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# Salary Negotiation Toolkit

A Resource Guide for  
Nutrition and Dietetics  
Students, Interns, and  
Educators

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# Acknowledgments

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## About the Nutrition and Dietetic Educators and Preceptors

Nutrition and Dietetic Educators and Preceptors (NDEP) is an organizational unit within the Academy of Nutrition and Dietetics. NDEP's mission is to advocate for and empower educators and preceptors to lead the profession of nutrition and dietetics. As a result of its mission, the goals of NDEP are to: 1) Recognize educators and preceptors as leaders of the profession, 2) Support and advanced nutrition and dietetic education programs, 3) Support the purposes and goals of the Academy of Nutrition and Dietetics.

## About the Academy of Nutrition and Dietetics

The Academy of Nutrition and Dietetics is the world's largest organization of food and nutrition professionals, representing more than 100,000 credentialed practitioners, including registered dietitian nutritionists and dietetic technicians, registered, nutrition and dietetics professionals holding undergraduate and advanced degrees, and nutrition and dietetics students. The Academy is committed to improving the nation's health and advancing the profession of dietetics through research, education and advocacy.

# Introduction

Welcome to the Salary Negotiation Toolkit. The ability to negotiate salary is a key skill needed to support nutrition and dietetics professionals as they seek out and obtain employment to ensure they are appropriately compensated for the value they add to the employer. Use of this toolkit is intended to help nutrition and dietetics students, interns, and educators prepare for and achieve successful salary negotiation. More specifically, this toolkit is designed to:

- provide information on negotiation principles,
- allow nutrition and dietetics students, interns, and educators to apply their knowledge of salary negotiation and assess their understanding using real-world case studies and quizzes, and
- highlight additional, credible resources pertaining to salary negotiation



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# Section I: Negotiation Principles

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# Principle #1: Determining Your BATNA and Walkaway Price

In salary negotiations, the first thing you want to do is to answer the following questions:

- *What are my options if a deal can't be reached on salary?*
- *What is the minimum salary that I will need in order to accept the job?*

To answer these questions, it is important to determine your BATNA and your Walkaway Price. In this lesson, we will discuss these terms, why they are important, and ways to determine these items.

## BATNA

**BATNA** – Best Alternative to a Negotiated Agreement. “Refers to the next-best opportunity or action available if a negotiation falls through. Typically, the BATNA is a major consideration in the formulation of a walkaway price. The walkaway price is often, but not always, based on the cost (or value) of implementing the BATNA” (Wertheim, Glick, & Larson, 2018).

The **Best Alternative To a Negotiated Agreement (BATNA)** refers to the next best opportunity a person would have in case a negotiation is unsuccessful (Wertheim, Glick, & Larson, 2018). In other words, it is an alternative that enables you to decline an unfavorable deal (Killerby, 2014, October). For example, let's say you are currently employed and are satisfied with your current position and salary (\$50,000). You receive a job offer to work at another company in the same city. In this situation, your BATNA is to stay with your current employer. This could be characterized as a strong BATNA, because you will have employment at either the new company or your current company, and during salary negotiations for the new job, you would be in a better position to ask for additional compensation. However, let's say that you are a full-time student and you are going to finish graduate school in a few months, and at this point, you have no current job prospects. You are offered a job that pays about 15% less than what you were expecting upon graduation. In this scenario, your BATNA is to continue job hunting. In this situation, you have a weak BATNA, and you are more likely better off accepting the job offer at the less desired salary rather than risk not having secured employment prior to graduation. The benefit of knowing your BATNA before a negotiation is it will help you to know whether a deal makes sense or if you should walk away from a deal (Four Key Concepts,

2006). Another benefit is that your BATNA helps to determine your walkaway price (Killerby, 2014, November).

### **Walkaway Price**

**Walkaway Price** – “the least favorable point at which someone would be willing to take a negotiated agreement. In a simple distributive negotiation, the buyer’s walkaway price would be the highest acceptable price to the buyer, and a seller’s walkaway price would be the lowest acceptable price to the seller. Walkaway prices are typically determined relative to the negotiator’s BATNA. Any outcome for a negotiator that is worse than the value of his or her BATNA would be reason to walk away from the negotiation” (Wertheim, Glick, & Larson, 2018).

Being clear about your BATNA helps to build the foundation for determining the next important aspect in negotiation– your walkaway price. The **walkaway price** refers to the least favorable point at which a person would be willing to agree to a deal (Wertheim, Glick, & Larson, 2018). Why is knowing your walkaway price so important? The main reason is it helps you to keep from agreeing to a deal that does not make sense or is not to your benefit. For example, let’s use the example earlier about a new job offer even though you are satisfied in your current job. In this scenario, you are offered a position at another company in a different region where the cost of living is significantly higher. After doing some research, you realize that in order to maintain your current standard of living in the new region, you would need at least a \$65,000 salary. While \$65,000 is more money than your current salary of \$50,000, taking anything less than what is needed to maintain the status quo in the new region would be to your disadvantage. In this case, any salary offer less than \$65,000 would be a reason to “walk away” from the deal.

Typically, the walkaway price is different from one’s BATNA. While the BATNA is the backup plan (or the status quo), the walkaway price is a step up from the BATNA. In situations when only money is involved, it is possible for the walkaway price and the BATNA to be approximately the same (Four Key Concepts, 2006).

### **Tips and Guidelines - BATNA and Walkaway Price**

Before beginning any type of negotiation, it is crucial to know how strong your bargaining position is because a true understanding of your position will influence your ability and willingness to compromise and make concessions or to play hardball during salary negotiations (Robbins & Hunsaker, 2012, p. 341). Thus, knowing your BATNA and your walkaway price is important. Below are things to remember and to consider during a salary negotiation:

- **Think about ways to strengthen your BATNA.** For example, if you have multiple job offers from different



employers, that would strengthen your BATNA when negotiating salaries. While it is not advisable to tell other employers the specific dollar amounts of salaries offered to you by other companies, it is perfectly fine to indicate to a company that you have received other job offers, and you are trying to consider the best option for you and your family.

- Your walkaway price should be reasonable, sound, and based on credible sources. Factors to consider in determining your walkaway price in a salary negotiation are a) current level of income, b) current expenses and financial liabilities, c) gap/period between your last job's paycheck and your new job's paycheck, d) cost of living for the region/area of the job, and e) the individual income tax structure for the state in which the new job is located. The website links to online cost of living calculators (NerdWallet<sup>1</sup>, BankRate<sup>2</sup>, and SmartAsset<sup>3</sup>) and the individual income tax structure for each state (The Tax Foundation<sup>4</sup>) can be found in the footnotes.
- Never reveal your BATNA or walkaway price. It is to your advantage not to reveal the specifics and details of these items during negotiations. The rationale will be discussed more in depth in the next section on estimating your target price.

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<sup>1</sup> Nerd Wallet Cost of Living Calculator: <https://www.nerdwallet.com/cost-of-living-calculator>

<sup>2</sup> Bank Rate Cost of Living Calculator: <https://www.bankrate.com/calculators/savings/moving-cost-of-living-calculator.aspx>

<sup>3</sup> *How Does the Cost of Living Compare in your Area?:* Smart Asset – Calculator Tool: <https://smartasset.com/mortgage/cost-of-living-calculator>

<sup>4</sup> The Tax Foundation: State Individual Income Tax Rates: <https://taxfoundation.org/publications/state-individual-income-tax-rates-and-brackets/>

## Principle #2: Estimating your Target Price

In salary negotiations, the next question to answer is: *What is the maximum salary you think the employer will be willing to pay?*

While this can be difficult to determine at 100% accuracy, there are things you can do to get a reasonable estimate of this amount to use in salary negotiations. In this lesson, we will discuss target price, why it is important, and ways to estimate that amount.

