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YOU GET WHAT YOU NEGOTIATE (NOT WHAT YOU'RE WORTH)

“Let us never negotiate out of fear. But let us never fear to negotiate.”

—John F. Kennedy

Over my twenty years in Hollywood, I've learned a great deal about the importance of being able to negotiate, not just from a business perspective but also from a practical one. During my last contract cycle as an executive, I was negotiating for a contract that would give me:

- The freedom to make different movies for different divisions.
- The ability to specialize in making some faith-based and urban-genre projects while still developing and overseeing more mainstream projects.
- The opportunity to have flexibility in my schedule so I could travel and continue to build my life as speaker and author.

When it came down to that negotiation, I took the initiative and created a twelve-page PowerPoint presentation that clearly articulated what I wanted to do. I made the presentation to then Sony Pictures Entertainment Chairmen Michael Lynton and Amy Pascal and to Columbia Pictures President Doug Belgrad.

They loved it. They told me that they'd never had an executive come to them with such a clear vision and take the time to lay it out in such a concise manner. They all said, "Let's do it." But here's a lesson in negotiation: *mutual agreement is one thing, sorting out the details is another*. Nobody knew how to structure my deal because they'd never done one like it before. A few days later, they made me an initial offer that was good but didn't give me the flexibility to fully execute everything I had laid out in my proposal. I turned it down. Strike one. They went back to the drawing board and came back with another offer that gave me some of the flexibility, but not the resources to acquire material. I said, "If I accept this offer in this form, how will I execute on everything you want me to execute on?" Strike two.

I'll never forget what happened next. Amy, Michael, Doug, and George Rose, the head of HR, and I got together for a meeting to discuss how to make my deal work. Apparently, I had stumped them. Amy told me, "We have never met this many times and had these many discussions about somebody's job."

We were at an impasse, and that might have scared most people. Maybe I was being too difficult and requiring too much of their time. But I knew that wasn't what she meant. I didn't easily fit into the corporate structure, and what I wanted to do was so uniquely valuable that it required time, consideration, and creative thinking. I loved this. I was challenging the top people at Sony to think differently about

me. While that slowed things down, it also meant that they would be invested in me. They understood the value I had created and believed I could create even more; this was why they were thinking about how best to handle me.

Eventually, a deal was made that made both sides happy. The powers that be took me directly out of the Columbia Pictures division so I could make some movies through Columbia and TriStar, gave me development money so I could buy scripts, promoted me to senior vice president, and raised my salary. I effectively had my own pod within the studio.

I was thrilled. Before we closed the deal, I found out that I would be making a little bit less than other senior vice presidents had historically been paid. But I said, "What I've gotten in this deal is more valuable than more money. I've gotten more time, more flexibility, and more freedom." There was no way to put a price on that.

DON'T LET HUMILITY UNDERMINE YOUR VALUE

Through all my various negotiations, I have come to learn the next Commandment:

You Get What You Negotiate (Not What You Deserve)

This is true not only in your professional life but in every area of your life. People may know your worth but life isn't merit-based; you can't assume that people are going to give you what you've earned. You must negotiate for it. Many Christians labor under the misconception that being humble and moral and righteous is enough to get you what you want. And that's just not true. We have to also have to

know what it means to be *valued* and *valuable* and bring forth both in how we negotiate. It's essential to have a strong sense of your own self-worth so you can be a fierce advocate for your interests.

As people of faith, we have a hard time assessing our value and then fighting for it. These are not things that we're conditioned to do. While learning scriptures, you never hear the pastor or the elders say, "Here's how you negotiate. Here's what you need to know when you're navigating your career and it comes time to sign a contract. These are the type of alliances you'll need to build. Here's how to realistically assess the value you've created and how you should be compensated for that value." Maybe you are thinking, "Isn't that what business school is for?" But in every career path, not just in Hollywood, and not just in business, we all have to deal with negotiation at some point, whether it's a barista negotiating for a raise, a teacher working to get more supplies for her classroom, or a realtor trying to get better closing terms for his client. Too many people of faith are ill-equipped to successfully navigate the ins and outs of career advancement, of which negotiation is an essential part.

