

# Ask for More

Unlocking the power of everyday negotiation



*Created in collaboration with Linda Babcock, PhD,  
Professor Emerita, Carnegie Mellon University*

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# Daily Life is Filled With Negotiation



Workplace



Spouse or Partner



Family and Friends



Vendors and Retailers



Negotiation isn't always the game of hardball we often perceive it to be, and it doesn't have to be painful. Anyone can learn—it's all about knowing the right techniques.

**Linda Babcock, PhD**

Professor Emerita, Carnegie Mellon University  
Behavioral Economist & Author



## Agenda

- Why Women Don't Ask
- How to Negotiate
- Negotiation Tactics



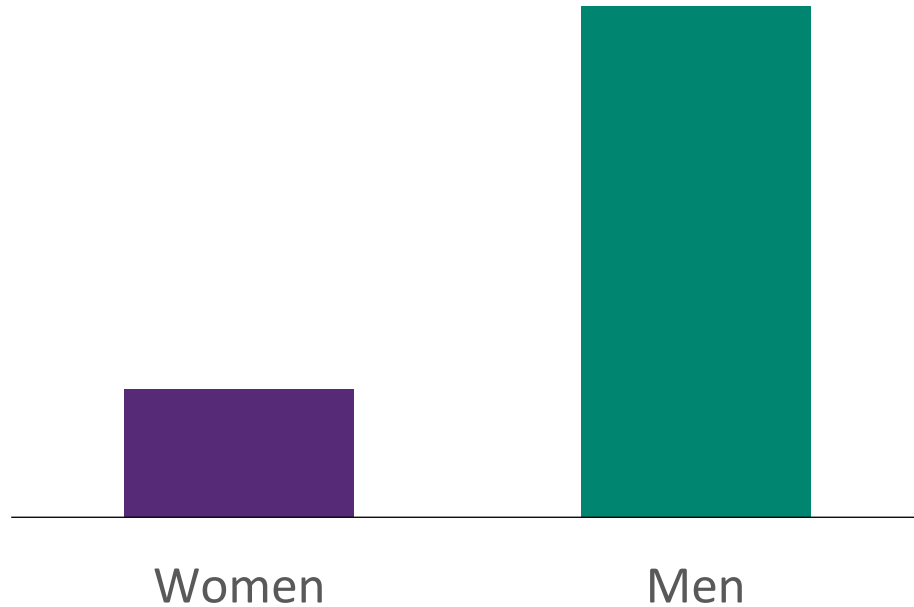
# Why Women Don't Ask







Where It  
All Started



Men initiate negotiations  
**4x**  
more often than women<sup>1</sup>

<sup>1</sup>Babcock, Linda C.; Laschever, Sara. "Ask for It: How Women Can Use the Power of Negotiation to Get What They Really Want." New York, Bantam, 2009.



# Why Don't Women Ask?



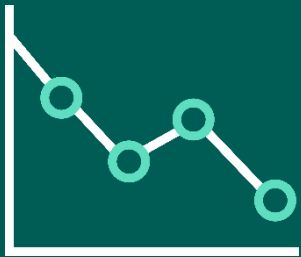
## Four Common Causes

- External locus of control
- Anxiety
- Fear of backlash
- The entitlement gap

<sup>1</sup>Babcock, Linda C.; Laschever, Sara. "Ask for It: How Women Can Use the Power of Negotiation to Get What They Really Want." New York, Bantam, 2009.



# The Costs of Not Negotiating



Financial Health



Mental Health



Physical Health





# How to Negotiate



# How to Negotiate a Purchase





# Five Preparation Steps



Identify what  
you want



Gather  
information



Assess your  
parameters



Establish a  
mindset



Develop an  
opening  
script





## Identify What You Want

- To purchase the car for the lowest possible price
- The dealer's price is \$55,000



## Gather Information

- What's the fair market price for this car?
- How many are on the lot?
- Will next year's model soon be available?
- Is it the end of the month or model year, when salespeople and dealers are pressured to hit sales goals?



## Assess Your Negotiation Parameters

**Interests:** What you're trying to achieve or gain

**BATNA:** Best Alternative To a Negotiated Agreement (i.e., Plan B)

**Reservation Value:** The least desirable agreement you'd accept before resorting to your BATNA

**Target:** An ambitious (but potentially do-able) goal

**Options:** Multiple ways to achieve your interests





## Assess Your Negotiation Parameters

**Interests:** Buy the Lexus as cheaply as possible

**BATNA:** Keep your old car

**Reservation Value:** \$52,000

**Target:** \$50,000

**Options:** Any price less than \$52,000



## Establish a Mindset

- This is a low-risk situation since there's no relationship to maintain
- You have plenty of other dealers to consider, so you can afford to make a bold offer
- If the salesperson declines your offer, you can resort to your BATNA (i.e., keep your current car)



## Develop an Opening Script

Let's talk about the price for the Lexus I just test-drove. Based on the research I've done, a price of \$48,000 seems reasonable. Is this something you could do?