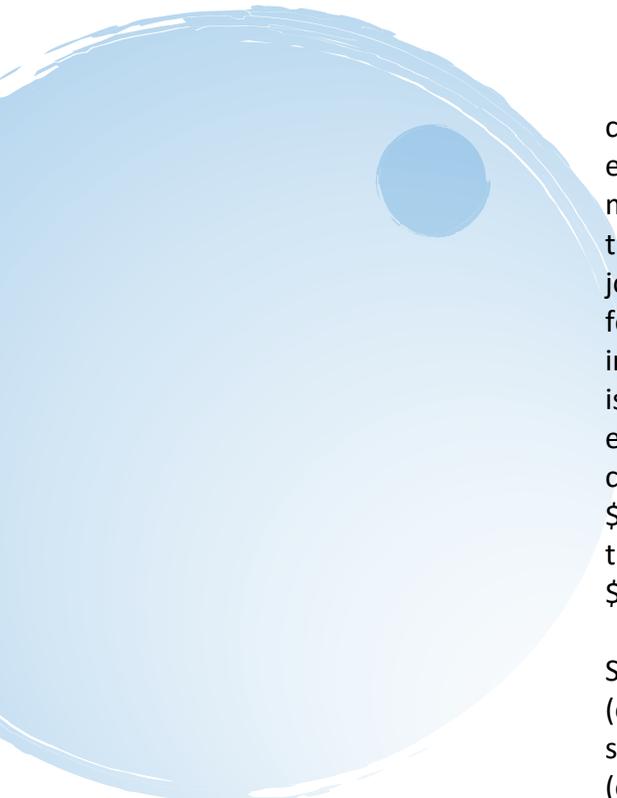
### Target Price

The previous lesson discussed the importance of determining a walkaway price. It is important to understand that in any negotiation, all parties involved have a walkaway price. For example, let's use a simple salary negotiation. The job candidate (Person A) has a lower walkaway price than the employer (Person B). The reason is a job candidate has a minimum amount of money they will accept for a salary, while the employer has a maximum amount of money they will pay for a salary.

**Target price** – “(also called goal or aspiration price) – typically, a negotiator’s estimate of the counterparty’s walkaway price. The target price is what the negotiator hopes to achieve in the negotiation. A common mistake among new negotiators is to base target price on the negotiator’s own walkaway price – this is a mistake” (Wertheim, Glick, & Larson, 2018).

Likewise, all parties in a negotiation have a **target price**, which is essentially an estimate of the counterparty’s walkaway price (Wertheim, Glick, & Larson, 2018). Let’s go back to the simple salary negotiation in the previous paragraph. The employer’s maximum amount they would pay for a salary would be the target price for the job candidate. Why? Because a job candidate would like to receive the maximum amount of money from the employer without them “walking away” from the negotiations. Conversely, the job candidate’s minimum amount they would accept for a salary would be the target price for the employer. Why? Because the employer would like to hire the candidate at the lowest salary price-point possible without them “walking away” from the negotiations.

In the previous lesson, we mentioned that you generally should not reveal your BATNA and walkaway price. The reason is that when an employer knows these two price points, it puts the job



candidate at a disadvantage, and gives an advantage to the employer. Here is an example: Let's say an employer has a maximum budget of \$80,000 for the candidate's salary. During the interview process, the candidate reveals they have no other job prospects lined up (candidate's BATNA) and they are looking for a position to pay them at least \$50,000. Knowing this information, the employer now knows what the walkaway price is for the candidate, which will become their target price. The employer could make a salary offer of \$55,000 betting on the candidate accepting the offer. In the candidate's mind, they got \$5,000 more than what they were looking for; however, what the candidate does not know is that they unknowingly left \$25,000 of potential salary on the table.

Since an employer is trying to determine their target price (estimating the candidate's walkaway price), the job candidate should be doing things to determine their target price (estimating the employer's walkway price).

### **Tips and Guidelines - Estimating your Target Price**

Whatever you do, you should have a target price in mind and be willing to adjust it based on credible information and sources. There are several things you can do to determine a target price to shoot for in salary negotiations. Below are some advice and guidelines.

- **Salary Range Documentation.** A good way to estimate your target price (the employer's walkaway price) would be to look for official documentation from the company. Some employers will include the salary range for the position in the job description and announcement (Cotter, n.d.). When determining a target price, it is recommended to aim for a dollar figure between the middle and the top end of the salary range (Coburn, 2020; Marcellus, 2021).
- **Ask Questions during the Interview Process.** During the interview process, ask questions to determine how long the position has been vacant. This will help you to estimate the strength of the employer's BATNA. For example, if the position has been vacant for a long period of time, this could indicate the employer has had difficulty in filling the position. In other words, a



potential weak BATNA. Job searches are expensive and time consuming. An employer would rather hire someone rather than risk the position remaining unfilled for an additional period of time and starting another job search.

- Ask Questions of the Previous Employee. If you are fortunate to have the contact information of the previous person in the position, consider contacting that individual to ask questions to learn about the position they left. There is a slight possibility that during your conversation to learn about the position and the company, you might get some insights into their final salary if they are willing to disclose that information to you.
- Refer to Industry and Trade Resources for Salary Information. Be familiar with salary trends and the salary range for the job you are considering (Indeed Editorial Team, 2021). Also, remember that similar positions in different industries could have different salary expectations (Indeed Editorial Team, 2021). Some sources to consider would be the Bureau of Labor Statistics and the Academy of Nutrition and Dietetics. The link to these online resources can be found in the footnotes<sup>5,6</sup>.
- Consider Factors such as Degree and Experience. Experienced employees generally have higher salaries than do inexperienced employees. Having a true understanding of all of one's qualifications (undergraduate/graduate degrees) and experiences (years of employment) can give one a truer estimate of their value and potential contribution to the organization. Being more specific about the position, education level, and experience level can help you better gauge a commensurate target price to shoot for (Masis Staffing Solutions (n.d.)).

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<sup>5</sup> Bureau of Labor Statistics: <https://www.bls.gov/>.

<sup>6</sup> Academy of Nutrition and Dietetics Login: <https://www.eatrightpro.org/practice/career-development/salary-calculator/salary-calculator>. Provides evidence-based estimates of average salaries earned by RDNs with similar characteristics and in similar situations. A paid membership to the Academy of Nutrition and Dietetics is required to get access to this resource.

## Principle #3: The Initial Offer, The Counteroffer, and Concessions

In salary negotiations, the situation can be very fluid in which certain positions or offers are made that can increase or decrease the value of the deal for either party. This is done in an attempt to reach an agreement. The question then becomes: *What are actions taken by the candidate and the employer in order to reach an agreement?*

In this lesson, we will discuss three aspects that occur in the salary negotiation process: 1) The Initial Offer (first offer made by the employer), 2) The Counteroffer (made by the job candidate in response to the employer's initial offer), and 3) Concessions (made by the job candidate and the employer).

### The Initial Offer

You receive a phone call from the employer indicating that you were the top candidate for the position. Congratulations! Up until this point, the interactions and interview questions were to determine if you were the right person for the position. Now the conversation shifts to determine the details to make the employment official.

At this point, the employer will make an initial offer for employment, which will include the starting salary amount. It is possible you will be asked directly to reveal your current salary. It may be in the form of the following trap question "What are your salary requirements?" (Marcellus, 2021). It is advised to not answer this question and to make the decision to not disclose this amount (Masis Staffing Solutions, n.d.). The reason is that it will hamper your ability to negotiate salary in the future by creating a ceiling (or max) where any negotiations of salary amounts will be below that ceiling (Bibby, 2020; Coburn, 2020). This employer tactic of what is described as a "gatekeeper-type interview question" and a script on how to respond to this type of question is provided by Meyer (2020). The link to the article containing this script can be found in the footnotes<sup>7</sup>.

