

Trust us:
He's lowballing
the salary.

Why Guys Make More Money

Experts say men often earn the **big bucks** not because they're male but because they're strategic. Here, five think-like-a-dude tactics.

By Erin Torneo

They Track Their Wins

Contrary to what you might think, your raise *isn't* decided at your review—you earn it all year long. Knowing that, men keep a mental log of their successes and make sure their bosses hear about them as they happen. “Men are results-driven, so cataloging their wins and making them public comes naturally,” says negotiation coach Jim Thomas, author of *Negotiate to Win*. “The big mistake women make is viewing this behavior as shameless self-promotion.”

Get-more-money tip: Learn to sing your own praises subtly. “Tell your boss something like ‘I think my team did a great job with that project,’” says Sheila Heen, coauthor of *Difficult Conversations*. “She’ll then attach your name to the successful task.” It also pays to show your boss positive feedback you get from customers or clients. “That way you’re not tooting your own horn,” says Heen. “Someone else is actually doing it for you.”

They Aren't Distracted by Praise

“Women often go into performance reviews hoping for approval—over and above money—because

Mind Over Matter

In a recent study, men rated their abilities more highly than women did and had a greater appetite for competition.

SOURCE: NATIONAL BUREAU OF ECONOMIC RESEARCH WORKING PAPER

■ There is no doubt that young women are kicking ass in today's business world. “Their abilities to multitask, trust their instincts, and build strong relationships with colleagues make women desirable employees,” says Linda Babcock, PhD, author of *Women Don't Ask*. But despite these advantages, men's paychecks are still fatter.

So what's the problem? “The very skills that enable women to advance in the workplace tend to derail them when it's time to talk cash,” explains Babcock. To compete financially, savvy chicks need to borrow from guys' playbooks. Here, the best strategies men follow.

They Ask for It

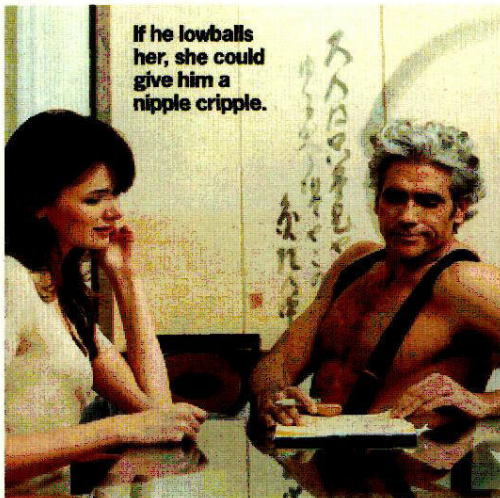
Think back to your last few performance reviews. Did you point-blank request more money? Statistics indicate that you probably didn't. In a 2002 survey of working women, only 16 percent said they always negotiated salary; 41 percent said they never—or only occasionally—brought it up.

“Women are shortchanging themselves,” says Deborah Kolb, PhD, coauthor of *Everyday Negotiation*. “Often-times, they don't speak up because they think the offer is set in stone or they don't believe they deserve more.” Know this: Boys don't play that way, and they have the bank balances to prove it.

Get-more-money tip: Consider every offer an opportunity to negotiate. “Guys believe that there's always wiggle room,” says Babcock. “And they're right. Managers commonly lowball their first offer because they *expect* you to counter.”

Nervous about negotiating? “You'll be more comfortable if you've done your homework,” says Kolb. Ask someone in a similar position at another company what kind of range to expect or consult an online resource, such as monster.com. Go in with that number and once your boss names a figure, say “I'd be happier with X amount. Can you make that happen?” If she can't, ask to be compensated with extra vacation days, a company cell, or another pay review in six months.

TAMARA SCHLESINGER, Fashion editor; Erin Dineen, Hair; Mark Anthony, Makeup; Dina Gregg for dina Gregg.com. (on her) Dress: A.P.C. (on him) Pants: Ted Baker London. Suspenders: Thomas Pink.



