

Negotiation Fundamentals Transcript

Cory: Hey there everybody, it's Cory from The Abundant Artist. I am excited, happy, to have you here tonight. I'm happy to have on my friend Jenica Cogdill who I have known longer than almost any friend that I have. I have known Jenica for ten years. And it's been really fun. When Jenica and I met, her family and my wife and I moved to Portland within a couple months of each other ten years ago. And we- our families are really close, and Jenica is one of those people who- she has like the exact opposite skill set from me. She's very good at organizing and negotiation, which we're gonna talk about here tonight. She has an MBA from Willamette University and she's very good at negotiating, not only with corporations and managers and, she has a lot of experience dealing with everybody from you know big huge fortune-50 clientele down to really small businesses and the hardest negotiator of all, her six year old daughter.

So hang out, grab a sparkling water or whatever, cause it's the evening and this is apparently casual night, and I'm gonna turn the time over to Jenica, and she's going to talk about negotiation. Feel free to post your questions there in the chat over on the left hand side of the screen there. And we will have some fun tonight. Jenica, please take it away.

Jenica: Yay! Thanks Cory. Yeah. It's true, Cory and I have known each other for a really long time. And so before we get started, we have two questions down below- the first one was what comes to mind when I say "negotiation", and like what do you think about, and the second one is what are some reasons that you haven't negotiated in the past? Okay? So if you want to add some thoughts and comments in there, and we'll come back to that in a minute. So I think I've been teaching this sort of class/workshop for a while, it started when I- I started realizing that I knew about negotiation, that I was starting to realize that I just sort of took for granted what other people didn't know as well. My dad actually was a professional contract negotiator for, within the defense industry. So when you think about like hardball tactics, you know, guys in dark suits carrying briefcases they write a number down and slide it across the table, that's totally him.

Cory: I did not know that! I did not know that's what your dad did, that's so funny.

Jenica: Have you met my dad? I can't remember.

Cory: I've never actually met him, I never had the chance.

Jenica: Yeah, none of the guys ever wanted to date me because they were terrified of my father. He was like 6 foot 3. And anyway. Growing up those were just the things that we talked about, that he just always like little things here and there, and so the little person that sits on my shoulder is usually my dad's voice reminding me like little negotiation tactics. So that paired with an MBA, I just- it's really something fun for me. My favorite part of getting a job is the salary negotiation, and usually that's everyone's not-favorite part. So anyway, as I've gone through this and I started putting together this workshop, I've boiled down what I feel like really are the most important things that I would want to tell you, right? As we're going, if you're gonna go through a negotiation, and I've boiled down to five basic steps, and you can use these steps any time

that you need to negotiate or just advocate for yourself in any situation or any scenario. I'll keep it kinda high-level cause we just have an hour and I want to make sure that we have some time for questions. Speaking of which, as we go if you have questions, feel free to chime in.

Okay. So the five steps- the first one's recognize, then assess, plan, ask, and practice. Okay? And there's a consistent pattern to successful negotiations regardless of the scope or the size. And so we-you can follow these steps for like really any situation. Okay. So the first one, actually, so now I'm going to pause and see if there's any- okay.

Cory: Really passive right now, there's not a lot-

Jenica: I'm trying to figure out, sorry. I'm new to this program so I'm just trying to figure out if there's a good way to check that. Okay. Alright. So recognize. One thing that I hear over and over is around why we don't negotiate is like ah, I just didn't even realize it was negotiable! And one of the things that my dad always said, like to this day, he's like Jen! It's all negotiable! Everything can be negotiated. I was like well I don't know, the price tag says this, like that's the price. But in fact, we can try. Like we can ask, right? And so once we start thinking about the fact that we can always ask, right? If you don't ask, then the answer is definitely no. But if you do ask, it's maybe 50/50, right? Another reason why people are not negotiating or not asking is we, we're really good at following the rules. Rules are rules, like that's the rule, right? Especially this is true with women who, you know. The sort of parameters, they stay within these parameters, and then we just don't think about going outside of those parameters.

