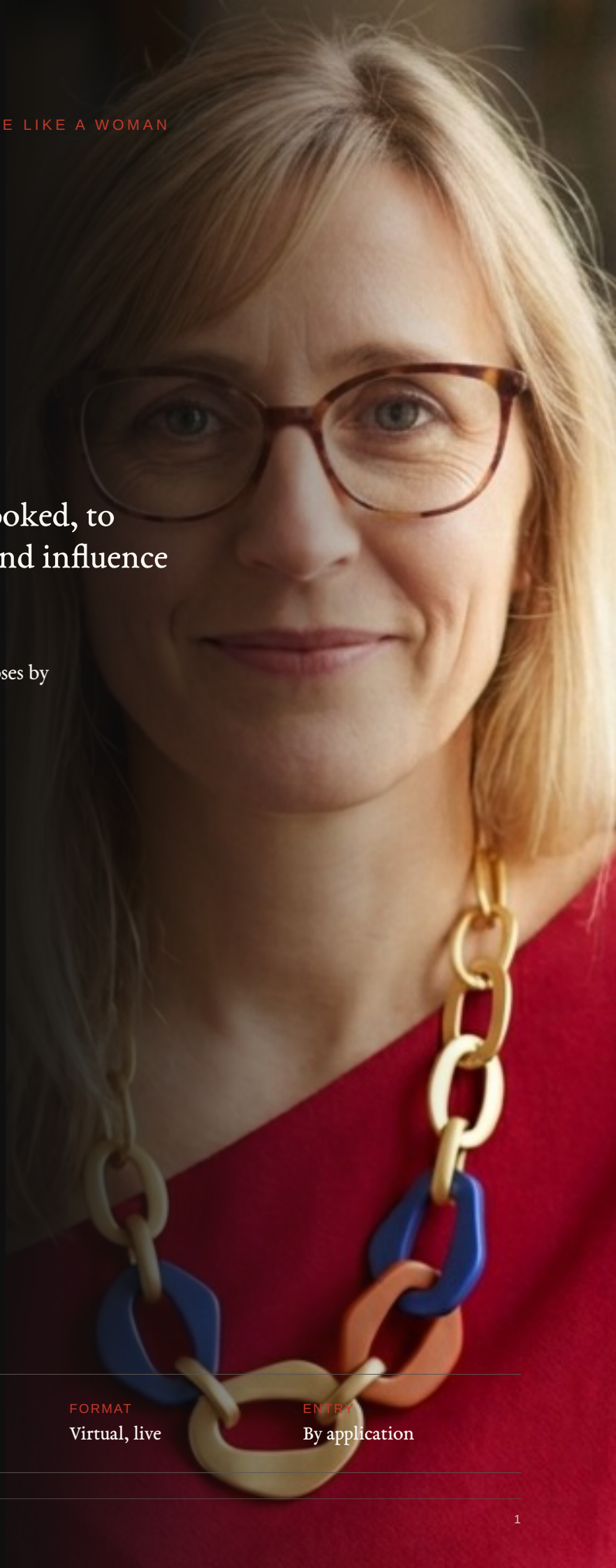


A 12-MONTH PROGRAMME BY NEGOTIATE LIKE A WOMAN

Closing The Gap

From undervalued and overlooked, to securing the reward, respect and influence your work deserves.

The gap doesn't close by working harder. It closes by negotiating.



BEGINS

16 October 2026

PLACES

Maximum 8

FORMAT

Virtual, live

ENTRY

By application

Imagine.

Imagine being rewarded for the value you bring.

Your pay reflects it. The opportunities coming your way reflect it.

So do the scope, influence and authority you're trusted with.

Imagine saying your number without spending the next ten minutes explaining why you deserve it.

Imagine saying no without rehearsing it for three days.

Imagine not having to say the same thing three times before it lands.

Imagine finishing your sentences.

Being judged on the quality of your thinking rather than the register of your voice.

Having your idea credited to you, and not to the man who repeated it forty seconds later.

That world might be utopia. But getting significantly closer isn't.

Your pay starts to reflect the job you're actually doing, rather than the one you were hired into three years ago.

Your name comes up in rooms you aren't in. Someone else makes your case when you're not there to make it.

You walk into the review already knowing roughly how it will go, because the work that decided it happened months ago.

You stop absorbing the work nobody wants and start being handed the work that gets noticed.

None of this comes from working harder. It comes from negotiation.

The pay gap isn't the only gap shaping women's careers.