Why is this especially a problem for people of faith? The problem is our misinterpretation of *humility*. Yes, humility before God is the foundation of our faith—and yes, I believe it when the Bible says, "Humble yourselves, therefore, under God's mighty hand, that he may lift you up in due time" (1 Peter 5:6, NIV) or, "Pride leads to disgrace but with humility comes wisdom" (Proverbs 11:2, NLT). However, we apply these verses in ways that were never intended. What does it mean to be humble? The type of humility the Bible is referencing relates to how we view ourselves relative to God. This type of humility means we should always go low before God, acknowledging that it's His power, mercy, and grace that we need in order to do what He's called us to do. Without these things, we can't

be successful. So yes, we should carry ourselves with a humble disposition.

However, that humility isn't code for being a doormat and allowing people or companies to walk all over us. When it comes to negotiating for what you're worth, you can't be overly humble about the value you create. Arrogance has no place in any negotiation, but neither does self-abasement. Never be afraid of articulating your value or being clear about what you want and why you want it. Value who you are, what you know how to do well, and what you bring to the table that nobody else can. Because there's only one person who can do what you do. As you serve, as you learn, and as you apprentice, you become more valuable. You're gaining the experience and expertise you need to finally receive the compensation you've always known you're worth.

One of the ways to walk the tightrope of confident advocacy without crossing into arrogance speaks to the Commandment we learned before:

You Have to Carry a Crown Before You Can Wear One

When you have been of great service and created great value, that becomes your platform for declaring your value and asking for what you want without seeming arrogant. The reason I had such a rapport with heads of Sony and engaged in such intense, candid negotiation was that I had built up great equity with them. I had worked at Sony for more than six years and worked on some of the studio's biggest and most profitable hits, including *The Pursuit of Happyness*, *Hancock*, *21*, *The Karate Kid*, and *Jumping the Broom*. If I had tried to make the demands I made without having been of service to the company for years, I would have failed. Having proven myself in performance and character freed me to be assertive while remaining humble.

A SELF-IMAGE OF VALUE

This all starts with a self-image that's based on the knowledge that you create value. Scripture says that we were made in the image of God. Do you realize how powerful that is? God is the most powerful force in the universe and we are made in that same image. We have to get up every day and believe in the person God created who looks back at us in the mirror. If we don't believe in ourselves, we diminish the power by which we were created.

The best way to honor God with our lives is to believe in who He created us to be and live that every day. In addition to being value-based in our beliefs, we must also be value-based in how we view ourselves. You need to believe that you are valuable and keep reminding yourself, "This is who I am. This is what I do well. This is how I'm creating value. This is what I'm worth."

This is where humility—really, *false* humility—sometimes trips us up. Author Jacob Nordby writes, "False humility is a form of psychosis which was imprinted on most of us since birth. It is a mental illness because it locks us in a victim state of keeping our light turned down, denying who we really are and silently begging for permission to simply show up as ourselves in the world. But there is good news. This is a jail whose lock is broken. We can walk free whenever we know the truth, and by so doing we show others an example of an end to madness. An example of freedom." We're taught to be like Jesus—and then we're taught that he was meek and mild, like in the old hymn, "Gentle Jesus, Meek and Mild" or the popular Christmas song "Jesus, Oh What a Wonderful Child" with the lyric "Jesus, Jesus, so lowly, meek, and mild."

These representations of Jesus are not historically, biblically, or spiritually accurate. There was nothing meek or mild about how Jesus lived

on this earth. He was strategic. He understood the political climate. He was determined. He was focused. He was persistent. He was passionate. All of these things made up who he was, and because of them, he was incredibly effective. Not because of false humility. He walked in the power and authority of his father and he made no excuses for it.