If he lowballs her, she could give him a nipple cripple.

they get immense satisfaction from positive feedback,” says Babcock. “The problem is that they’re so grateful when they get it, they lose sight of the bottom line.”

Bosses suspect this and commonly tell female employees things like “I can only give you the standard raise this year. But we’re really happy with your work.” The woman immediately feels valued, and it’s only much later—once the thrill has worn off—that she thinks *Hang on, if I’m doing such a good job, where’s the cash?* Dudes’ egos, however, aren’t stroked by verbal accolades alone. “Men look for their value to be reflected in their paycheck,” says Thomas.

Get-more-money tip: “When your boss says, ‘Nice work,’ say something like ‘I’m glad you’re pleased, but I’d be happier if that approval were being reflected in my paycheck,’” says Babcock. “Then ask for what you want.” Yes, it takes balls to get those words out, but “this kind of dialogue asserts your agenda without putting your manager on the defensive, which is the best way to negotiate,” she says.

They Don’t Make It Personal

“Women’s team-player mentality becomes a real problem during negotiations,” says Thomas. “Oftentimes, they worry that pushing for more will hurt their relationship with their manager.” Result: When their boss says “My hands

are tied,” female employees drop the subject—or worse, make their appeal for cash personal by bringing up their upcoming wedding or new condo payments. “Men don’t worry that asserting their demands will impact their relationship with their boss,” says Thomas. “And they would never try to use non-work reasons to guilt higher-ups into giving them a bigger raise.”

Get-more-money tip: Have a comeback at the ready in case your boss lowballs you—something like “Can you come any closer to my number?” (“Get up your nerve by rehearsing with a friend first,” suggests Babcock.)

And don’t be fooled into thinking that your boss is looking out for your best interests. It sounds harsh, but when it comes to pay reviews, you’re just a line item on her budget. “It’s your manager’s job to get you as cheaply as she can,” says Thomas. “However, she does realize that it’s *your* job to try for more, so don’t worry about causing discord. But if you’ve pushed beyond her first rebuttal and you’re getting nowhere, you may need to face the fact that your manager’s hands really are tied.”

They Expect Moments of Discomfort

So you’ve finally mustered the courage to come out and ask for more money, and your request is met with stony silence. Flustered, you nervously chit-chat—and compromise any ground you’ve gained. The hard truth: A guy will stick to his guns after he’s made his case and wait for his boss to do the talking—and that’s what you need to do too. “Your boss is sizing you up and seeing if you’ll fold under the pressure,” says Thomas. **Get-more-money tip:** Learn to recognize the pregnant pause as a power play. “When your boss falls silent, stay calm by counting in your head while waiting for her to speak,” says Thomas. She’s most likely either considering what you’ve said or counting on you to backpedal, so hold your ground.

Remember: Speechlessness on your end effectively communicates your disapproval of their offer. “Most bosses aim to give you just enough to keep you in the role, and your silence will raise a red flag that they haven’t achieved that,” says Thomas. And that’s how you make *your* agenda their priority. ■

5 Things to Do During an Awkward Silence

It’s common for a boss to pause in the middle of money talks. Use this advice to ensure you don’t blow this crucial negotiating moment.

Look at it differently. If you sit there thinking *He’s stopped talking because he’s pissed*, you’ll get spooked. But if you tell yourself *He’s just considering the options*, you’ll tolerate the silence far better.

Concentrate on your posture. Keep your stomach tight, shoulders back, and hands in your lap. This pose communicates confidence.

Mind your nervous titches. Be conscious of the anxious ticks your body resorts to when you’re wired—*toe tapping, nail biting, toying with your sleeve*. Your boss will be looking for signs that you’re about to crack.

Maintain an expectant attitude. Clarify that the ball’s in his or her court by keeping your expression soft, gaze neutral, and eyebrows slightly raised.

Keep your courage up. Challenging your boss may seem risky, but it’s good for your career. Many managers see it as an indicator of leadership.

SOURCES: JIM THOMAS, AUTHOR OF *NEGOTIATE TO WIN*; DEBORAH KOLS, PH.D., COAUTHOR OF *EVERYDAY NEGOTIATION*