The promotion gap. The leadership gap. The authority gap. The funding gap. The motherhood penalty. And, later, the point at which age starts to be held against women in ways it isn't held against men.

These aren't evidence that women are less capable, less ambitious or less willing to ask. They're structural patterns working quietly in the background of a career.

And the gaps accumulate.

A missed pay rise affects the next one. A missed opportunity changes the evidence available for the role after that. Being seen as reliable rather than high-potential shapes what you're offered next.

Negotiation is one of the few levers that reaches across these gaps.

It's there in job offers, promotions and salary reviews. But it's also in the everyday conversations about scope, resources, credit, boundaries, sponsorship and who gets the work that leads somewhere.

Your value isn't just your track record. It's also what you can make possible next.

Good negotiation makes that future value part of the conversation.

And negotiation doesn't have to cost you the relationship.

Many women hold themselves back in negotiation because they worry about the cost to the relationships that matter. We tend to treat negotiation as something that depletes goodwill — a demand made at someone else's expense, to be minimised, delayed, or dressed up until it barely registers.

But the alternative isn't a relationship left intact. It's one that slowly curdles. What damages a working relationship over years isn't the conversation where you're clear about what you need — it's the quiet score-keeping and the resentment that leaks out sideways.

Done well, negotiation is an exchange that leaves both parties better off. Do that consistently and people come back for more.

Without it you're waiting — for someone to notice, to offer, to decide you've earned it.

With it, you're the one making the running.

You're not bad at negotiation — you're playing a harder game.

If you've asked before and been pushed back — if you've watched a less capable man get the role, the raise or the benefit of the doubt — you may have concluded you need more confidence, or better technique.

But that isn't what's driving the pattern. Research consistently finds it is riskier for women to act assertively in negotiation. Behaviour that's perfectly acceptable coming from a man triggers backlash when it comes from a woman.

Which means the hesitation you've been treating as a personal weakness is closer to an accurate reading of the room. Holding back is a rational response to a genuine risk.

It's simply a very expensive one — and it isn't the only response available.

Most negotiation training doesn't account for the different dynamics women face.

Traditional approaches teach the tactics: how to prepare, frame an ask, make a concession, use silence. Those things matter.

But knowing the mechanics isn't the same as knowing what will work in the room you're actually in.

Context matters. So does judgement. And so do the patterns you bring into the conversation yourself.

That's the missing piece.

“A lot of the women I worked with through this course had experienced places where it was really difficult to negotiate — despite the fact that they are really successful. That just released the pressure.”
— Hélène, Senior Marketing (Fintech)

I learned this the hard way.

Three or four years ago I walked out of a negotiation completely dejected.

I'd prepared exhaustively. Benchmarks, market data, all of it. They hadn't opened it. It felt like a kick in the stomach, and it changed that relationship permanently.

A few sleepless nights later I recognised the feeling. It wasn't the first time — that one was simply the most extreme. I'd felt it in big firms and small ones, across every sector I'd worked in.

Which was confusing, because I wasn't unprepared. I have an INSEAD MBA and I took every negotiation elective they offered.

So I dug into the research. And what I found there had never once occurred to me: negotiation is different for women.

The problem wasn't that I was doing it wrong. I was incurring backlash — the documented penalty women pay for behaviour that can read as perfectly reasonable in a man.

I knew the mechanics. That wasn't enough.

Twenty-five years into my career, and nobody had ever told me that. I had to go and find it.

Then I started counting what it had cost me. The numbers got big. Really big.

So I asked around. Did other women know this? Was it just me?

It wasn't just me.



MY BACKGROUND

Over a 25-year career I've negotiated from most sides of the table: as an employee and senior leader at firms including Barclays and Oliver Wyman, and as a customer, supplier and tech startup co-founder. INSEAD MBA, every negotiation elective on offer.

Today I specialise in how negotiation theory needs to account for the different context women negotiate in — evidence-based, practical work for women who are done being undervalued.

So I built Closing The Gap.

A 12-month programme for women who want to change what happens in the conversations, decisions and negotiations that shape their careers.

Not simply the salary conversation. The work starts much earlier.

Who gets the resources. Who absorbs the work nobody wants. Whose scope quietly expands and whose doesn't. Who's in the room when the career-enhancing projects are handed out. Who speaks for you when you're not there.

Those everyday conversations shape what you're able to achieve, how your value is perceived and what becomes possible next — long before anyone sits down to discuss money.