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<sup>7</sup> Salary Negotiation Scripts For Any Job. <https://www.glassdoor.com/blog/salary-negotiation-scripts-for-any-job/>

Now, if you have done your research from the previous lessons, you will have four data points: 1) Your BATNA, 2) your Walkaway Price, 3) Estimated Target Price, and 4) The Initial Salary offer. For this scenario, we will use the following information:

- BATNA: Remain with current employer at salary of \$45,000; continue job hunting.
- Walkaway Price: \$50,000 starting salary.
- Estimated Target Price (estimation): \$70,000 (rationale: According to US News and World Report<sup>8</sup>, the salary range of a dietitian and nutritionist is from \$50,220 up to \$74,900. The median is \$61,270). The focus is on the higher end of the salary range.
- Initial Salary Offer: \$55,000

In this particular example, the first offer made by the employer is \$55,000. While this number is above your walkaway price and better than your BATNA, it is way lower than your target price. According to Robbins (2012), initial offers should be viewed as a simple point of departure (and not the final figure amount), as everyone has to have an initial position. Instead of taking the first offer made, it is advised to ask the employer for some time (usually a few days) to consider the offer (Moore, 2019). This time will give you the opportunity to think about whether you want to accept the position (and the initial offer) or to consider making a counteroffer.

### The Counteroffer

After thinking about it for a few days, you have decided to make a counteroffer. It is important that when making a counteroffer, it be based on your target price and not your walkaway price. As Shell (1999) indicated: “To avoid falling into the trap of letting your bottom line become your reference point, be aware of your absolute limits, but do not focus on them. Instead, work energetically on formulating your goals—and let your bottom line take care of itself” (p. 29).

Keeping this in mind, your counteroffer should be **higher** than your estimated target price. There are two reasons for this: First, sometimes, an initial offer that is low could be used by an employer to take advantage of the **anchoring bias**, which could

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<sup>8</sup> Dietitian and Nutritionist Salary: <https://money.usnews.com/careers/best-jobs/dietitian-and-nutritionist/salary>

**Anchoring Bias** - “the common tendency to give too much weight to the first number put forth in a discussion and then inadequately adjust from that starting point, or the ‘anchor’” (Shonk, 2020).

cause the candidate to negotiate around a lower dollar reference point. In this scenario, with the employer making the initial salary offer at \$55,000, you are at the lower end of the salary range. In order to diffuse this, you will need to shift the salary negotiations to the other end of the spectrum as much as possible. Second, if the employer responds to the counteroffer, it is typically with a lower amount. By asking for a higher amount than your target price, it is likely that the employer’s response could be closer to where you would like (Madell, 2021).

Given this, you consider making a counter offer to ask for \$74,000, and, since you have done your homework and research from the previous lessons, you would be prepared to explain your rationale (Malhotra, 2014; Moore, 2019). For the sake of this lesson, below is a simple counteroffer statement adapted from salary negotiation scripts provided by Indeed (2021)<sup>9</sup> that could be used:

*“Thank you so much for the offer. I’m honored that you want to bring me on the team, and I’m looking forward to the possibility of joining your organization. I would like to discuss my starting salary. Based upon my research of the market, the position, and in consideration of my qualifications and experiences, I would be more comfortable with a starting salary of \$74,000.”*

So, at this point in the process, both parties have provided a starting position and have set the stage for the concessions period.

### **Concessions**

After making your counteroffer, the employer will respond in one of the following ways: 1) agree to your counteroffer (highly unlikely), 2) walk away from the salary negotiation (also highly unlikely), or 3) respond with a second, or revised, salary offer (typical).

In the case of the example we are using, the employer makes a revised salary offer of \$60,000. In this case, the employer has made a concession in the salary negotiation process. A **concession** is a change that adjusts the value of the potential

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<sup>9</sup> Indeed – Salary Negotiation Scripts: <https://www.indeed.com/career-advice/pay-salary/salary-negotiation-script>

**Concession** – “a change made to the terms of a negotiation that represents a reduction in value to the party making the concession (and an increase in value to the counterparty). Typically, concessions should alternate between two negotiating counterparties; one party should not make sequential concessions. Concessions are often associated with ‘reciprocity;’ i.e., concessions are often made in the expectation of a reciprocal concession” (Wertheim, Glick, & Larson, 2018).

agreement. In this case, a shift from \$55,000 to \$60,000 represents a concession in the amount of \$5,000. This change represents a decrease in value of \$5,000 to the employer (they will have to spend more money to hire you) but an increase in value of \$5,000 to the job candidate (in terms of salary).

In some situations and negotiations, there could be several concessions made by both the candidate and the employer, which could cause the salary price to move back and forth along the salary continuum.

### **Tips and Guidelines - The Initial Offer, The Counteroffer, and Concessions**

Below are some additional tips and guidelines to consider:

- **Online Counteroffer Calculator.** An excellent resource to consider is using an online counteroffer calculator that was created by Josh Doody. This tool takes into consideration four factors: 1) base salary of job offer, 2) walkaway price, 3) how badly the company needs the job candidate, and 4) how badly the job candidate needs the job. The link to this online resource can be found in the footnotes<sup>10</sup>.
- **Learning through Concessions and Revising your Strategy.** As you and the employer make concessions, you will learn more about the other party’s positions based on their actions. For example, if the employer does not budge as much as expected on a salary amount, this could provide evidence of their true walkaway price. Try to determine the other party’s bottom line as best as you can (Shell, 1999). This will help you to determine how much leverage you may (or may not) have in making or accepting concessions.
- **Phrases to Use and Not Use in Concessions.** In interactions, there are specific terminology and phrases in your conversations you should use (Moore, 2019), and there are certain words and phrases one should not use in salary negotiations (Bibby, 2020). The links to these

<sup>10</sup> Counter Offer Calculator. <https://fearlessalarynegotiation.com/salary-negotiation-script/>



articles can be found in the references section.

- The Give and Take of Concessions. The amount of concessions should be made in equal ways and reciprocated. For example, if the employer makes a concession, the job candidate, if countering, should reciprocate in an equal manner. This shows good faith. For example, in this scenario, the employer made a concession of \$5,000. Therefore, if you decided to make another counteroffer, it should be in an equal amount. Thus, you would decrease your counteroffer of \$74,000 to \$69,000. According to Robbins (2012), when concessions are made and reciprocated, it creates a positive climate, which can typically lead to agreements. Please note that if an employer makes you a salary offer that is in accordance to your counteroffer, it would be advised to accept the offer and not do further concessions. Otherwise, you could risk the employer rescinding the job offer (Civitelli, 2021).
- When making your counteroffer, be sure to negotiate multiple items at once versus serially (Malhotra, 2014). In other words, put all items on the table rather than bringing other things to the table later on if perhaps the employer agrees to what you originally brought to the table.