Buyer



## Car Dealer Conversation

I can't go that low,  
but I could give it  
to you for \$52,000.

### Dealer

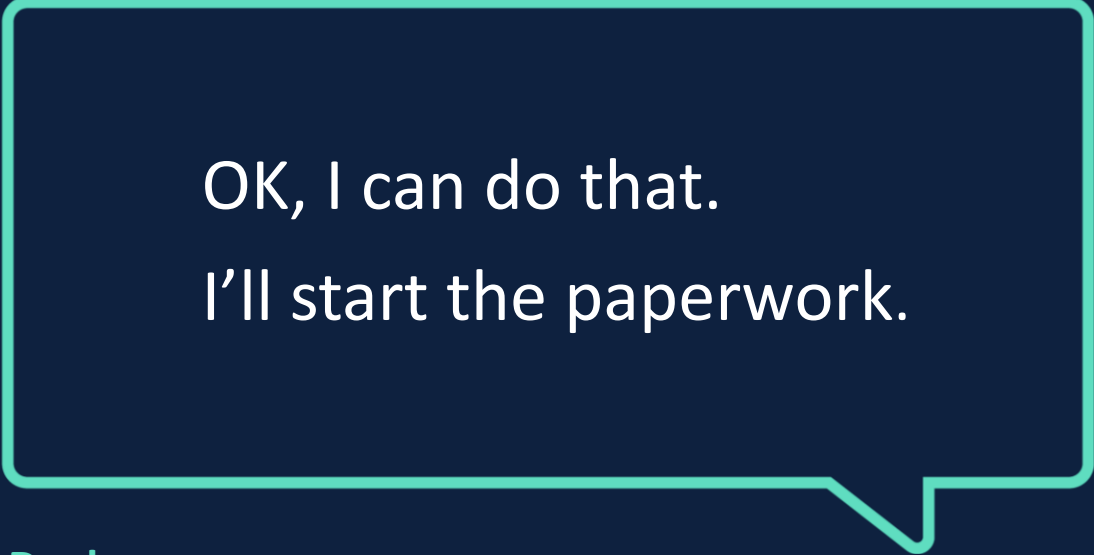
Their offer is at your reservation value, which you could accept—but try to obtain your target value.

Suppose we split  
the difference for a  
price of \$50,000?

### Buyer

Offering to split the difference appeals to people's sense of fairness.

## It's a Done Deal



OK, I can do that.  
I'll start the paperwork.

Dealer

## Who Was in Control of This Negotiation?

- You knew how much you were willing to spend
- If your RV wasn't met, you could walk away with other options, including your BATNA



# How to Negotiate in Relationships









## Identify What You Want

- To spend the holiday with your family without the stress of more travel



## Gather Information

- Identify ways your sister might respond to a change of plans
- Reflect on past interactions and what you learned
- Talk to other family members who can provide insight
- Consider potential pitfalls





## Assess Your Negotiation Parameters

**Interests:** Enjoying Thanksgiving with your family without the stress of traveling

**BATNA:** You won't attend your family's Thanksgiving celebration this year

**Reservation Value:** Having your family's Thanksgiving dinner at a restaurant in your city

**Target:** Hosting Thanksgiving at your house

**Option:** You don't attend Thanksgiving but host the December holidays



## Establish a Mindset

- It's a discussion, not an argument
- Share your interest and your position
- Ask questions to understand the other side's perspective
- Listen carefully to the other side to create mutually appealing options



## Develop an Opening Script

I wanted to chat with you about our Thanksgiving plans this year. You've always hosted, and it's been lovely. But I'm exhausted from traveling, and I'd like us to discuss some different options. Perhaps we could rotate, and I could host this year. What do you think?

## Develop an Opening Script

INTRODUCE TOPIC

→ **I wanted to chat with you about our Thanksgiving plans this year.** You've always hosted, and it's been lovely. But I'm exhausted from traveling, and I'd like us to discuss some different options. Perhaps we could rotate, and I could host this year. What do you think?



## Develop an Opening Script

SET A POSITIVE TONE



I wanted to chat with you about our Thanksgiving plans this year. **You've always hosted, and it's been lovely.** But I'm exhausted from traveling, and I'd like us to discuss some different options. Perhaps we could rotate, and I could host this year. What do you think?

## Develop an Opening Script

I wanted to chat with you about our Thanksgiving plans this year. You've always hosted, and it's been lovely. **But I'm exhausted from traveling, and I'd like us to discuss some different options.** Perhaps we could rotate, and I could host this year. What do you think?