So we work on two fronts: the everyday negotiations where value, reputation and leverage are built; and the big conversations where you need to turn that groundwork into an outcome.

Sometimes the answer is that you've reached the ceiling of what your current environment will offer you.

Some people and some organisations simply won't shift. Better to recognise that early and build the right strategy than spend another year trying to prove your value in a room that has already made up its mind.

You don't do that work alone.

Think of the women in the cohort less as fellow students than as a small board of non-executives assembled around your career: senior women outside your organisation, with no stake in your politics, who will ask the question your colleagues won't and tell you when you're talking yourself out of something.



Negotiation Supper Club, London - another part of the Negotiate Like a Woman community.

“Everyone's going through the same experiences. It's almost therapeutic to say I'm not alone in this — and others are going through variants of the same kinds of conversation.” — Rashmi, Strategic Transformation

Closing The Gap at a glance

Two months of method. Ten months of doing it for real.

FORMAT	Virtual. Live sessions via video call, all recorded.
DURATION	12 months
FOUNDATIONS	8 weekly 90-minute sessions, October–December, plus a review session in January
SESSIONS	Fridays 12:30–14:00 UK
THEN	Monthly group surgeries for the remaining ten months
1:1 SUPPORT	With Lucy, whenever something significant is in play — any month of the twelve
GUEST EXPERTS	Three specialist sessions through the year
COMMUNITY	Private WhatsApp group for timely support between sessions
IN PERSON	Three London dinners across the year — included, and entirely optional
COHORT SIZE	Maximum 8
IF IT ISN'T WORKING	A fair exit after giving the programme a genuine chance
ENTRY	Application, then a conversation with Lucy
RESOURCES	Recordings and programme materials you can return to after the programme ends

The Foundations: what we'll work on

Five stages. Each one leaves you with something you keep.

C · L · O · S · E

C — Clarify

Get clear on what you want next, where the opportunity lies and what needs to change to get you there. Sometimes that means unlocking more where you are. Sometimes it means recognising that your current environment has reached the limit of what it will offer you.

You leave with: your strategic plan

L — Leverage

Understand what gives you influence: the value you create, how others perceive it, and who advocates for you when you're not in the room.

You leave with: your Value Vault

O — Options

Your parameters before you walk in — goal, fallbacks, non-negotiables, and a working estimate of theirs. Anchoring. And how to widen what's on the table, because almost everything is more negotiable than it looks.

You leave with: your preparation checklist and issue matrix

S — Steer

The phases a negotiation moves through, and how to lead the process rather than be led. Reading the dance, and anticipating where it's likely to snag.

You leave with: a plan for how your next negotiation is likely to unfold

E — Embody

The mindset and self-regulation to show up as the person making the ask, built around the 4Cs: Calm, Curious, Collaborative, Creative.

You leave with: your Ground — what it is, what knocks you off it, and how you get back on it

Then: Review & Reflect. A structured way to review and learn from every negotiation. *You leave with: your reflection practice*

What's included

The foundations



Six masterclasses

Two live practice sessions in pairs, followed by group review

Support when it's real



1:1 support across the year

When you have a real negotiation to work through. I won't be counting sessions, but this isn't an open-ended coaching retainer.



Ten monthly group surgeries

Bring the live situation. Get the room's help.



A private WhatsApp group

For timely support between sessions.

The wider programme



Three guest experts through the year

Emilie Cousteau joins us on executive presence. The other two reflect what the cohort needs most.



Three cohort dinners in London across the year

Time to reflect, compare notes and build the peer relationships that become your own informal board of directors, long after the programme ends.

Why a year?

Eight weeks is enough to build a strong foundation. But knowing the theory and changing what actually happens in the room are different things.

The rest happens through practice: noticing negotiations you might once have missed, understanding your own patterns, trying something different, reflecting on what happened, and doing it again.

And real negotiations don't arrive to a course timetable.

That's why the programme stays around you for twelve months: the foundations first, then time to apply them, with the cohort alongside you and 1:1 support from me when a real negotiation is in play.

You might recognise yourself here.

You've been doing work that's visibly above your grade, and it hasn't translated into anything.

You've watched someone less capable be promoted, and been asked to be pleased about it.

The money is fine and what you actually want is more authority, autonomy or a role that leaves room for a life outside work.

You've been told "next year" more than once.

You're respected. You're also underpaid, and everyone including you knows it.

What matters is the gap between what you contribute and what comes back — and whether you're ready to do something deliberate about it.