## Principle #4: Identifying the Zone of Possible Agreement (ZOPA)

Here's a quick summary of the scenario that we have been using from the previous lessons along with a new piece of information:

*Before salary negotiations, you determined you would need a minimum of \$50,000 (walkaway price) for this new position. In the best-case scenario, you would love to have \$70,000 (target price). So, you have these two figures in mind before entering salary negotiations. The employer makes you an offer of \$55,000 (initial offer) for the position. When reviewing this, you realize that while it is above your walkaway price, it is much lower than your target price. In order to not leave potential money on the table, you make a counteroffer of \$74,000. You understand that while you most likely will not get this amount, the next anticipated step is the employer will make a revised offer that is lower than your counteroffer, but hopefully somewhat closer to your target price. In response, the employer provides a revised offer of \$60,000 as a starting salary.*

*New Piece of Information:* *When making the \$60,000 revised offer, the employer indicates this is the maximum salary they can offer due to budget constraints.*

This summary recap reminds us that in salary negotiations, both the candidate and the employer have a walkaway price and a target price. In the above scenario, we have key pieces of quantifiable data points that can help us answer the following question: *What is the likelihood that a deal can be reached?*

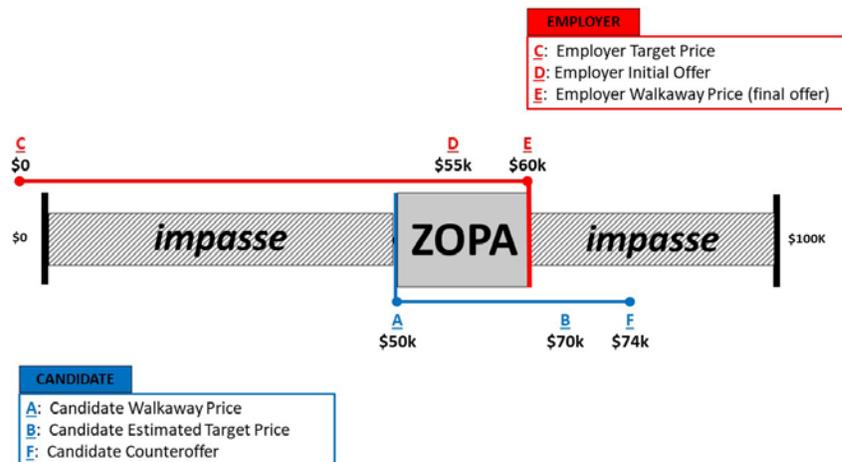
In salary negotiations, having the ability to see the big picture can help you to be more informed about the status and nature of the current salary negotiations session. In this lesson, we will discuss the concept of Zone of Possible Agreement (ZOPA), why it is important, and a simple process to illustrate it that will help you in negotiations.

## Zone of Possible Agreement

**Zone of Possible Agreement (ZOPA)** – “the range of feasible outcomes to a negotiation. In a distributive negotiation, the ZOPA is the range of prices between the seller’s walkaway price and the buyer’s walkaway price. If the buyer’s walkaway is lower than the seller’s walkaway, there is no ZOPA, and the negotiators will likely reach an impasse, unless an integrative approach to the negotiation can be used to bring in other issues” (Wertheim, Glick, & Larson, 2018).

The **Zone of Possible Agreement (ZOPA)** is defined as “the range of feasible outcomes to a negotiation” (Wertheim, Glick, & Larson, 2018). The best way to understand ZOPA is to depict it in an illustration. Figure 1 illustrates a ZOPA chart based on the data points from the scenario we have discussed thus far in the lessons.

**Figure 1: ZOPA Chart Illustration**



**Impasse** – “in the context of a negotiation, an impasse occurs when there is a gap between the two parties’ positions and neither is willing to make any more concessions” (Wertheim, Glick, & Larson, 2018).

The benefits of creating a ZOPA chart illustration is that you can see the big picture of the salary negotiation process. This helps you to determine the likelihood that the negotiations will result in an agreement, or if it will result in no agreement, or an **impasse**.

By looking at the ZOPA chart illustration that depicts this current scenario, there is a possibility for a negotiated agreement. In this example, the ZOPA for the salary is between \$50,000 (the candidate’s walkaway price – Point A) and \$60,000 (the employer’s revised & final salary offer – Point E). In other words, there is an overlap between what is acceptable for both the candidate and the employer. Typically, an agreement is possible when the employer’s walkaway price is greater than the candidate’s walkaway price. However, if the employer’s walkaway price was lower than the candidate’s walkaway price, the negotiations will likely result in an impasse. Why? Because what the employer is offering does not overlap with what the candidate will accept.

## Tips and Guidelines - Identifying the Zone of Possible Agreement (ZOPA)

Below are the steps to create your own ZOPA chart/illustration as depicted in **Figure 1**:

1. Fill in the information for you (the candidate):
  - Candidate Walkaway Price (Point A)
  - Candidate Estimated Target Price (Point B)
  - Candidate Counteroffer (Point F)
2. Fill in the information for the employer:
  - a. Employer Target Price (Point C) – use the default of \$0
  - b. Employer Initial Offer (Point D)
  - c. Employer Walkaway Price (Final Offer) (Point E)
3. Plot the Candidate and Employer points on the salary continuum. Use the blank ZOPA chart illustration template on the next page.
4. Look for a ZOPA. The formula below will help you to determine the likelihood of a possible deal or the likelihood of an impasse:
  - a. Possible deal: Point E (Employer walkaway price) is greater than/equal to Point A (Candidate walkaway price)
  - b. Impasse: Point E (Employer walkaway price) is less than Point A (Candidate walkaway price)

# ZOPA CHART ILLUSTRATION TEMPLATE

## EMPLOYER

C: Employer Target Price: \$0  
D: Employer Initial Offer: \_\_\_\_\_  
E: Employer Walkaway Price (final offer): \_\_\_\_\_



## CANDIDATE

A: Candidate Walkaway Price: \_\_\_\_\_  
B: Candidate Estimated Target Price: \_\_\_\_\_  
F: Candidate Counteroffer: \_\_\_\_\_

## Principle #5: Distributive and Integrative Negotiation Approaches

In negotiations, the key issue for each negotiator is the value they will receive in a final agreement. In some cases where there is a fixed number of resources (e.g., money for salaries), it can be a zero-sum game. In other cases, there can be ways in which both parties get value in a win-win scenario. The key questions are:

- *How do I distinguish between a win-lose and a win-win type of negotiation?*
- *Are there ways a negotiator can bring more value to the negotiating table?*

In this lesson, we will discuss two approaches to negotiation: Distributive and Integrative. It is important to understand the differences between these types of negotiations so that when going back and forth in negotiation sessions, you will know which items are up for negotiation and those items that are not, and when it might make sense to use these negotiation approaches.

### Distributive Negotiations

**Distributive negotiation** is defined as bargaining when a gain for one party represents an equal loss for the other party in the negotiation (Wertheim, Glick, & Larson, 2018). This type of bargaining is common in salary negotiations, since there is typically a fixed amount of money involved. For example, the more money given to you (the candidate) means the less money the organization has to keep or save. The more money the organization can keep or save means less money for you (the candidate) to have. This is a zero-sum condition. In other words, “any gain one makes is at the other’s expense, and vice versa” (Robbins & Hunsaker, 2012, p. 340). Therefore, “The essence of distributive bargaining is negotiating over who gets what share of a fixed pie” (Robbins & Hunsaker, 2012, p. 340).

Below are some examples of distributive items that are negotiated (Coburn, 2020; Meyer, 2020; Salary.com, n.d.). Please note that some of these items may or may not be applicable for positions in nutrition and dietetics, but it is

### **Distributive (vs. integrative)**

**negotiation** - “Distributive (also called win-lose, zero-sum, competitive, or claim value) bargaining is typical when negotiations center on one issue (e.g., money), and a gain for one party represents an equal loss for the other party in the negotiation. An example of a distributive negotiation would be a car purchase/sale in which the only item being discussed is price” (Wertheim, Glick, & Larson, 2018).



nonetheless a general list:

- Salary
- Sign-on bonuses
- Professional memberships<sup>11</sup>
- Certifications
- Tuition reimbursement
- Relocation expenses
- Computer equipment needed for the job
- Wardrobe allowance
- Transportation reimbursement
- Housing subsidy
- Guaranteed severance package
- Daycare reimbursement

### **Integrative Negotiations**

**Integrative negotiation** – “Sometimes referred to as ‘win-win’ or ‘creating value’. Negotiation that involves ‘inventing options for mutual gain,’ or adding items to the ‘pot’ to provide opportunities for trade-offs and for finding value that is often hidden in negotiations (Shell, 2011). An example of an integrative negotiation is a job-offer negotiation in which the candidate forgoes a higher desired salary for an extra two weeks of vacation time” (Wertheim, Glick, & Larson, 2018).