COOPERATIVE MINDSET



## Develop an Opening Script

I wanted to chat with you about our Thanksgiving plans this year. You've always hosted, and it's been lovely. But I'm exhausted from traveling, and I'd like us to discuss some different options. **Perhaps we could rotate, and I could host this year.** What do you think?

ASK FOR MORE THAN  
YOUR TARGET



## Develop an Opening Script

I wanted to chat with you about our Thanksgiving plans this year. You've always hosted, and it's been lovely. But I'm exhausted from traveling, and I'd like us to discuss some different options. Perhaps we could rotate, and I could host this year.

LEARN THE OTHER  
SIDE'S PERSPECTIVE



**What do you think?**



## Thanksgiving Dinner Conversation

I put a lot of effort into making Thanksgiving special for everyone, so hearing this is pretty upsetting to me.

Sister

I agree! Everyone has a wonderful time at your house. I'm sorry if what I said implied that we didn't. I've just been feeling a bit worn out lately and was hoping we could find a way to make Thanksgiving a bit more manageable for me this year.

You

## Thanksgiving Dinner Conversation

Could you help me understand why me hosting this year wouldn't be good for you?

You

Well, you know how much I love cooking. It brings me joy to do it for everyone, and it's a family tradition.

Sister

## Thanksgiving Dinner Conversation

I have an idea. How about you come to my house early, and you can cook Thanksgiving dinner as you always do? I can gather any ingredients you need and help out. Would you be open to that? It would be fun!

You

That does sound fun... and it would give us a chance to catch up before everyone arrives.

Sister

## What Helped This Conversation Go Smoothly?

- Framing this as a discussion helped to keep the interaction from feeling threatening
- Asking questions showed your sister that you weren't issuing an ultimatum but valuing her opinion
- Maintaining a positive tone helped ease the tension and avoid a confrontation



# Negotiation Tactics





# Use a Cooperative Approach

## Competition

- ✗ Arguing
- ✗ Sticking to one's position
- ✗ Presenting demands
- ✗ Monopolizing the conversation

## Cooperation

- ✓ Discussing
- ✓ Generating options
- ✓ Asking questions
- ✓ Listening





## Generate a List of Questions to Ask

- What do you think of my idea?
- Would you help me understand your perspective?
- What are your ideas for working this out?



## Manage Emotions

- A positive state of mind boosts creative problem-solving
- Find a way to let the other side know you value your relationship
- Resist getting angry—even if they do





## Don't Give Up Too Soon

- Take a time-out if needed and regroup later
- Continue until you reach an agreement—or it's clear that you won't
- Be prepared to go to Plan B if you're not satisfied



# Practice

- Role-play with a friend
- Brief your friend on the context and the reactions the other negotiator will likely have
- Try several approaches until you find the best one







## Summary

- **Why Women Don't Ask**  
Obstacles and costs
- **How to Negotiate**  
Five empowering steps
- **Negotiation Tactics**  
Navigating challenges

“



### The Bottom Line

“Negotiation paves the way for win-win agreements and can even strengthen relationships.”

— Dr. Linda Babcock

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**Ask for More**  
Unlocking the power of everyday negotiation



By Linda Babcock, PhD

**What do you think of when you hear the word "negotiation"?** For many, it brings to mind stress, conflict, or rejection. Negotiation is an important life skill that's seldom taught, which can make it seem quite intimidating.

Women, in particular, tend to experience more anxiety about negotiation and feel less entitled to what they want. Additionally, women face external challenges, as they're more likely than men to encounter backlash when they negotiate. It's no surprise, then, that men are four times more likely to negotiate than women.

**Almost Everything Is Negotiable**  
Opportunities to negotiate extend far beyond just salary or major purchases. In fact, negotiation is possible in most situations, often without money as the focus.

**With your spouse or partner:** Household responsibilities, financial decisions, approaches to raising children or grandchildren, where to live, and how to spend your time.

**With family and friends:** Deciding on vacation destinations, dinner plans, or movie choices.

**With vendors and retailers:** Car purchases and repairs; home goods, maintenance, and services; vacation rental rates and packages, and insurance premiums are just some examples.

Because women may be less comfortable negotiating, they can end up overpaying for goods and services, agreeing to do things they don't want to, or getting paid less than they deserve.

But here's the good news: You can learn how to negotiate effectively and confidently. It just takes learning a few basic techniques and some preparation.

**What We'll Cover**

- ▣ How to Negotiate a Purchase
- ▣ How to Negotiate in Relationships
- ▣ Negotiation Tactics

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## Next Steps

1. Consider what you'd like to negotiate and the outcome you want
1. Begin crafting your strategy
2. Check out Linda's best-selling book, *Ask for It*

Workbook MAI516

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