



# 真正拉开你与周围人的差距

## 是知道自己贵在哪里

题目：Know your worth, and then ask for it

作者：Casey Brown

No one will ever pay you what you're worth. No one will ever pay you what you're worth. They'll only ever pay you what they think you're worth. And you control their thinking, not like this, although that would be cool.

没有人会为你的价值买单。永远没有人根据你的价值来支付你的薪酬。他们只按自己所认可的你的价值支付你薪酬。你能控制他们的想法，但不是这样控制的，尽管那样很赞。

That would be really cool. Instead, like this: clearly defining and communicating your value are essential to being paid well for your excellence. Anyone here want to be paid well? OK, good, then this talk is for everyone. It's got universal applicability. It's true if you're a business owner, if you're an employee, if you're a job seeker. It's true if you're a man or a woman.

能那样可太赞了。然而，实际上应该这样做：清楚地定义并传达自己的价值对于为自己的优秀赢得等价回报是十分重要的。在座有人想要优厚的工资吗？嗯，很好，那么这个演讲适用于每一位。这个方法具有普适性。无论你是老板，还是雇员，也许你正在找工作，无论你是男是女，都适用。

Now, I approach this today through the lens of the woman business owner, because in my work I've observed that women underprice more so than men. The gender wage gap is a well-traveled narrative in this country. According to the Bureau of Labor Statistics, a woman employee earns just 83 cents for every dollar a man earns.

今天，我会从女性公司老板的视角来阐述，因为我在工作中观察到女性的价值相比男性被低估的更多。男女不同酬在美国很普遍。根据劳动局的统计，男性每赚1美元，女性只能赚到0.83美元。

applicability

n. 普适性

underprice

v. 低估；要价过低

narrative

adj. 叙述的；描述的

What may surprise you is that this trend continues even into the entrepreneurial sphere. A woman business owner earns just 80 cents for every dollar a man earns. In my work, I've often heard women express that they're uncomfortable communicating their value, especially early on in business ownership. They say things like, "I don't like to toot my own horn." "I'd rather let the work speak for itself." "I don't like to sing my own praises."

令人惊讶的是，这种形势也延伸到了创业圈。男老板赚1美元时，女老板只赚0.8美元。在我的工作中，常听到女性说，她们不太喜欢讨论自己的价值，尤其是在创业初期。她们会说：“我不喜欢自吹自擂。”“我宁愿用工作成绩说话。”“我不喜欢自夸。”

I hear very different narratives in working with male business owners, and I think this difference is costing women 20 cents on the dollar.

但男老板的说法就大不同。我认为，就是这些差异使女性比男性少赚了20%。

I'd like to tell you the story of a consulting firm that helps their clients dramatically improve their profitability. That company is my company. After my first year in business, I saw the profit increases that my clients were realizing in working with me, and I realized that I needed to reevaluate my pricing. I was really underpriced relative to the value I was delivering. It's hard for me to admit to you, because I'm a pricing consultant.

我来说一个顾问公司的故事，这家公司帮助客户大幅提升利润，而这家公司就是我的公司。在我的公司运行1年后，我看到了客户通过与我合作实现的利润增长。我觉得应该重新评估一下我的报价了。与我提供的服务相比，我的收费太低。这有点尴尬，因为本人就是定价顾问。

entrepreneurial  
sphere  
创业圈

toot  
n. 嘟嘟声；  
v. 使发出嘟嘟声

dramatically  
adv. 戏剧性地

profitability  
n. 利益率

reevaluate  
v. 再评估

delivering  
v. 发表

It's what I do. I help companies price for value. But **nonetheless**, it's what I saw, and so I sat down to evaluate my pricing, evaluate my value, and I did that by asking key value questions. What are my clients' needs and how do I meet them? What is my unique skill set that makes me better **qualified** to serve my clients? What do I do that no one else does? What problems do I solve for clients? What value do I add?

这就是我的工作：我帮企业按价值定价格。不管怎样，我注意到这问题了，因此我仔细衡量了自己的收费与价值。我问了自己几个关键价值问题：我的客户需要什么？我如何帮他们实现？对客户来说，我与别人相比独特的专长是什么？我提供的什么服务是独一无二的？我为客户解决了哪些问题？为客户的公司增加了多大价值？

I answered these questions and defined the value that my **clients** get from working with me, calculated their return on investment, and what I saw was that I needed to double my price, double it. Now, I **confess** to you, this terrified me. I'm supposed to be the expert in this, but I'm not cured. I knew the value was there. I was convinced the value was there, and I was still scared out of my wits. What if nobody would pay me that? What if clients said, "That's **ridiculous**. You're ridiculous."

我回答了这些问题，从而明确算出客户因为我提供的服务而获得的价值，并算出客户的投资回报率。结果发现，我的收费应该加倍，整整两倍。但我要坦白说，这吓到我了。我是这方面的专家，但仍为此忐忑不安！我明知自己有这个价值，我也说服自己值得这个价值，但还是不敢相信。如果没人愿意付这个价钱呢？如果客户说：这价格离谱了，你简直不可理喻！

Was I really worth that? Not my work, mind you, but me. Was I worth that? I'm the mother of two beautiful little girls who depend upon me. I'm a single mom. What if my business fails? What if I fail?