Let’s say you cannot get any movement on salary price, or the employer says their final salary offer is a specific amount. You might then see if you can get some other things to bring more value to you. In this case, integrative negotiations could come into play. **Integrative negotiation** is defined as a type of bargaining that involves finding value that is hidden in negotiations (Wertheim, Glick, & Larson, 2018). “In contrast to distributive bargaining, integrative problem solving operates under the assumption that at least one settlement is possible that can create a win-win solution” (Robbins & Hunsaker, 2012, p. 341).”

There is a difference between negotiating a salary and negotiating a job offer (Malhotra, 2014). Negotiating a salary is one piece, typically involving money, which is more distributive in nature due to a fixed amount of money available. Negotiating a job offer is more integrative since you are taking into consideration many factors for the overall value of the job offer package.

According to Robbins and Hunsaker (2012), integrative negotiations is preferred to distributive negotiations for the following reasons:

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<sup>11</sup> Academy of Nutrition and Dietetics Employer Dues Toolkit. Provides tips for talking to employers about paying Academy membership dues: <https://www.eatrightpro.org/practice/career-development/career-toolbox>

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- Integrative negotiation “builds long-term relationships and facilitates working together in the future”.
  - “It bonds negotiators and allows each to leave the bargaining table feeling that they have achieved a victory”.
  - On the other hand, distributive negotiations or bargaining, “leaves one party a loser. It tends to build animosities and deepen divisions between people who have to work together on an ongoing basis” (p. 341).

Below are some examples of possible integrative negotiation items suggested by various individuals (Coburn, 2020; Malhotra, 2014; Meyer, 2020; Salary.com, n.d.). Please note that some of these items may or may not be applicable for positions in nutrition and dietetics, but it is nonetheless a general list:

- Additional vacation time
- The ability to work from home
- Adjustments to work schedule/Flexibility in work hours
- The start date for the position
- Job title
- Office location

### **Tips and Guidelines**

- It is recommended to look at a salary negotiation more from a collaborative process in order to determine and come to an agreement on a compensation package that makes sense for both the job candidate and the potential employers (Moore, 2019).
- Look for conditions and situations between both parties that would support integrative negotiations. Those conditions include the following factors: 1) openness and frankness between both parties, 2) understanding of each party’s needs, 3) trust, and 4) both parties’ willingness to be flexible (Robins & Hunsaker, 2012, p. 341).
- Trying to understand any possible constraints the employer is having can help you to determine solutions to solve both yours and the employer’s problems



(Malhotra, 2014). Consider factors that are important to the other party such as their interests and goals and any constituents they must appease while also considering your own in order to generate additional possibilities where both parties can win (Robbins & Hunsaker, 2012).



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# **Section II: Salary Negotiation Case Studies**

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# Newly Credentialed RDN Case Study

## Background

Growing up, Katrina became fascinated with learning about how food nourishes the body. In her senior year of high school, Katrina applied for and was accepted into three universities in her home state. She toured the schools, met with professors, and sat in on some classes. Ultimately, her decision came down to the university that housed a didactic program in dietetics. Katrina's career goal – to become a registered dietitian nutritionist (RDN).

In her senior year of college, Katrina applied for and was matched to a combined dietetic internship and graduate program. She thrived in her supervised practice rotations, being able to apply the knowledge and skills she had learned in her graduate classes to real-world situations. While Katrina genuinely appreciated all areas of dietetics, she gravitated toward clinical dietetics. The ability to utilize motivational interviewing and provide medical nutrition therapy to aid patients struggling with disease states aligned seamlessly with her desire to serve others.

Upon completion of the didactic program in dietetics, Katrina had earned a Master of Science in Nutrition and was eligible to sit for the Commission on Dietetic Registration (CDR) credentialing exam to become an RDN. She spent about a month after graduation reviewing for the exam and was elated when she walked out of the testing center holding a document indicating she had passed the exam and was just one confirmation email from the CDR away from adding those three letters to her signature line – RDN.

## Applying for Jobs

With her newly earned credential combined with her master's degree and supervised practice experience, Katrina began applying for jobs as a clinical dietitian. In the meantime, she downloaded the application for state licensure so she was ready to obtain the necessary licensure for dietitians upon accepting a job as a clinical dietitian. Using various search engines and job posting sites, Katrina came across three clinical dietitian positions, one in a long-term care facility, one in an acute care hospital, and a third in a behavioral health facility. With her resume updated and cover letters written, Katrina applied for all three within a two-week period. All she could do now was wait.

As she is waiting to hear back from the potential employers, Katrina considers her situation. She has her master's degree in Nutrition and is an RDN. She charged the \$200 fee for the CDR credentialing exam and the \$70 annual CDR registration fee on her credit card. While she has recent experience in the area of clinical dietetics from her supervised practice rotations, she has no actual work experience as an RDN. She is not yet licensed as a dietitian but is prepared to submit the application if and when she accepts a job, although she is aware that the state in which she may be working has a licensure fee for dietitians of \$110 per year. Katrina also recently renewed her membership in the Academy of Nutrition and Dietetics and found the rate for active members is \$234 per year.

Given she is no longer a student, Katrina's student loans are no longer deferred and she will be expected to resume loan payments starting next month. Katrina still has two months on her current apartment lease and plans to renew her lease if she ends up taking any of the three jobs to which she has applied; however, she has received a notice from her property owner that, upon lease renewal, rent will increase by \$50 per month.

Using resources included in the Salary Negotiation Toolkit, Katrina determines that she needs to begin earning money and thus, will need to accept a job offer if one is extended to her. At the same time, Katrina has just completed six years of college, with the last two being in a rigorous internship/graduate program, and is looking forward to resurrecting her social life now that she will not be spending 60-70 hours per week in supervised practice rotations and working on assignments. There are also some retail yoga and fitness classes she is interested in taking in the evenings. Based on her estimated expenses, Katrina determines she needs to earn at least \$48,000 per year.

### Interviews

Katrina hears back from human resource representatives at all three facilities and interviews for all three jobs. During the interview at the acute care hospital, Katrina perceives the clinical dietitians to be less than welcoming. There appears, at least to Katrina, that some cliques have formed between various RDNs and she worries how she might fit in if employed at the hospital.

Alternatively, Katrina thoroughly enjoyed her interview process at the long-term care facility. All the residents were friendly and the staff seemed eager to welcome a new dietitian to the staff, especially since the last RDN left due to her spouse accepting a job transfer to another state. Unlike the acute care hospital, the long-term care facility only employed one full-time, hourly clinical dietitian.

When interviewing at the behavioral health facility, Katrina found a work environment conducive to her goals, with courteous staff and a clientele in need of compassion, first and foremost, along with psychological and physical care. When visiting with the nutrition manager, Katrina learned the position is salaried and the hours per week fluctuate with the patient census.

### Offers

Katrina receives offers from both the long-term care facility and behavioral health facility. Because of the size of the hospital and time involved in hiring, Katrina is told it will take an additional two weeks before any applicants would receive an offer. The two job offers are as follows:

- Long-term care facility – 40 hours per week M-F; no evening or weekends; hourly rate \$22.50; full benefits package
- Behavioral health facility – variable hours M-F, depending on patient census; no evenings or weekends; salary \$50,000; full benefits package

Katrina has three days to consider the initial offers from the long-term care and behavioral health facilities and two weeks until she would hear anything from the acute care hospital.