Another thing that I hear a lot is that we don't want to toot our own horn. We want the work to speak for itself, right? If I do a good job I'll get a raise, or if my art is really fantastic, someone will pay me a million dollars, right? That's what we hope. And this is really true with women. Women have what researchers call a low sense of personal entitlement. This actually begins really early on. Researchers set up an experiment where they asked children to do a particular task, and then they got to pay themselves in Hershey's kisses. And they did this in first grade, fourth grade, seventh grade, and tenth grade. And the girls consistently paid themselves thirty to eighty percent less than the boys. And so just a little note out there to our woman friends, that we can toot our own horn, right? Like if we did a good job, we can claim that. And Chester Karrass who is kind of the father of modern negotiation theory, his saying was "you don't get what you deserve, you get what you negotiate." And it's so true right, like if you don't ask you don't get it.

Cory: I just want to point out something Jen said to sort of put this in a way that I think a lot of the artists listening can relate to. A lot of artists will you know, struggling with initial pricing is a thing, but then when you're in front of a buyer, and the buyer, a lot of buyers will say well, you know, I don't want to pay you \$500 for that piece of art, I'll give you \$400 or I'll give you \$300, whatever. And what you're saying is it's more common for women to give in to that ask and not necessarily ask for what they think they should get. Or even, or even to note even think that they should be getting more.

Jenica: Yeah. I think it's a lot to do with expectations. So what if they said to you, it's not- let's say you're hoping for \$500, they say well I'll pay you \$400. What if they said I'll pay you \$40? What

would be your reaction? Like heck no! Right? And so you, your expectations totally affect how that happens, right? Yeah. Good point Cory.

The other thing, so when I was putting this together in the past I'm not sure why, but I had a lot of friends who are recruiters, like corporate recruiters, and I asked one, a woman who was a recruiter for Facebook and Google, so she's dealing with very intellectual, highly-skilled, best-paid, you know, people. And she said that she hears that a lot, that especially with women, they, or just any way you feel bad for asking for what they really want. Like it might be perceived as selfish. But she said that it's not selfish, just ask for what you want. And then we, and I think, and then the last thing that I hear consistently, like the other theme is that we think of negotiations as adversarial or aggressive, and that makes us feel uncomfortable. Right, like we want to be liked, we want to get along, we want to make, you know, we don't want to ruffle feathers, especially with clients. Like we want to have a long term relationship with them, and so we don't want to push back too hard. And so actually, there's, there are two types of negotiation styles. And the one is what's called position-based negotiation, and that's, that's a lot of times what we think of when, you know, when we think of like negotiation and what we see on TV. It's that hardball approach of announcing what you want and then spending the rest of the time defending that position. And the other side, the other style, is actually called interest-based negotiation. And that's taking time to understand the interest, the needs, the goals, the pressures behind each position, and then finding ways to satisfy those interests, right?

And I think inherently we're really good at that. Like so often we do this every day with our kids, our spouses, our friends. We're- we like to problem solve, right? And so in reality when we say negotiation, like we think we have this idea of this like hardball tactic, right, but really what that is is merely asking for what you want, and then applying creative problem solving and persistence. And so Linda Babcock, who wrote the book *Ask for It*, she said the most successful negotiators don't bully or raise their voices. They ask a lot of questions, listen carefully, share information, and try to understand both sides. They enjoy the challenge of finding ways to satisfy everyone's interests and tease out solutions that work for everyone."

Well that's easy, right? I mean that's not so difficult, that's not so intimidating, right? And so thinking about negotiation as just a problem-solving exercise versus "oh my gosh, I have to negotiate, what if they don't, you know, what if they push back, what if they freak out!" And so just recognizing that that's an option, right? That we're just problem solving.