As you are climbing the ladder, bow before God but not before your superiors. Become keenly aware of the value you create. Once you have a sense of that value, and you have tested that value, believe it. Not theologically or intellectually, but practically, because you can see that your work, expertise, and creativity are providing tangible benefits. When I go into the office or when I'm on a set, I know that what I'm doing is valuable. That is empowering. It brings confidence. When you fight for what you know you're worth, bring that confidence. See yourself as a value creator. Research and know how your industry is currently rewarding that value. Once you do that, you'll know what you know you're worth and what to ask for.

False Idols

Don't lose sight of what you're negotiating for. Yes, you want to be compensated fairly based on the value you create, but there's a spiritual dimension, too. You're working to fulfill part of God's design, and the ultimate purpose of any negotiation is to make you better able to do that. Does that mean more money or a promotion to a better position? It could mean both, but have a clear understanding of what God wants for you and what He intends to do through you if you receive the money or promotion. In the end, you're not just negotiating for yourself. You're negotiating to receive whatever God has ordained for your life to use for His purpose.

THE COMPANY LOOKS OUT FOR ITSELF

Simply asking for what you believe you're worth doesn't mean you will receive it. I've found that many people go into negotiations thinking that the system operates out of fairness and that if they simply present their case, the company, studio, home buyer, or other party will simply say, "Sure, that makes sense."

Sometimes we think, "I'm creating all this value for the company, so they're going to pay me what I'm worth." We assume that the company will do right by us. But it doesn't work like that. The company's first interest is to do right by the company. If the company can do right by the company by doing right by you, that's great, but their number-one concern is always to make the best possible deal for the company. If they can get you to settle for a dollar less than you ask for, they will. That doesn't make employers bad people; it's just the nature of business. This is why it's so important to resist the temptation to make negotiations emotional. Because when you feel like the company is doing you wrong, and you get upset about it, it will impair how you negotiate. Keep a level head, understand that this is business, and don't allow your emotions to get the best of you.

I hope understanding that will help you drop any "They're going to give me what I'm worth" illusions. No, they aren't. Any party across the table, whether it's a car dealer, a mortgage broker, or a corporation, will offer you the minimum of what they think you will accept based on their calculation of their desired profit. It's your job to know what you're worth, know what you will accept, and refuse to take less than you're worth.

That is extremely difficult for some people to do, I know. It's difficult even if you weren't raised in the church and taught this idea of

false humility. Most of us fear asking for what we want because we're afraid whomever we're negotiating with will say no, and we'll lose the job or opportunity. Too often we don't really value ourselves or what we do enough, so we worry that if we push back in any way, we'll be shown the door. We secretly, subconsciously say to ourselves: *I'm not that valuable, so if I object at all, I'm gone.*

But that's not true. If you're good at what you do, you're valuable. If you're living your Christian values every day, you're valuable. Hard-working people of good character aren't exactly falling off the trees, you know. If you have done your homework and made an educated request for what you believe you're worth based on sound and educated reasoning, the person you're negotiating with may see it differently, but they won't be mad that you had the confidence to ask for what you felt you're worth and backed it up with research. That's what made my assertive negotiations with Sony possible.

Keep something else in mind: the person you're negotiating with will usually offer you less than you're worth *deliberately* to see if you push back. Remember, the organization looks out for its own interest first. That means it's not only okay for you to object to an offer that's below what you're worth, it's *expected*. When you make a confident counteroffer, you'll not only have a better chance to get what you're worth, but you'll also gain respect. Bottom line:

You cannot negotiate from a place of fear.

I wasn't always a confident negotiator. I don't think anyone is. You learn by doing—by pushing back and being bold and finding out that the sky doesn't fall. In fact, even though the person on the other side of the desk from you might bluster and feign outrage when you respond to an offer by asking for more, I've found that to be largely a

performance. In my experience, people in authority like when someone has the guts and confidence to demand what they're worth.