In assessing her options, Katrina determines her ideal job would be the long-term care facility position because of the great work environment and defined work hours, which will allow her to resume her social life and participate in the retail yoga and fitness classes. Her concern, however, is the hourly rate, which equates to only \$46,800 per year. Katrina knows that the facility is without an RDN right now and wants to hire one within the next month.

Looking at the position at the behavioral health facility, Katrina knows she would enjoy the patient population she would serve and is excited about the \$50,000 salary, but questions how many hours she may end up working per week given the position is salaried and hours fluctuate based on the patient census. Her free time is a priority and she does not want to find herself working 60+ hours per week.

Based on how the hospital interview went, Katrina believes there is a good chance she will receive a job offer. The hourly rate posted on the position description is \$25 although the work schedule does include occasional weekends and holidays, which rotate between the RDNs. There is also the issue of work environment; Katrina is worried about if and how she would fit in if hired. In her mind, she does not see the point of working with other RDNs if they are not willing to help.

Katrina uses resources included in the Salary Negotiation Toolkit to determine the median hourly rate for an RDN with her qualifications (e.g., master's degree, no experience) working in a long-term care facility approximately the size of the one to which she has applied. She finds the median to be \$25.50 (\$53,040 per year) with the range being \$22.00 to \$27.50 per hour. Using the same resource, Katrina determines the median salary for RDNs working in behavioral health is \$50,960 per year with the range being \$48,750 to \$54,250.

On Monday, Katrina is expecting a call from the human resources representative at the long-term care facility as well as a similar call on Wednesday from the behavioral health facility. During both phone calls, Katrina will be asked if she accepts the job offer. Over the weekend, Katrina prepares for the phone conversation with each representative. She determines she will ask for \$27 per hour (\$56,160 per year) for the long-term care facility job and a salary of \$54,000 at the behavioral health facility. She also prepares a detailed list of fees she would ask the employer to pay if her counteroffer was not accepted (these are fees she factored in when determining she needs to earn at least \$48,000 per year):

- CDR registration fee = \$70 per year
- Dietitian state licensure fee = \$110 per year
- Academy of Nutrition and Dietetics membership fee = \$234 per year
  - Dietetics Practice Group fee = \$35 per year
- Continuing Professional Education allowance = \$1,050 per year
- TOTAL = \$1,500 annually

With either position, Katrina is adamant that she has at least two weekday evenings free per week so she can participate in her retail yoga and fitness classes.

When visiting with the representative at the long-term care facility, Katrina is told the highest hourly

rate they can offer is the initial rate of \$22.50 (\$46,800 per year); however, they have some flexibility in other areas. More specifically, they agree to pay her annual fees for credentialing, licensure, membership, and would provide a continuing education allowance (additional \$1,500 per year) for a total of \$48,300 per year. Since the position is hourly and the weekly hours are established, Katrina is assured she will have her evenings free for her retail classes and social activities.

The representative at the behavioral health facility tells Katrina they can increase the salary to \$52,000 but that is their final offer; they are closed to any further negotiation. Reflecting back on her supervised practice rotation at a behavioral health facility, Katrina recalls how the dietitian often worked 10-hour days throughout the week when the patient census was high in order to make sure patient needs were met. There would be no guarantee she would have at least two weekday evenings available per week to take part in her yoga and fitness classes.

Ultimately, Katrina accepted the RDN position at the long-term care facility. She contacted the behavioral health facility to let them know she accepted a different position and reached out to the acute care hospital to withdraw her application.

# Experienced RDN Case Study

## Background

After working at the long-term care facility for five years, Katrina is considering changing jobs. She currently is an hourly employee, working 40 hours per week earning \$25.50 per hour, which translates to \$53,040 per year. In addition to her hourly rate and benefits, the long-term care facility provides Katrina with an annual allowance of \$2,200 to cover fees associated with her registration, licensure, membership, and continuing education (\$55,240 per year).

Since starting her position at the long-term care facility, Katrina has gotten married, purchased a house, and, just this past year, she and her husband welcomed a baby boy. Katrina is just starting her sixth year of employment at the long-term care facility and while she enjoys it, she is interested in making a change. The home she and her husband purchased is located in a suburb south of the city while her place of employment is located in a suburb on the north side. Her 45-minute commute to and from work each day is becoming increasingly difficult to manage, especially given she drops her son off at daycare each morning. Katrina is interested in continuing to work as a clinical dietitian in a long-term care facility, but would like to be closer to her home.

## Applying for Jobs

Katrina begins looking for jobs and comes across a position at a long-term care facility in a suburb about 15 minutes from her home. The facility is larger than her current place of employment, and includes multiple levels of care available to residents within the same facility. In visiting with fellow dietitians, Katrina has heard that hourly rates for dietitians at this new facility are a bit on the low side but she is not sure exactly what that means. She decides to apply for the position.

Upon submitting her application, Katrina sits down with her husband to discuss her options. She has developed positive relationships with the staff and residents at the current facility but feels there is limited room for promotion within that workplace and, as mentioned earlier, is growing tired of the daily commute. While the rumor is the hourly rate at the new long-term care facility is “on the low side”, she is interested in working at a larger facility where there may be room for promotion, and feels the lower compensation could be offset by the reduced commute.

Using resources included in the Salary Negotiation Toolkit, Katrina and her husband determine she would need to earn at least \$56,160 per year in order to leave her current position.

## Interviews

A few weeks after submitting her application, Katrina receives an invitation to interview for the long-term care position. During the interview, she learns there are two other clinical dietitians on staff and they are looking to add an additional full-time RDN. Katrina recalls seeing a position posting for a

dietitian at the facility 18 months ago but, being that she was pregnant, she was not looking for a new position at the time. Katrina mentions seeing the posting a year and a half ago during the interview, and the interviewer confirmed that one of the RDNs has been with the facility for 18 months and the other RDN has been there for two years. While touring the facility, Katrina has the opportunity to meet the two dietitians, both of whom mention this is the first job they accepted upon completing their internships and passing the CDR credentialing exam.

Katrina again turns to resources in the Salary Negotiation Toolkit to determine the average salary range for a dietitian with her qualifications and experience (e.g., master's degree, licensed in the state, five years of experience) working in a long-term care facility the size of the one to which she has applied. She finds the hourly wage to be \$27.75 (\$57,720 per year) with a range of \$24.75 to \$29.00 (\$51,480 to \$60,320 per year).

### Offers

When Katrina receives an offer, she is somewhat taken aback by the hourly rate of \$24.75 (\$51,480 per year). In addition to hourly earnings, the employer provides \$3,000 per year to each RDN to cover expenses related to certification, licensure, and memberships. They are also interested in one or more of the dietitians pursuing certification in gerontological nutrition, which is offered through the CDR. Such certification requires a minimum of two years of experience, between 1,500 to 2,000 hours of practice in the area of gerontology, and completion of an examination, which costs between \$350-400. To maintain certification, practitioners must re-certify (take the exam) every five years. Katrina learns that the potential employer would cover all expenses related to the certification and re-certification, separate from the \$3,000 provided annually for other dietitian-related expenses.