This isn't for you if

You want to watch rather than take part. The room only works if people bring real situations and speak candidly about them.

You want someone to do it for you. I'm not a representative or an agent. I'll help you prepare, strategise and debrief — you have the conversation.

You'd rather not look at your own part in it. Some of this is strategy and mechanics. Some of it is examining what you've been tolerating, and why.

In their words

“Before, it was absolute one hundred per cent dread — even to the point of thinking I’d rather not do it at all. It hasn’t flipped a switch, because I’m still the way I am. But it’s given me the confidence not to dread it in that same way.” — Helen, VP Marketing

“I’m much more strategic about the stakeholders I need to engage with. Before, I was just trying the straight approach — I need this. Now there’s a deeper thought process about the people around me.” — Rashmi, Strategic Transformation

“Negotiating on a day-to-day basis at work — fine. But negotiating on my own behalf, for things like pay, really wasn’t working.” — Maddy, CEO (InsurTech)

Watch the full video testimonials

A note on the testimonials: All testimonials in this brochure are from women who took part in an earlier, shorter version of the programme. The material they describe now forms the core of the Foundations section of Closing The Gap.

Your investment

£3,500 — Cohort 2 rate

Or 10 monthly payments of £375, by subscription.

Cohort 2 will be the first to go through the full twelve-month programme. Future cohorts will be priced higher.

Twelve months. No more than eight women.

One significant negotiation, handled better, can repay the investment on its own.

One final reassurance

This is a 12-month commitment, and I ask you to join on that basis. But if, after giving the programme a genuine chance, you feel it isn't working for you, come and talk to me.

If we can't find a way forward, I'll refund any payment relating to the remaining months of the programme.

One funded place per cohort

On each cohort, I set aside at least one funded place, for a woman who is right for this but for whom the investment isn't possible at the moment.

If that might be you, say so when you apply. It won't count against you.

And if you know someone who should have it — a woman between roles, or rebuilding, or simply at a point where £3,500 isn't available to her — nominate her.

If life happens

Illness, redundancy, a family crisis. Tell me and you can pause and join the next cohort rather than lose your place. You've paid for the programme; you should get the programme.

Could your employer fund this?

You may already have a professional development budget you can use.

Negotiation isn't only about securing pay rises. Better negotiators create value for their employers too.

Negotiation is how work gets done in organisations: how work and resources are allocated, how scope is managed, how colleagues are influenced and decisions actually get made.

If you'd like to explore it, ask me for the Employer Negotiation Brief — a one-page business case, written in language that works for them.

FAQ

What's the time commitment?

Eight 90-minute sessions across the first eight weeks, then roughly an hour a month. 1:1 support is there when you have a real negotiation to work through. The three London dinners are optional.

I'm not in London — does that matter?

No. The programme is virtual by design and works completely without the dinners. Sessions run at 12:30 UK time.

Do I need a negotiation lined up?

No. In fact the earlier you start, the better — most of the outcome is determined by groundwork laid months in advance.

What if I've had bad experiences negotiating before?

Then you're exactly who this is for. Pushback isn't evidence that you're bad at negotiation — but it is information. We'll work out what happened, what was specific to that room, and what you'd do differently next time.

What if I'm between roles right now?

Then you may well have more time and more resolve than anyone else in the room — and you're exactly who I'd want in it. Say so when you apply and we'll talk about it.

What if I miss a session?

All online sessions are recorded, so you can catch up afterwards.

Is my situation confidential?

Within the group, yes — that's the agreement everyone makes. Anything you'd rather not share with the room, bring to me one to one.

How to apply

1. Apply — negotiatelikeawoman.co/closing-the-gap. About five minutes.
2. We talk — a short conversation, to work out whether this is genuinely right for you, and for you to ask whatever you'd like to ask. If it isn't right, I'll say so.
3. Join — choose how you'd like to pay, and you're in.

Applications close 9 October 2026. Foundations begin Friday 16 October.

[APPLY NOW](#)

Got questions?

[WhatsApp me](#)



You have more agency in the conversations that shape your career than you might think. Learn to recognise where you have leverage, build the right strategy and use those moments deliberately.

A year from now there will have been a conversation that mattered — a review, an offer, a restructure, something nobody saw coming.

You'll walk into it prepared, with a strategy you trust and a room of people behind you who know your situation.

That's how the gap starts to close.

Negotiate Like a Woman · negotiatelikeawoman.co