How do you gain confidence to do something you've never done? I follow two steps that I recommend to you:

- **Affirm that what you need has already been ordained.** Every morning I read the Word, pray, and then recite my affirmations. Starting in the summer of 2015, one of my affirmations was: "Mainstream television opportunities will maximize my motivational gifts." Then, at the end of the summer of 2016, *The Dr. Oz Show* called and invited me to be a guest on a show they were doing called "Healing America's Grief." The taping went so well that they invited back multiple times, and now I'm a regular on his show doing segments that Dr. Oz calls "DeVon Interventions." The point is, you don't have to try to "make it" when you understand that God made you. You are already made. Be confident in who God created you to be and what you're called to do, and begin to affirm it every single day.
- **Claim it!** Years ago, when traveling, I would seek out airport bookstores, go over to the bookshelves, touch all the *New York Times* bestsellers, and say, "I claim it in the name of Jesus." I was claiming that I was a *New York Times* bestselling author even before I became one. Eventually, my last book, *The Wait*, became my first *New York Times* best-selling book!

Know that God has greatness in mind for you and don't let that greatness be curtailed by fear. Remember who you are. Keep a confident mindset as a way to fight the fear that wants to creep into your spirit and disrupt your God-ordained success.

THERE'S MORE TO COMPENSATION THAN MONEY

Elizabeth Gabler, president of Fox 2000 Pictures, is one of the most successful, longest-standing studio executives in Hollywood. She's also red-hot because she was the executive behind *Hidden Figures*, the monster hit film about the role African-American women played in one of the greatest operations in history: the launch of astronaut John Glenn into space. She and I had lunch while I was working on this book, and in our conversation, she told me that years ago she had to renegotiate her deal with the studio to get the lifestyle she really wanted: not just money, but the ability to be with her young daughter and to live in Santa Barbara where she and her husband had just built a new home.

Because Santa Barbara is a two-hour drive from the Twentieth Century Fox lot, this would require an entirely new schedule limiting Elizabeth's time in the office to certain days—something unheard of for a division head. When she entered into the negotiation, it was difficult because the studio heads were uncertain if the arrangement could work in the long run. However, because of her proven track record, they agreed to her needs. And as a result, she not only got the lifestyle she wanted but more freedom to focus on the films she believed would work. As a result, to this day, Fox 2000 Pictures is one of the most successful divisions in all of Hollywood.

When you're facing a negotiation, remember that compensation isn't just about money. Don't get me wrong, money is important, but there are other things that factor into compensation such as time, freedom, and flexibility. It's also about what you value the most and what you feel you need in order to continue to perform on the job. Negotiation isn't just a time when you sit down and discuss your salary and benefits; it's an opportunity to shape your future according to

God's vision and your own. So, before you get hung up on pay, don't. Step back and ask, "What do I want my whole life to look like?" We spend so much of our time on the job; it's one of the most important parts of our lives. So why not look at it holistically and try to make work serve not only your financial needs but also your personal ones as well?

Two more things to think about:

- **Everything comes with a cost.** If you get a \$100,000 salary, you're going to have to meet \$100,000 worth of expectations. Money costs time. It can cost relationships. Everything you want costs something, so know that if you're pushing the negotiation for the maximum amount of money you can get, that will come with increased expectations and pressure to deliver. These are not bad things, but they are things to be aware of and factor into how you negotiate.
- **What you value will change over time.** When you're twenty-five-years old, you might go into a negotiation and want money because you're trying to build your life. You want to buy a house, get a hot car and travel. Okay. But then you get married and have kids, and you find that, while money is still important, it's not as important as spending time with your little ones. Some types of compensation may matter more, some less. But what you care about will not remain static.

Ask yourself, what kind of compensation would make a difference in your life? Maybe you're a corporate sales rep who spends all her time on the road, and you would love to be able to make some of your sales calls via videoconference. That's a subject for negotiation.

Maybe you're a parent and you want to make it home early enough to have dinner with your kids. There are no right answers. There's only what you define as compensation and if you can successfully negotiate for it.