Katrina turns to the Salary Negotiation Toolkit to help her in assessing her options. Based on the information she gained from the interview and her previous research, Katrina notes the following:

- The initial offer is at the low end of the range she determined based on her qualifications; it is also lower than what she currently makes
- The allotment for annual dietitian expenses is higher than at her current place of employment (\$3,000 compared to \$2,200)
- There is opportunity to become Board Certified in Gerontological Nutrition, expenses for which would be paid for by the employer
- She has more experience than the current two dietitians at the facility (at least three years more experience)
- The new position is at a facility that is considerably closer to her house than her current employer
- She enjoys her current job and would be fine continuing to work there

After assessing her options, Katrina determines she will respond to the initial offer by requesting an hourly wage of \$28.75 per hour, stating evidence from the research she has done. After sharing the amount with the human resources representative, the representative tells Katrina she will take the request to the supervisor. Katrina receives a follow-up call indicating they are willing to increase the hourly rate to \$26.00 (\$54,080 per year + \$3,000 = \$57,080 + board certification fees). She is given until

the end of the week (two days) to consider the new offer.

Katrina returns to the Salary Negotiation Toolkit to, again, assess her options. She feels a sense of accomplishment having successfully negotiated a higher hourly wage and is tempted to ask for more. In recognizing that the employer increased the rate by \$1.25 per hour (from \$24.75 to \$26.00), she would reciprocate and reduce her rate by \$1.25 per hour (from \$28.75 to \$27.50). She also considers the following: a) the new position would support her in earning a certification on top of the funds set aside for annual dietitian-related expenses, b) the new job is considerably closer to her home, c) because the facility is larger, there is opportunity for promotion within the organization, and d) it is possible that if she requests more, the employer could rescind the offer all together. Ultimately, Katrina calls back the next day and accepts the offer of \$26.00 per hour.

# Case Study Quizzes

## Newly Credentialed RDN Case Study

1. Based on the information presented in the case study, Katrina’s BATNA is strong.
  - a. True
  - b. False
2. Based on information in the case study, which of the following would be a reason for Katrina to turn down the job at the long-term care facility, acute care hospital, or behavioral health facility?
  - a. She is offered \$45,000 per year
  - b. She is offered \$49,500 per year
  - c. She is offered \$51,000 per year
  - d. She is offered \$51,250 per year
3. Based on the information in the table below, which of the following is an appropriate target price?

	Mean	Median	Range
Hourly wage	\$24.75	\$25.50	\$22.00 - \$27.50

- a. \$23.00 per hour (\$47,840 per year)
  - b. \$25.50 per hour (\$53,040 per year)
  - c. \$27.00 per hour (\$56,160 per year)
  - d. \$28.75 per hour (\$59,800 per year)
4. The following scenario is an example of which of the following principles of salary negotiation?

The employer tells Katrina the salary for the position is \$52,000 per year, to which she requests \$60,000 per year. The potential employer responds with an offer of \$56,000, which Katrina accepts.

- a. Estimating your Target Price
- b. The Initial Offer, The Counteroffer, and Concessions
- c. Calculating the Zone of Possible Agreement
- d. Determining your BATNA and Walkaway Price

5. Use the following information to determine the ZOPA.

Candidate Walkaway Price = \$48,000

Estimated Target Price = \$57,000

Employer Target Price = \$0

Initial Offer = \$50,000

Employer Walkaway Price (Final Offer) = \$54,000

Counteroffer = \$59,000

- a. There is no ZOPA
- b. There is a ZOPA between \$48,000 and \$54,000
- c. There is a ZOPA between \$50,000 and \$54,000
- d. There is a ZOPA between \$48,000 and \$57,000

6. The following scenario is an example of which of the following principles of negotiation?

While the employer is firm on the offer of \$46,800, Katrina negotiates and is granted the ability to work from home three days a week and first choice of offices when they complete the remodel of the facility in two months.

- a. Distributive negotiation
- b. Concessions
- c. Integrative negotiation
- d. Zone of possible agreement

7. Which of the following scenarios provides an example of a zero-sum negotiation?

- a. Job candidate negotiates for the employer to pay annual professional membership in the Academy of Nutrition and Dietetics
- b. Job candidate negotiates for a start date for the position after they take their credentialing exam
- c. Job candidate negotiates for the title of Food and Nutrition Services Director instead of Nutrition Services Director
- d. Job candidate negotiates for one week of extra vacation time each year

8. If the candidate and employer reach an impasse, what negotiation principle can be used to possibly result in a successful agreement?

- a. Distributive negotiation
- b. Collaborative negotiation
- c. Interprofessional negotiation
- d. Integrative negotiation

9. Which of the following scenarios represents a reciprocal concession?

- a. Employer's initial offer is \$47,500; job candidate's counteroffer is \$52,000; the final offer agreed upon is \$48,000
- b. Employer's initial offer is \$48,000; job candidate's counteroffer is \$54,000; the final offer agreed upon is \$51,000
- c. Employer's initial offer is \$49,000; job candidate's counteroffer is \$51,000; the final offer agreed upon is \$51,000
- d. Employer's initial offer is \$50,000; job candidate's counteroffer is \$57,000; the final offer agreed upon is \$51,000

10. The following scenario is an example of which of the following negotiation terms?

The employer's initial offer is \$52,500 while the range Katrina looked up in the Academy of Nutrition and Dietetics Compensation and Benefits Survey Report was \$52,000 to \$68,500. Katrina counters with a salary of \$53,000.

- a. Target price
- b. BATNA
- c. ZOPA
- d. Anchoring bias

## Experienced RDN Case Study

1. Based on the information presented in the case study, Katrina's BATNA is strong.
  - a. True
  - b. False
  
2. Which of the following values presented in the case study represents Katrina's walkaway price?
  - a. \$51,480
  - b. \$54,080
  - c. \$56,160
  - d. \$57,080
  
3. Using national data, Katrina determines the hourly wage range for the position to be \$22.75 to \$28.50. Which of the following would be the most appropriate target price?
  - a. \$22.75
  - b. \$25.00
  - c. \$26.50
  - d. \$28.00
  
4. Which of the following actions is an example of effective use of concessions in salary negotiation?
  - a. When the employer offers to increase the salary by \$2,000, the job candidate responds with a salary that is \$500 lower than their target price.
  - b. When negotiating, the job candidate states, "I understand you can't come all the way up to my counteroffer, but if you can meet me in the middle, I'm on board".
  - c. When the employer offers to increase the hourly wage by \$2 per hour to match the job candidate's counteroffer, the job candidate requests the employer cover their annual dietitian-related fees (e.g., credentialing, licensure, etc.).
  - d. The job candidate negotiates one item at a time until the employer indicates their final offer.

5. Use the following information to determine the ZOPA.

Candidate Walkaway Price = \$57,000

Estimated Target Price = \$63,500

Employer Target Price = \$0

Initial Offer = \$54,000

Employer Walkaway Price (Final Offer) = \$56,250

Counteroffer = \$65,000

- a. There is no ZOPA
- b. There is a ZOPA between \$57,000 and \$65,000
- c. There is a ZOPA between \$54,000 and \$56,250
- d. There is a ZOPA between \$56,250 and \$63,500