So then the second step then, so once we've recognized it, the second step is then assess. And so before you even get to the asking or even the planning stage, start by thinking about a few things. One would be what's the situation? Like is this something that I really can affect the outcome? Are we negotiating price, like is that really the thing that we're negotiating here, or is it something else? Or is it, you know, or choose your battles, right? You pick your battles. Maybe this one's like I just, you know, in this case I'm just gonna let it go, right? But just having that deliberate conversation with yourself, right? And then weighing the potential benefits, do they weigh the negatives, that sort of thing and just getting real clear about that.

The second thing is what do you want, right? When this is all said and done? Margaret Neal, who is a Stanford University professor of negotiation says that the whole, the goal of the negotiation is not to get a deal. It's to get a good deal. Right? So because as soon as you agree,

you got a deal, right? Someone says okay, I'm gonna commission a piece of work, and I'm gonna pay you X, and you say okay. Well, that's a deal, right? But that may or may not be a good deal for you. And so that's something that is unique to you, and you really don't know whether you're successful or not unless you can specifically articulate what makes a good deal for you, right? And so when you get down to that part, like what do you want, then trying to articulate, even just to yourself, right? If you're writing it out, journaling, writing bullet points, however you do that, why do you want it? What's your justification for it? So this can help you also get to the root issue of what it is you really want. So for example, if you're trying to price a piece of art, there's different costs involved, right? Your materials, your time, then looking at competitor, other artists, or something similar. What are they priced at? How big is the client? You know, some big clients can maybe be less price-sensitive than someone else. It just, and then coming up with all these justifications of what you're asking for.

So for example, like in salary negotiations, right, I hear a lot that when someone will come in and they have a number in mind for the salary that they want, but they really can't explain or they don't explain how they got to that number. They don't show that they did a competitive analysis or that they're gonna bring xyz benefit. So like as an artist, you can give some specifics, or you know, you can gather that information. And as you're gathering that information, it's really just improving your argument and helping you, and not argument like in an argumentative sort of way, but improving your reasoning, right? And Archbishop Desmond Tutu said "don't raise your voice to improve your argument," which I think is really powerful. And so once you have all this information, that also can help you form your negotiation rate. What's your low, like what are your non-negotiables, what are the things that no matter what, this has to happen? And if you're talking about price, right, what's like, at what point are you just gonna like walk away, right? Like it's just not worth doing it, versus then, what would really be like something that's entirely reasonable, kind of the average, and then what would be sort of more optimistic and totally awesome, but still within like the realm of possibility? You know, not something that's like six times as much as what you were expecting, right? And then, so the other thing to think about is what is your BATNA, right? So there's a smart term you can throw around and impress your friends. So the BATNA stands for Best Alternative To a Negotiated Agreement. Basically what's your alternative, right? So if this negotiation falls through, what's the worst case scenario, or what's gonna happen if you don't do that? So if you don't sell this piece of art, then like, are you not gonna be able to buy groceries, or you know, is it that well okay, now you have a free day, or whatever it is, right? And just understanding like what happens if it fails, and then it may be nothing so horrible, right? So that can give you some leverage, right? Like are you able to walk away from that. And so they're all just things to sort of think about and be more deliberate in. And then the last part is thinking about what the other side wants, because, so if I have an orange and we're gonna split the orange, we're gonna share this orange, what would you do? Maybe just cut it down the middle, right? You get half the orange, I get half the orange. But if you're trying to make orange juice and I'm making a cake and I just need to zest the peel, getting half the orange really works not very well for either of us. So understanding like what is it that they want out of this, or what do they get out of it?

Okay. So before I go to the third part, planning, any questions? Okay. Just pop them up if you have them as we go.

Cory: So Jenica, one of the things that I think makes this a little more concrete, maybe, if you're listening, is thinking about negotiating a solo show or a group show with a gallery that you might want to work with. Or even if it's not a gallery, if it's negotiating space to do a show, quite frequently artists go in to negotiations with galleries for shows, and they don't have a- there's an information disadvantage first of all, because galleries do these negotiations with artists all the time, and are sort of used to dictating terms, whereas a lot of the artists in The Abundant Artist community are going in a little more with a little more knowledge and expecting to get some things out of the galleries like expecting a more advantageous timing for the show, a more advantageous placement of their work within the gallery itself, asking the galleries to commit to better commission rates, committing to better, more favorable conditions or exclusivity windows, and also getting the galleries to release buyer information to the artist. These are all things that would be potential negotiation points for you if you're working with an art gallery.