WHAT ARE YOU WORTH?

Star Wars is one of the most successful franchises in the history of the movie business, and part of its legend includes the fact that George Lucas, its creator, negotiated what *Vanity Fair* has called “the best business deal in Hollywood history.” The original deal for *Star Wars* was negotiated in 1973–1974 and Lucas's then-attorney, Tom Pollack, explained in an interview with Deadline.com that nobody really wanted this sci-fi adventure. So, when Fox entered into negotiations with Lucas, they didn't care about *Star Wars*. As far as they were concerned, Pollack explains, Fox was willing to foot the bill for Lucas's space opera so that they could have his next *American Graffiti* project.

After the success of *American Graffiti*, Lucas could have negotiated for a big pay raise on *Star Wars*. But he chose not to. Why? Because he knew what he was worth. Pollack says Lucas went into the boardroom with two nonnegotiable requests: he wanted to be in charge of the sequels for the films, and he wanted to control all merchandising for *Star Wars*. Pollack said, “*It's important to remember that none of the original deal came out of money as those who know something about it might think. It came because George just wanted to be able to make the movies he wanted to make.*”

Those two decisions, based on understanding his worth, made Lucas a billionaire, because *Star Wars* is one of the most valuable merchandising properties on the planet, with products ranging from

action figures to extended universe novels to video games and everything in between. In 2012, Lucas closed another deal that *Wired* called “The deal of the century” when he sold his company, Lucasfilm, to Disney for \$4 billion.

All of this comes down to a simple question: *what do you believe you are worth?* Beliefs are like the operating system of the mind; they run everything. So, it doesn’t matter what I say, what anyone tells you, or even what your research says you should be paid for the value you’re creating if you don’t *believe* you’re worth it. You won’t be proactive in negotiations and you won’t make a counteroffer and ask for more; you’ll take what they give you with a “Well, at least I still have a job” mentality.

I want more than that for you. God wants more than that for you.

That’s why believing in your worth begins with God. God created you to have an exciting destiny and to play a role in His design for the world. He wouldn’t have done that if He didn’t see great potential in you—if He didn’t *value* you. He knows your worth, and He wants you to appreciate it, believe it, and fight for it. If you’re not sure, pray. Pray for insight into how God sees you—to see yourself, just for a moment, through God’s eyes. You’ll see something very different from the person you see now! You’ll see a child of God created in God’s image, created to be great and to have an impact on this world. If God values you like that, doesn’t it make sense to value yourself in the same way?

Now, I know that might not be enough to stoke your sense of your own value, so try this. Now is the time to take it (like the song says) *All the Way Up* in your career. Aspire to things beyond even the goals you’ve already set. Resolve not to accept less than you are worth, ever. If you accept less, you can begin to feel that you’re worth

less—*worthless*. When you accept less than your value, you don't just damage yourself in the short-term. You also damage yourself in the long-term because you will subconsciously resent feeling stuck doing a lesser job for lesser pay. This can affect your performance and even lead to a career slowdown.

There's a sort of urban legend that nicely illustrates what I'm talking about, inspired by experiments of a behavioral psychologist named G.R. Stephenson. A group of scientists placed five monkeys in a cage, and in the middle was a ladder with bananas on top. Every time a monkey climbed the ladder to get the bananas, the scientists would blast the rest of the monkeys with freezing water. After a while, every time a monkey started up the ladder, the rest would pull it down and savagely beat it. Then the scientists started bringing in new monkeys, each of which naturally tried to climb the ladder and were beaten. Eventually, a culture developed among the monkeys, even the ones that had never been sprayed with water, that "you just don't try climbing the ladder." The monkeys had been socially conditioned for defeat.

When you begin to work for less than your value, it erodes your sense of self-confidence. You begin to live in a "less-than" way. You deny your destiny. You say, "I'm just happy to have a job. Maybe I was crazy to believe in something big, anyway." You lessen your belief so you can justify lowering your expectations, which mitigates your disappointment at not aspiring to more. It's a dangerous, slippery slope.