6. Review the scenario below and determine which of the following actions is recommended.

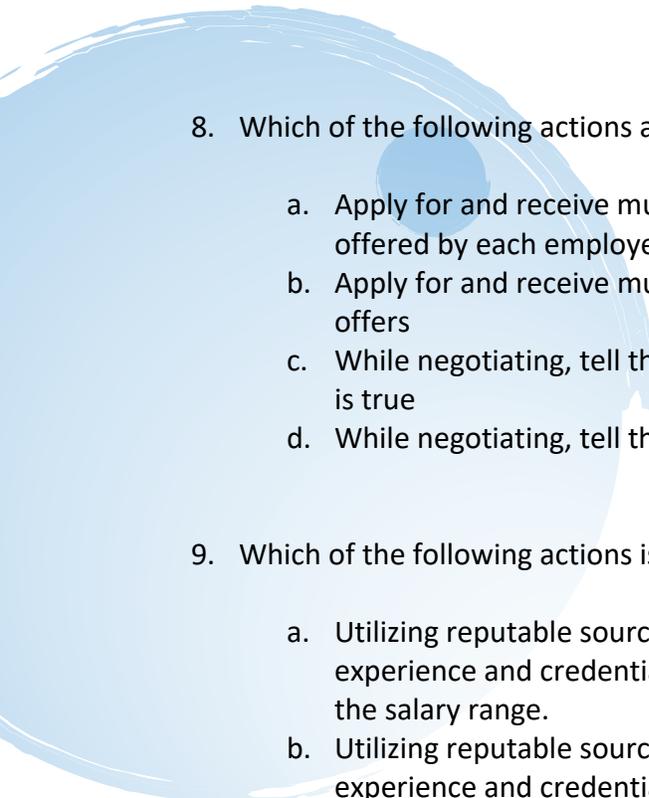
The job candidate receives an offer of \$25.00 per hour. After referring to the Academy of Nutrition and Dietetics online salary calculator, the job candidate decides to negotiate for \$28.50 per hour. The employer agrees to the hourly wage of \$28.50.

- a. The candidate should negotiate for the employer to pay registration and licensures fees.
- b. The candidate should negotiate for tuition reimbursement in order to obtain a graduate degree.
- c. The candidate should accept the hourly wage of \$28.50.
- d. The candidate should negotiate for \$30.00 per hour.

7. The following scenario is an example of which of the following principles of negotiation?

While the employer is firm on the offer of \$51,480 per year, Katrina negotiates and is granted money each year to pay for her dietitian expenses, which include credentialing, licensure, and professional memberships.

- a. Distributive negotiation
- b. Concessions
- c. Integrative negotiation
- d. Zone of possible agreement

- 
8. Which of the following actions allows a job candidate to strengthen their BATNA?
    - a. Apply for and receive multiple job offers; while negotiating, share the salary being offered by each employer
    - b. Apply for and receive multiple job offers; share with the employers that you have other offers
    - c. While negotiating, tell the employer you have another job offer regardless of whether it is true
    - d. While negotiating, tell the employer you don't have other job offers
  
  9. Which of the following actions is recommended when estimating target price?
    - a. Utilizing reputable sources, determine the salary range for employees with similar experience and credentials. Select a target price between the bottom end and middle of the salary range.
    - b. Utilizing reputable sources, determine the salary range for employees with similar experience and credentials. Select a target price between the middle and top end of the salary range.
    - c. Utilizing reputable sources, determine the salary range for employees with the number of years of experience and specific credentials you plan to obtain while employed at the facility. Select a target price between the bottom end and middle of the salary range.
    - d. Utilizing reputable sources, determine the salary range for employees with the number of years of experience and specific credentials you plan to obtain while employed at the facility. Select a target price between the middle and top end of the salary range.
  
  10. Which of the following actions is recommended for effective salary negotiation?
    - a. When asked about their salary requirements, the candidate provides a detailed description of what they require in order to accept the job.
    - b. When researching salary ranges, the candidate notes the median range for a registered dietitian nutritionist in the United States.
    - c. Upon receiving the initial salary offer, the candidate tells the employer how insulting the offer is and declines the job.
    - d. When interviewing for the job, the candidate asks questions to determine how long the position has been vacant.
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# Section III: Negotiation Resources

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## **“COMPENSATION & BENEFITS SURVEY OF THE DIETETICS PROFESSION”\***

**Author:** Academy of Nutrition and Dietetics

**Link:** <https://eatrightPRO.org/salariesurvey>

\*Available free to Academy members; \$250 for non-Academy members

## **“CONTROL THE NEGOTIATION BEFORE IT BEGINS: FOCUS ON FOUR PRELIMINARY FACTORS THAT CAN SHAPE THE OUTCOME”**

**Author:** Deepak Malhotra

**Link:** <https://hbr.org/2015/12/control-the-negotiation-before-it-begins>

## **“EMOTION AND THE ART OF NEGOTIATION: HOW TO USE YOUR FEELINGS TO YOUR ADVANTAGE”**

**Author:** Alison Wood Brooks

**Link:** <https://hbr.org/2015/12/emotion-and-the-art-of-negotiation>

## **“EMPLOYER DUES TOOLKIT”**

**Author:** Academy of Nutrition and Dietetics

**Link:** <https://www.eatrightpro.org/practice/career-development/career-toolbox>

## **“HBR’S 10 MUST READS ON NEGOTIATION”**

**Author:** Harvard Business Review, Daniel Kahneman, Deepak Malhotra, Erin Meyer, Max H. Bazerman

**Link:** <https://store.hbr.org/product/hbr-s-10-must-reads-on-negotiation-with-bonus-article-15-rules-for-negotiating-a-job-offer-by-deepak-malhotra/10276?sku=10276E-KND-ENG&referral=02559>

### **“HOW TO PLAY “FRIENDLY HARDBALL” IN A NEGOTIATION”**

**Author:** Michael Schaerer, Martin Schweinberg, Roderick Swaab

**Link:** <https://hbr.org/2020/06/how-to-play-friendly-hardball-in-a-negotiation>

### **“HOW WOMEN CAN GET WHAT THEY WANT IN A NEGOTIATION”**

**Author:** Suzanne de Janasz, Beth Cabrera

**Link:** <https://hbr.org/2018/08/how-women-can-get-what-they-want-in-a-negotiation>

### **“INVESTIGATIVE NEGOTIATION”**

**Author:** Deepak Malhotra, Max H. Bazerman

**Link:** <https://hbr.org/2007/09/investigative-negotiation>

### **“NEGOTIATION”**

**Author:** Harvard Business Publishing Education

**Link:** <https://hbsp.harvard.edu/negotiation/>

### **“NEGOTIATIONS”**

**Author:** Harvard Business Review

**Link:** <https://hbr.org/topic/negotiations>

### **“NEGOTIATION SKILLS & STRATEGIES”**

**Author:** Kellogg School of Management at Northwestern University

**Link:** <https://www.kellogg.northwestern.edu/l/negotiation-skills-and-strategies.aspx>

### **“RDN SALARY CALCULATOR”**

**Author:** Academy of Nutrition and Dietetics

**Link:** <https://www.eatrightpro.org/practice/career-development/salary-calculator/salary-calculator>

\*Available to Academy members

### **“RESEARCH: BEING NICE IN A NEGOTIATION CAN BACKFIRE”**

**Author:** Martha Jeong, Julia A. Minson, Mike Yeomans, Francesca Gina

**Link:** <https://hbr.org/2019/09/research-being-nice-in-a-negotiation-can-backfire>

### **“SALARY AND COMPENSATION NEGOTIATION SKILLS FOR YOUNG PROFESSIONALS”**

**Author:** Robin Pinkley

**Link:** [https://iandonline.org/article/S0002-8223\(07\)00321-5/fulltext](https://iandonline.org/article/S0002-8223(07)00321-5/fulltext)

### **“VIDEOS: NEGOTIATION TACTICS 101”**

**Author:** Leigh Thompson

**Link:** [https://www.kellogg.northwestern.edu/news\\_articles/2014/08012014-negotiation-tactics-101.aspx](https://www.kellogg.northwestern.edu/news_articles/2014/08012014-negotiation-tactics-101.aspx)

### **“WHAT’S YOUR NEGOTIATION STRATEGY?: HERE’S HOW TO AVOID REACTIVE DEALMAKING”**

**Author:** Jonathan Hughes, Danny Ertel

**Link:** <https://hbr.org/2020/07/whats-your-negotiation-strategy>

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