture and confronts bias.
- Participating in fair negotiations reduces conflict, increases engagement, and is just good business.
- Creates clarity and aligned expectations.

Notes

1. A study of the starting salaries of advanced-degree holders (defined as master's or higher) found that 57% of men but only 7% of women had negotiated their starting salaries. The starting salary differential between the genders was 7.6%. The graduates who negotiated increased their starting offer by 7.4%—almost exactly enough to erase the differential.²
 2. If a firm negotiates fairly with clients, contractors, consultants, and public officials, it is more likely to be viewed as a trusted business partner and earn repeat business and referrals.
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SLIDE 7 WHAT GOOD LOOKS LIKE**Notes**

1. Review each example of what good looks like. Make a check mark next to practices that you can find in your firm or organization, a question mark for those that you are not sure of, and a minus for those that are missing.
2. Which areas are strong, which are you not sure about, and which areas are weak?
3. Ask for volunteers who have examples to share.
4. What could you do to influence change?

SLIDE 8 ACTIONS TO SUPPORT EQUITABLE NEGOTIATION (INDIVIDUAL LEVEL)

- Prepare: Know your strengths and value along with the organization's goals and mission and how they align. Understand your audience; be ready with your BATNA (Best Alternative to a Negotiated Agreement – your fallback position if your negotiation doesn't have the minimum result you desire).
- Practice: Ask for feedback from a trusted colleague. Consider how the dynamics will be different when you have the conversation with your intended audience.
- Follow up: Do not feel rushed into a decision but express appreciation and be clear about when you will respond.

Notes

1. What's one number or detail you wish you'd researched before a past negotiation?
 2. Have you had an experience where you felt pressure to respond before you were ready?
Looking back, were you influenced by power, bias, or culture?
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SLIDE 9 ACTIONS TO SUPPORT EQUITABLE NEGOTIATION (FIRM-LEVEL)

- Create transparent compensation and promotion practices, be aware of wage gaps, and consider how information is communicated.
- Research market demand and local salaries to set fair salaries and offer attractive benefits.
- Be clear about who has authority in decision making.
- Remove anchoring bias (the tendency to rely on initial data to frame perceptions like most recent salaries). Don't perpetuate a wage gap if an employee or prospective hire was previously underpaid.

Notes

1. How are negotiation decisions currently made in your firm?
 2. Does everyone know the policies?
 3. What structures in place stand out as helping or hindering equity?
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SLIDE 10 SCENARIOS & REFLECTIONS**Notes**

1. Select a scenario from the chapter that you feel will resonate with the group. Ask a volunteer to read it aloud. Discuss the discussion prompts in small groups and share with the full group.

SLIDE 11 NOW WHAT?

Notes

1. **Ask participants to think of a negotiation they need or want to engage in soon. Write one SMART goal (Specific, Measurable, Achievable, Relevant, Time-bound) related to their negotiation strategy.**
 2. **Give everyone the opportunity to share.**
 3. **Suggest they check in with a peer or accountability partner one month later.**
 4. **If you have specific resources, committees, or additional worksheets you can promote those here.**
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1. Bowles, Babcock, and Lai, "Social Incentives for Gender Differences," 84–103.
2. 19. Babcock and Laschever, *Women Don't Ask*.