

How to Negotiate Your Pay Package



Frank's 'Negotiating Skills' clients include BT.

In the final part of his series Frank Newberry provides a range of useful ideas to help you get the pay package you deserve.

Recently a Course Manager called me, "I have a pay review with my boss tomorrow and I think I'm worth more, what do I say to him?" he said. I told him don't be like Oliver Twist. Don't just say, "More please".

Negotiating is different. It is not about asking, it is about trading. You have something your employer wants, and the value of what is wanted has not yet been agreed.

I recommended a strategy to him and when we spoke later it seemed to have worked. He was very happy with his new pay deal.

Some greenkeepers tell me their employers do not want to negotiate; they just want to 'announce' the new pay rates every year. The thought of a proper negotiation can make people defensive. If this is the case then call it by another name.

Maybe you could call it a 'review meeting'. I know that if one of my people said to me, "I'd like to discuss my future, when would be a good time to meet?" it would really get my attention, especially if I had to wait a day or two before meeting them.

At 'the meeting' begin by sincerely asking 'how are things' for them before saying that you have 'some concerns' you would like to discuss. Indicate that you 'want to stay in the job' but you 'need some clarity on your future prospects'. You can then get a discussion going about your future which could include your future pay and how it is negotiated.

Always go into a pay negotiation with two 'shopping lists'. One list is of items that will cost your employer money (to keep you from looking elsewhere for a job); and one list of 'no cost' or 'low cost' items.

10 Items that cost money

Pay rates – how much you earn.

Pay increases – how much your increase will be.

Cost savings incentives – where you get a share of savings you make.

Company car.

More pay for extra qualifications/responsibility.

Overtime/extra hours rate.

Annual holidays.

Training and development budget, including attending BTME and regional courses.

Travel expenses to get to BTME and regional courses etc.

Private Health Plan/Dental Plan.

10 Items that are 'No cost' or 'Low cost' to your Employer (but are of value to you)

You attend all club management meetings.

You take charge of all greens staff 'hiring and firing' decisions.

You become a member of the group that devises the business plan.

You take charge of all greens budgets.

Contribution to and 'sign-off' of club policy documents.

You visit other clubs to monitor 'best practice'.

You take over and run meetings with members' representatives.

You take all purchasing decisions for greens purchases.

You take charge of the greens staff pay budget.

You take over the club completely for a week at a time (as career development).

Now that you have your shopping lists you will need to find a way to pay for them, so be clear on what are you trading in order to get what you want. For example are you offering:

Cost savings?

Greater productivity?

More leave, in lieu of a pay rise?

Set pay budget that you control?

Greater flexibility, e.g. hours worked?

To take on additional responsibilities?

Long term pay deals in return for loyalty?

To give up some 'perks' in return for cash?

To reduce your overtime rate for a higher basic salary?

Additional vocational qualifications and the better work that comes from them?

In your preparation you will need to anticipate what the employer wants from you and likely reactions. You might consider having what are known as 'positions' i.e.

An optimistic position – the most you think you can get.

A pessimistic position – the least you will accept.

A realistic position – what you think you will actually get.

It is important to ask for more than you want. This is so that your employers can 'knock you down' and feel that they have 'won' the negotiation.

You should move politely from discussing 'concerns' to making tentative proposals at the same meeting, or at another time, to suit both parties. Make as many tentative proposals as you can so that you can 'trade' them later on.

Listen carefully and note reactions and counter proposals. Give understanding nods when you hear your employer's concerns and summarise their views saying that 'you want to get this right'. Once you are clear on both sides' tentative proposals, suggest that you are, or will soon be, ready to offer concrete proposals and make a fair deal.

From this point onwards it is vital to preface every firm proposal with the words 'if you then I', as in 'if you (agree to an increased training budget), then I (will report clear benefits to the club of every training course attended)'.

Tackle 'easy to agree' low cost items first and save the important stuff until later on to give you a chance to trade up at the end. If you can get more 'little ones' you will feel better if you did not get the entire 'big one' (your pay) this time around. Always consider phasing the 'big one' over time, it worked well for the guy who called me.

At the end congratulate the other side on a job well done and immediately write up your understanding of the deal. Finally, remember there is no win or lose in negotiation, just more negotiation next year and the year after.

■ To learn more about negotiating ask Sami Collins at BIGGA HQ to put your name down for the next course. In the meantime if you are visiting BTME drop into the Careers Fair for some coaching.

If you want a negotiating questionnaire to check your approach you can request one at my website, www.franknewberry.com, Good luck with your negotiating!