When you first come into an industry, you're full of aspirations. You're going to do this and become that. Then reality hits, things become hard, and you begin to question: "Is it possible? Am I capable? Can I do this?" You lower your sights so you can simply get through,

day-to-day. The tragedy comes when you look at yourself twenty years from now, and you haven't done any of what God called you to do because you allowed yourself to settle into a long-term state of less-than.

Instead of living with that reality, we psychologically reset our sense of what we're worth so we can be happy at the current level of value that we're getting compensated for, even though we know, deep down, that we're really not at peace.

Don't allow yourself to fall into that habit, because it's hard to escape. Don't allow yourself to get stuck in a role or position that you didn't negotiate for but are now expected to fulfill just because you didn't speak up when it was time. You can make a change and you can make it now; your future depends on it.

Exodus

There are plenty of negotiation scenarios in which you're justified in heading for the exits at your current employer. If they refuse to negotiate on anything but say "Take it or leave it"—walk. If they won't negotiate in good faith (offering you something and then refusing to deliver), run fast. Unfortunately, there are some organizations who want compliant employees who meekly take what they're given. Don't let that be you. You're worth more and deserve better.

TAKE PRIDE IN SERVICE

As believers, we're often wary of *pride*. After all, scripture does say, "Pride goes before destruction, a haughty spirit before a fall. Better

to be lowly in spirit along with the oppressed than to share plunder with the proud” (Proverbs 16:18–19, NIV). Does that mean that God doesn’t want us to take pride in what we do and ask for what we’re worth? Or does it mean that if we do take pride in the value we create, we’re setting ourselves up for destruction?

Neither. God doesn’t deal in contradictions. If He says that He wants you to go vertical and rise to the highest level you can, that’s what He means. The type of pride referenced in scripture refers to arrogance and believing in our own power that is independent of God’s power that operates through us. When we begin to believe our own hype, praise ourselves, and think that it was only by our power that we have succeeded, we have become prideful. It’s this type of pride that leads to our downfall.

The Bible isn’t talking about the type of pride that comes from feeling valuable and having self-respect. Those are positive feelings that you need to excel in in work and life. You should feel good about the work you do and in turn feel good about yourself because of that work.

When I worked on *Miracles from Heaven*, by framing my pride in my work as pride in the *service* my work delivered for myself and others, I was able to appreciate success without crossing over into vanity and egotism. You can do the same. If you’re a teacher, you can take pride in the grades your students achieve under your tutelage, in the lives you touch, and the kids you send to a brighter future. If you’re managing a retail store, you can appreciate the strong sales you’re generating and take pride in the relationships you’ve built over the years with your customers.

There is nothing sinful about pride that comes from a job well done. It’s all about what you take pride *in*. Be proud of who you are and whom you are serving, stand on that, and feel good.

Away from the Workplace

As unromantic as it sounds, marriage can be about negotiation, too. Sometimes the reason you're not happy is because you haven't properly negotiated your arrangement with your partner. For instance, maybe you don't mind vacuuming and sweeping, but you're stuck with doing dishes and laundry, which you hate. Because you haven't actually negotiated your marriage, you're stuck doing things that don't bring you value and don't make you feel valued. In a marriage, it's important to keep valuing yourself as an individual because that's the only way you'll speak up for what you want. If you want to have a happy marriage—or if you're with someone you might WANT to marry—don't be afraid to renegotiate. Practice it now. Have an idea of what you want and what the other person wants so you can find a way for both of you to get part of what you want and still feel happy.

HOW TO NEGOTIATE LIKE A BOSS

After you do all that, you've got to come to the negotiating table armed with hard facts. You need to know what your work is worth—how much value you've created and what it means to the people you're negotiating with. Let's talk about how.

- **Know your industry.** Read. Attend events. Find mentors. Do work at every level, even if it seems menial. Figure out what creates real value in your field:
 - Where are the value points in your work?
 - Where are the seams?

