



The Guides for Equitable Practice: Chapter 5





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.



What is negotiation?

Dynamic dialogue

Negotiation is a dynamic, back-and-forth communication process designed to arrive at mutually satisfying agreements.

Complex influences

This process is intricately shaped by factors such as power dynamics, individual positions, personal identities, and cultural contexts.

Fairness at its core

Equitable negotiation consciously prioritizes the fair consideration of interests for all parties involved, striving for balanced outcomes.



Power, bias & identity in negotiation

Power stems from position, confidence, independence, or dominance.

Bias impacts outcomes—especially for women and people of color.

Intersectional identities affect perceptions in negotiation.

Long term impact of the negotiation gap

DIFFERENCE IN CUMULATIVE INCOME BETWEEN A NON-NEGOTIATOR (PERSON A) AND A NEGOTIATOR (PERSON B)

Person A and B are both offered a starting salary of \$60,000.

Person A accepts the offer.

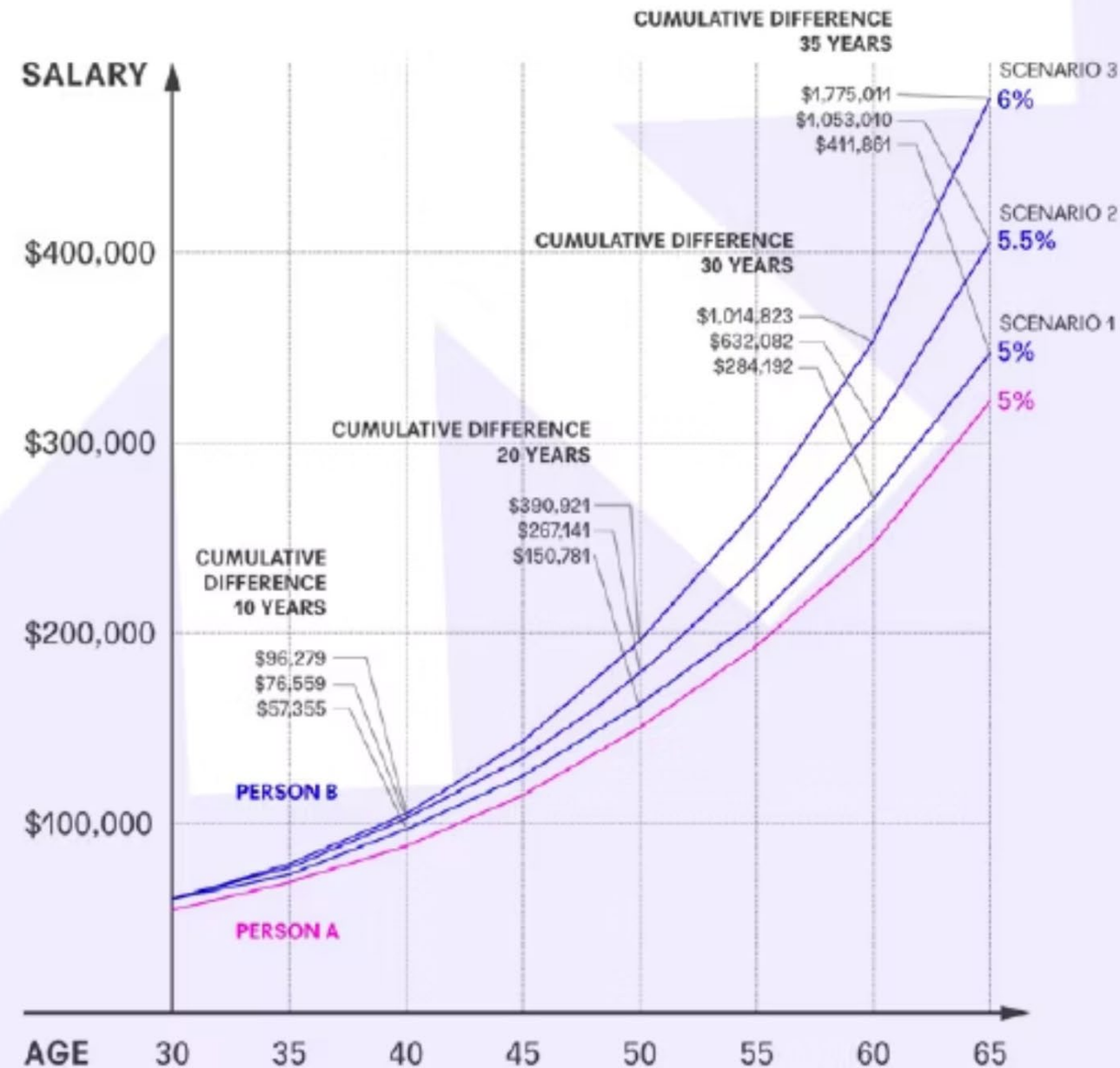
Person B negotiates a salary 7.6% higher (a typical result of salary negotiation).