Jenica: Yeah, perfect. Yeah, that's a really good example. And thanks, I use salary or price because that's sort of something that we all sort of relate to, but you're right- like putting it into that artist's framework is super helpful. So yeah, so in your information gathering points, right, is like talking to other artists, calling other galleries that you're not interested in and seeing you know, if anyone would share. I'm sure they're very guarded with that. But whatever information you can gather and be armed with that information. Yeah. Okay.

So then once you have sort of just these general assessments, then you can start really planning and get into the details of it. When, as you're doing this planning, really, is in my point, like paramount- a forty-five characteristics and skills that executives look for in their top negotiators, planning was the most important. In fact, it almost twice as important as any other characteristic. And so like, why is that, right? And also important was clear thinking under stress, but for those of us who aren't so calm under pressure, the planning helps with that, right? It takes care of that. Courage and negotiation experience were actually really quite low. With anything, the planning process really can help when you're not feeling as confident or when you're not sure how you're going to handle it. That sort of thing.

Okay. I'm just reading the- I'm not good at reading and talking at the same time.

Cory: Yeah, so Janet says "you throw a figure and they come back and you come back again, they point out why they want it cheaper, you give reasons why they should pay more, why do they need that piece, what is it's real value, look at the great deal they're getting and so on until eventually the buyer and seller find a happy middle ground or perhaps you both part ways."

Jesica: Yes, exactly. So that's definitely part of like this planning process, right? So I will talk about that in just a second, thank you so much. So as you're planning, first think about even, have you heard about like the table, right, like you left money on the table, or the negotiation table. Well for you, where is that table? Arrange the meeting or the discussion so that you're comfortable and that you can feel as empowered as possible. I personally like to, I prefer to negotiate over the phone because, and mid-morning. I want to be able to pace and think, read my notes, take notes, listen, sweat, I sweat a lot. And talk all at the same time. Right? And I make like funny weird faces as I'm thinking, and so I prefer just to be on the phone. Some people prefer to be in person. Whatever it is. But just being cognizant of that and then setting up that discussion in a way that you are going to be the most comfortable. Because it is a lot of times, it's really difficult

conversation. And then planning out what's your initial ask? Where you start high but reasonable so that you do have some room to negotiate. And then as a side note, regardless of negotiation skill, those with high aspirations do phenomenally well compared to those with lower aspirations. Right? Like what you expect is more what you get, there's a direct correlation between that. And so for example, again, I'm gonna use a salary example cause this is the type of research I've done, but I hope you'll get the essence of what I'm saying- when asked their salary requirements in a research situation, candidates who joked "well I'd LIKE a million dollars," they actually did really much better. And also like specific price is often unchallenged. Right? So if your artwork, if you're saying it's \$500, yeah, it might feel a little arbitrary, right? Like well, \$500 she probably just rounded up, or, you know. But things like \$485 will be less contested. But then also using that to your benefit, right? So when you see something that's very like a specific number, it may or may not really be specific, right? Like it might still be arbitrary. And then also thinking through about what are the possible counter offers and concessions from both sides? So like what Janet was saying, okay. If I, I'm gonna come and I'm gonna ask for this and if they push back and they say they only want it for this, then I can give these reasons and then maybe they'll come back with this, and then I can say this, and just sort of anticipating a little bit of that back and forth. And the back and forth is actually, it improves how each side feels about the negotiation, right? Like if you work a little bit for it, then you feel more successful, and that goes with the other side as well. So when you have a little bit of wiggle room, let's say you're really hoping for \$450, and so when you say well, okay, how about you know, \$185, and they come back lower and then you know you find a middle ground, and then you know you're super excited about getting to your \$450 right or anything over that is good. And say, and then they feel like they got a good deal, that wow, she's asking for \$80 but I got it for \$450. So just kinda working that into your plan. The other thing that I love to do, and this is something that I've had to learn over time, and I had my husband help me with this, is prepare for shock, right? If you give your price and they're like "Oh my gosh, that's so high, like really? Wow! Geez, that's really expensive." And then practice some reactions to that. And it's, you know- my husband, I have him like okay, this time act like super mad. Okay now this time act like confused or offended. And see you know if I can just kinda negotiate through that. And memorize also, and then practice until it feels comfortable.