- What are you doing better than anyone else?
- In what way are you irreplaceable?
- **Look at the data.** Has productivity increased since you came on board? Have costs gone down? Has turnover decreased? Has your division closed more deals? Translate those facts into financial impact, and use that as the baseline for assessing the value you are creating at the place in which you're working.

- **Know what you want before you sit down to negotiate.** However, that doesn't mean only having one goal in mind. That doesn't leave you any room to maneuver. If you ask for something and the other guy says, "No," you don't want to be sitting there with your mouth open and no idea what to do next. Always have a Plan B and even a Plan C. If they knock you down on salary, can you get more vacation time or a better title? If you're closing a sale and the customer won't pay your price, can you get them to sign a long-term sales contract? And so on. Prepare all this in advance, assume you're going to get pushback, and plan for it.

In fact, pushback is a good thing. If you know what your value is and you're really fighting for it, you should expect pushback. If you're not getting it, then that's a sign you're not asking for enough! That's why agents and attorneys always go high with their first ask; they know the other person will push back. But the stage has been set for them to get what they need to get for their client. Resistance, in this context, is a positive sign.

- **Have a good supporting team.** In all my negotiations, I've always had a good team around me to help and give me advice. I'm the quarterback, but my lawyer and agent do the negotiating. In

some instances, you will need to find a good attorney who can represent your interests and handle negotiations for you. However, if you are doing the negotiation yourself, don't go into any negotiation unprepared. If you have not sought the counsel of somebody at a higher level than you who has already negotiated a deal like the one you're heading toward, you'll be going into a negotiation unprepared—and that means you're preparing to lose, not win.

- **Be ready to be tough.** You have to be fearless. As the Bob Sugar character said in the film *Jerry Maguire*, “It’s not show friends, it’s show business.” So, prepare. Rehearse. Know what you’re going to say, and don’t back down until you get a deal that you can feel good about.
- **Benefit everyone.** Remember when I said that any organization is always going to look out for its own interests first, not yours? That’s true, but what happens when you align your interests and theirs? I’ll tell you: *you win*. If you want to be a smart negotiator, show clearly how you getting what you want will benefit the people you’re negotiating with. You get more money, but they get your big ideas, longer hours, your departmental reorganization plan, your killer app idea—you get the picture. Talk about how your success is their success. That’s a winning pitch.
- **Silence is golden.** Don’t talk to fill the quiet. When you’ve said your peace, sit quietly and wait for the other party to respond. Silence can be a powerful negotiating and sales tool because it forces everyone to really think about what’s just been said and

what will be said next. Get comfortable with that. Once you're done, you're done. It's up to the other party to go next.

- **Don't negotiate with yourself.** Once you've made an offer, don't budge from it until you get a counteroffer. Sometimes, people will ask for something and then, when they don't get a quick yes, immediately start backtracking: "Oh, well, I could actually get by with \$5,000 less." Don't do that. Be confident. If you've done your homework, created value, and have sound reasons for what you've asked for, stick to it.
- **Be willing to walk away.** This is the strongest tool in all of negotiating. If you're willing to walk away from a deal or a job if you don't get what you need, you will have the greatest leverage. Walking away tells the other party that you're not needy and will not accept less than you're worth. This is a brave move and should only be used when you can live with the reality of leaving your job.
- **Don't be afraid of no.** Don't second-guess yourself. I find it amazing what people will agree to if you just ask, so ask. Remember, the worst they can do is say no. Don't be afraid of no.

THOU SHALT

- » Understand that your value comes from God and that you are worth a great deal.
- » Ask.
- » Dress the part for in-person negotiations. Be on time and look sharp.

- » Know what you want, including intangibles, and have a floor that you won't go below, ever.

THOU SHALT NOT

- » Apologize for your work.
- » Believe any promises that aren't in writing.
- » Forget to pray before you sit down to negotiate.