Then:

Scenario 1. Person A and B each receive the same 5% increase each year.

Scenario 2. B negotiates raises .5% higher each year (or 5.5%) than A.

Scenario 3. B negotiates raises 1% higher (or 6%).⁸





Why is negotiation important to equity?

Improves income equity and advancement opportunities.

Builds inclusive cultures and trust.

Reduces conflict and increases engagement.



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
- A minus for those that are missing.

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WHAT DOES GOOD LOOK LIKE?

Negotiation capability and outcomes improve when...

TRUST

firm leaders and managers communicate the firm's position, policies, and compensation structure openly

employees are not penalized for sharing compensation information

everyone is committed to negotiation as a win-win-win practice

people build bridges across cultural differences

negotiations are conducted with the impact on long-term relationships in mind

ALIGNMENT

in negotiations, people consider the context beyond their own priorities and immediate demands

participants research the culture and possible expectations of the other parties beforehand

common goals are established up front in fee and contract negotiations

participants allow ample time to reduce pressure, stress, and reversion to cultural stereotyping

negotiators are aware of their own BATNA (best alternative to a negotiated agreement; your most advantageous available alternative) if negotiations fail

COMPLIANCE

employers are aware of and observe laws pertaining to compensation

employees who share salary information with others are not subject to retaliation (to the degree consistent with applicable law)

employers develop and advance their understanding of best practices

employers honor antitrust laws protecting and promoting competition

FAIRNESS

decision makers understand and appreciate the role of power, culture and equity in the negotiation process, and have the skills to negotiate in an equitable and inclusive manner

compensation policy is applied objectively and evenhandedly

firm leaders and managers recognize the tendencies of different groups to be rewarded or penalized for advocating on their own behalf and adjust accordingly

managers pay attention to cultural differences in negotiation styles and honor them without presuming stereotypes

firm leaders take steps to keep negotiations from perpetuating systemic advantages or disadvantages



Actions for equitable negotiation (individual)

1

Prepare

Know your value and audience; define your BATNA(Best Alternative to a Negotiated Agreement).

2

Practice

Get feedback and rehearse with a peer.

3

Follow up

Express appreciation; respond thoughtfully.



Actions for Equitable Negotiation (firm-level)

Ensure transparency in pay and promotions.

Establish clear guidelines and visibility for compensation and career advancement.

Use market data to guide fair offers.

Base salary and promotion decisions on current market benchmarks to ensure competitive and equitable compensation.

Remove anchoring bias and assess true value.

Avoid relying on past salary history or initial figures, focusing instead on an individual's actual skills and contributions.

Clarify decision-making authority.

Clearly define who makes decisions regarding pay, promotions, and other negotiation outcomes to ensure consistency and fairness.



Consider scenarios & reflections

Read, discuss in small groups, and share insights

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CONSIDER

Consider

I DON'T KNOW IF IT'S A CULTURAL THING

Talking to my father, I don't know if it's a cultural thing. A lot of my classmates working in tech and other fields change jobs more often [than he is used to]. I talked with my dad about negotiating. He said, "I don't think that's a good thing." He was CEO of a bank for twenty-five years. Whenever it came to raises and negotiation, he said, "I felt better if I offered it, as opposed to them asking for it." That stuck with me. I'd rather prove myself and show my performance and the work I do through the things I do each day, rather than ask for it.

—Rising Firm Leader, First-Generation Mexican American, Male, 30s



Now what?

Think of a negotiation you need or want to engage in soon. Write one SMART goal (Specific, Measurable, Achievable, Relevant, Time-bound) related to your negotiation strategy.