Cory: So you're literally having him play out different scenarios with you when you're negotiating so that you can practice how you'd react when somebody gets angry or sad or upset.

Jenica: Yeah. So for example, my sister who lives in Portland, she just bought a big truck, right? And so she started a food truck, which is the thing to do in Portland apparently. And so she and I talked about okay, she's gonna go in, she's gonna ask for this price, it was really low, but she had all the reasons why it was low and she could justify that, and then we knew going into it that okay, this is a little low, the guy could be a little offended. So she calls me like a couple hours later, like she was like "Oh my gosh it was awesome! I gave my number, and I said okay this is what I have funding for and this," you know she gave her reasons why this was the number, and she's like "He totally reacted exactly how I- he was like whoa that's really low and I don't know," and she's like "I just stood there like I was just really quiet and I just let him soak it all in, and she's like "I didn't say a word!" And so we'll kinda talk about that as well in a minute, but just kind of

practice those scenarios, and then, cause sometimes the other side will give a reaction just as a way to negotiate, right?

Concede slowly. Those who don't get as good of a deal is usually- tend to make the first concession. And so this also includes negotiating with yourself. Don't negotiate with yourself. Have you heard that term before? It doesn't work. The price for this painting is \$485. But if that's too expensive that's totally cool, we could do \$450 if that works better for you- don't negotiate with yourself. Just give your- whatever it is, ask for what you want, and then stop talking. This is really really powerful. If you don't remember anything else from this whole thing, other than preparing is critical, say in a strong, clear voice, confident even if you're like super shaky and nervous, say what you want and then shut up. So often we talk in circles and we ramble and we end up saying too much or revealing too much or acting- it just, it comes across as not professional or competent or whatever it is, right? And so when we're- it's really uncomfortable. For me this is the hardest part. But when we can just be quiet, then the other person starts talking and rambling and talking and saying too much. And agreeing to stuff that maybe they weren't expecting to. So you can really use that, and then it's really really powerful.

The other thing, sorry, with the negative reactions, you can, not even just practice the scenario, but practice things that you can say. For example, one thing that I like- anything that starts out with "help me understand..." right? So oh, I wasn't expecting you to react so strongly. Help me understand where you're coming from. So this is really helpful for, in two ways. One, it gets them talking and you really can better understand what they're thinking,

Cory: Where they're coming from, yeah.

Jenica: Yeah, and two, while you want to be listening to their answer, it also gives you a moment to like take a breather, like "Oh my gosh that guy just freaked out." And just coming, just give yourself a moment, right? And so, or like this is really important to me, help me understand where you're coming from, you know things like that. Okay.

So then that's the planning part of it. Then comes the asking, right? So the fourth step is like asking for what you want isn't even until step 4, right? So how you ask or how you negotiate is an important factor of success. Especially for women. Women are judged differently. There is some social risk. I can't believe I'm saying that out loud. Like I can't- right? I can't believe that this is an issue, but I've done research after research and I have the best stories around like, research around this, but generally that's kind of the bottom line. But this does not mean that you shouldn't ask. It just- you know, it just means that we need to be planning ahead and getting our technique right. And so, cause remember- negotiation is just creative problem solving, being persistent.

Mary Sue Colman, who is the president of the University of Michigan, she's the president. Of a university. And she still faces, you know, where she feels like she has to be tactful and act appropriately female, right? Again, I can't believe I'm saying this out loud. But she has a thing, she says be relentlessly pleasant. And I love that! And so you can leverage your likeability, that if you're just authentic and you really, you're problem solving, you're trying to come up with a good solution that wins for you and for your client, or you and the gallery or whatever it is,

right? That can be, it's a discussion rather than a fight. And so I love that term, be relentlessly pleasant.

The other thing that I heard around a lot is the sense of communal problem solving, that it's not just you problem solving, but it's a communal exercise. So one example is again, sorry, I have an anecdote from like a corporate world,

Cory: You shouldn't apologize, these are interesting.

Jenica: Okay good, well we all have like day jobs right, and I promise that these are things that we can use for everything, right? So for example, one woman, she was a professor at a university, and she received a competitive offer to go work at a different university. You know, better pay, better whatever, right? It was pretty good. And she went in and she was able to leverage it, but not necessarily maybe in the way that we think. She went and talked to the dean, and she said "Dean. We have a problem. I love it here. I love teaching here, I love my students, I love the faculty. But I just got a really attractive offer. Can you help me figure out a way to stay here?" Right? Like that's brilliant. So this is so fantastic, I love this story. So we have a problem. I love it here, it's great, like she's not just going in and demanding or making ultimatums like "you need to match this salary or I'm outta here, right?" Can you help me find a way for me to stay here? Right? And I love that! And I think- and it's not playing mind games, it's just being authentic and just being like, here's what I want. I want to stay here. But I also want to get paid more, right? And look, I'm worth more. How can we work something out? The other thing that we can do as we're asking is this projecting a sense of matter of fact confidence. This is what you're expecting. This is how it is. And we- we have to, it's a practiced thing, right? I mean think about-

Cory: That it's normal for you to expect this level of.

Jenica: Right, exactly. I mean, back in before when we were talking and if someone offered you like forty bucks to do a painting that you would normally charge you know ten times that, like no. Right? So again, just talking it through. I'm really a big fan of affirmations, you know, saying things just even out loud until I get comfortable until it feels very matter of fact. And even if I don't feel comfortable. In fact, I really, like one time I had a high stakes negotiation that I was asking for you know xy and z, I was super nervous, I wanted to make sure it was right. I wrote it all down and I went in and said this is really important to me. I'm really nervous. So I'm just gonna read this. And I just read it. And, but that- you know, you have to just get through, right? Yeah. So another recruiter that I asked, you know, what's your tips for people who are in negotiations? And she said one of her favorite things is being comfortable being uncomfortable. Right? So taking a deep breath. Relaxing your shoulders. Just even now, like as you're sitting, just relax your shoulders and take a breath and just get a moment of being centered. That goes a long way. And so, and really like to be honest, a woman was asking me about this, she's like "But what if I'm nervous, does that mean I'm doing it wrong?" And my answer, no! In fact I get nervous. I mean, the other day I was at a restaurant and my food was wrong and it just wasn't very good and I- I was debating on whether to send it back or not and to ask for some- and here's like this seventeen year old kid and I'm feeling like super nervous about asking to just have my dinner fixed, right? And so I mean, you never, you know. Whether you're nervous or not, that doesn't mean that you're not doing it right, or it doesn't mean that you're not good at

it, it just means that you have biological response to stress. Like congratulations, you're human. Yeah. And so, yeah. Okay, where was I?

So the last part then is that practice. It's not necessarily practicing what you're gonna say and how you're gonna say it, but practice negotiating. Start with something small, something that doesn't, like pretty low stakes, right? Go into a department store and ask for a discount on something. Right? Or ask for I don't know, like to switch your meal or-

Cory: Ask for a discount at the art supply store.

Jenica: Yeah, be like "Okay I'm buying five bottles of paint, is there a discount for that?" or whatever it is, right? Yeah, totally. See what you can come up with. And just ask for you know, if you don't get it, fine. If you do good, great. It's no big deal. But just kind of practicing feeling comfortable being uncomfortable. And then little by little kind of up the stakes. If you're, if right now you're okay, for example, you're trying to get a placement in the gallery, right? If usually you ask for x, maybe ask for x and y. And when you get a little more comfortable, you can ask for x y and z. and then again it's not just about price, right? Like Cory was saying, maybe it's a better placement or maybe it's a better timing or whatever it is, like whatever's going to work for you. Like again, thinking about what do you want? And then working a deal around that. And the good news is that negotiation is a skill. It's a skill, like reading or writing or art in some cases, right? It's something that you get better at the more you do it. Other than my daughter, who I swear just was born with this like crazy sense of negotiation, like she really is hardcore. Other than her, like we're just generally not born great negotiators. And so just a little by little.

And really remembering you have more power than you think. You have the power as a negotiator, right, to influence the behavior or the outcome. And that's entirely relative to what you feel like is success. And whatever scenario that is. You have the power to change your own thinking about how, like your expectations, right? And then in doing so your behavior will change. And your presence will change. And therefore, so will your outcome. Like your outcome will change. And in a study, researchers, when women were told "people like you negotiate poorly", they did poorly. They did much worse than men of equal experience and training during a mock negotiation. But when they were told "people like you negotiate well", they did significantly better than their male counterparts. Now I'm not saying that this only works with men and women. My point is that we tend to internalize what we're told, right? So I'm telling you, you are amazing. Right? You know what you want, you confidently ask for it, you clearly and concisely articulate the reasons that you're justified in getting it. You find easy creative solutions to make the deal happen, right? And you're persistent. You are relentlessly pleasant. And everyone you interact with is always eager to work with you. They love having your art around. They love having you be a part of what they're doing. Right? You have a great story to tell. One of my favorite quotes is Marianne Williamson and her book *Of a Course In Miracles*, she says, "Our deepest fear is not that we are inadequate, our deepest fear is that we are powerful beyond measure. It is our light, not our darkness, that most frightens us. We ask ourselves who am I to be brilliant, gorgeous, talented, fabulous? Actually, who are you not to be? You are a child of God. Your playing small doesn't serve the world. There's nothing enlightening about shrinking so that other people won't feel insecure about you. It's not just in some of us. It's in everyone. And as we let our own light shine, we unconsciously give other

people permission to do the same. As we're liberated from our own fear, our presence automatically liberates others." And so thinking about that, like so much of it it's a mind game. And you can change that, right? And getting really clear about what you want and asking for that, and then planning for it.

One resource that I highly recommend is shenegotiates.com. It's a, I'm not getting paid for that, it's just something that I really like and I follow them. These women are amazing, they're hilarious, they have tons of resources that are very useful for men as well. And they have a lot of really great resources around there's like some checklists, there's one that I love. It may or may not have anything to do with negotiating, but it's hilarious and it's fantastic. It's 7 Ways to Say No And Make it Feel Like a Yes. Which I love. So yeah, that's shenegotiates.com.

Yeah. Cory do you have questions or anything that you think would be more valuable to dig into in the last few minutes?

Cory: No I think this has been really useful. I appreciate you taking the time to share this stuff with us and these resources. If anybody else has any questions feel free to chime in, I know it's late at night for those of you on the East coast and those of you who are watching the replay, I look forward to the chat over in the community. And maybe we'll get Jenica to follow up over in the community, but I will also post the recording over in the community and some links to some of the resources that Jenica mentioned. Jenica, again, thank you so much for taking the time tonight and we really appreciate you being here.

Jenica: Thanks! I'm excited for all of you like I know that you're here because you want to do better and you're on the path to being awesome. Yeah. And just reiterating that a lot of times we get caught up in the tactics of it, like oh, how should I ask and the real details, but generally when our approach is, when we have the sort of paradigm shift is, that's the important part. The details, it's all relative. It all depends. But yeah. Those steps, right. Thank you Cory, this was fun.

Cory: Thanks so much Jenica, have a great night.

Jenica: Yeah, you too.