我真的值这么高价吗？这并不是工作的问题，请注意，这是我自己的疑惑。我值不值这么多钱？我是个单亲妈妈，独自抚养两个漂亮的小姑娘。如果公司失败了怎么办？如果我失败了怎么办？

**nonetheless**  
adv. 尽管如此

**qualified**  
v. 具有资格

**client**  
n. 客户

**confess**  
v. 承认

**ridiculous**  
adj. 荒谬的

But I know how to take my own **medicine**, the medicine that I prescribe to my clients. I had done the homework. I knew the value was there. So when **prospects** came, I prepared the **proposals** with the new higher pricing and sent them out and communicated the value. How's the story end? Clients continued to hire me and refer me and recommend me, and I'm still here. And I share this story because doubts and fears are natural and normal. But they don't define our value, and they shouldn't limit our earning potential.

但我知道如何解决自己的问题，就用那些我开给客户的药方。我做了功课，我清楚自己有这个价值。所以当机会来临，我把准备好的提价方案发给客户，并与客户探讨其中的价值。结果呢？客户不但继续与我合作，还把我推荐给更多人，我的生意还在。与你们分享这故事，是因为疑惑与恐惧都是自然正常的。但这些都不决定你的价值，也不应该制约我们赚钱的能力。

I'd like to share another story, about a woman who learned to communicate her value and found her own voice. She runs a successful web development company and employs several people. When she first started her firm and for several years thereafter, she would say, "I have a little web design company." She'd actually use those words with clients. "I have a little web design company." In this and in many other small ways, she was **diminishing** her company in the eyes of prospects and clients, and diminishing herself. It was really impacting her ability to earn what she was worth.

我还想分享另一个故事，是一位女性如何学会向他人传达自己的价值，进而找到自己的说话方式。她运营着一家成功的网站开发公司，拥有多名员工。在创业初始以及之后几年，她总说，自己有个“小小的网站设计公司”。她真的也这样对客户说：“我有一家小小的网站设计公司。”通过这样的说法和其他细节，她让潜在的客户、现有客户轻视了她的公司，也轻视了她自己。这影响到她应得的收入以及真正的价值。

**medicine**

n. 药方

**prospect**

n. 可能性

**proposal**

n. 提议；建议

**diminish**

v. 减少；贬低

I believe her language and her style communicated that she didn't believe she had much value to offer. In her own words, she was practically giving her services away. And so she began her journey to take responsibility for communicating value to clients and changing her message.

我认为由于她的语言和方式，表达着她自己也不相信自己有能力挖掘价值。用她自己的说法，她简直在赠送自己公司的服务。所以她开始行动，负起向客户传达价值的责任，并改变她的说话方式。

One thing I shared with her is that it's so important to find your own voice, a voice that's **authentic** and true to you. Don't try to **channel** your sister-in-law just because she's a great salesperson or your neighbor who tells a great joke if that's not who you are. Give up this notion that it's tooting your own horn. Make it about the other party. Focus on serving and adding value, and it won't feel like **bragging**. What do you love about what you do? What excites you about the work that you do? If you connect with that, communicating your value will come naturally.

我与她分享了一件非常重要的事：找到自己的声音，一个对你而言，准确且真实的声音。不用学你善于销售的嫂子，也不用学特别会说笑话的邻居，因为那都不是你。试着放下“自吹自擂”的成见，从对方的角度观察，关注服务和价值的提升，就不会觉得自夸。你喜欢工作的哪部分？工作中什么事让你充满热情？如果将这些联系起来，必定会传递你的价值。

So she embraced her natural style, found her voice and changed her message. For one thing, she stopped calling herself a little web design company. She really found a lot of strength and power in communicating her message.

于是她选择用自己最自然的方式，找到自己的声音，以及改变所传递的信息。首先，她不再称自己有家小小的网络设计公司。她真的在信息沟通过程中获得了许多力量。

**authentic**  
adj.真正的

**channel**  
n.渠道；方式

**brag**  
v.吹嘘

She's now charging three times as much for web design, and her business is growing. She told me about a recent meeting with a **gruff** and sometimes difficult client who had called a meeting questioning progress on search engine **optimization**. She said in the old days, that would have been a really **intimidating** meeting for her, but her mindset was different.

现在她的网页设计 收费是以前的三倍。而她的事业蒸蒸日上。她提起最近的一个会议，一个蛮横难缠的客户，在询问搜索引擎优化项目的进度。如果是以前，这是她最害怕的会议。但现在心态不同了。

She said, she prepared the information, sat down with the client, said this isn't about me, it's not personal, it's about the client. She took them through the data, through the numbers, laid out the trends and the progress in her own voice and in her own way, but very directly said, "Here's what we've done for you." The client sat up and took notice, and said, "OK, I got it." And she said in describing that meeting, "I didn't feel scared or **panicky** or small, which is how I used to feel. Instead I feel like, 'OK, I got this. I know what I'm doing. I'm confident.'"

她说自己准备好资料，与客户坐下来，说这不是她自己的事，不针对个人，而是与客户相关。她给客户展示所有资料和数据，用她自己的声音和方式 阐述趋势和进度，用非常直接的方式说“这些是我为贵公司做的工作。”客户调整一下坐姿，表示明白，说：“好，我知道了。”她是这样形容那个会议的：“我一点都不害怕或紧张，也不觉得渺小，虽然我以前会这样感觉。这次我觉得自己“很好，胸有成竹，我清楚自己的工作，我有信心。”

Being properly valued is so important. You can hear in this story that the implications range far beyond just finances into the **realm** of self-respect and self-confidence.

能被正确的评价是很重要的。从这件事可以看出，影响范围不但超出了金钱，而且还进入了自尊自信的范畴。

**gruff**  
adj.生硬的；  
粗暴的

**optimization**  
n.最优化的

**intimidating**  
adj.吓人的

**panicky**  
adj.焦虑不安的

**realm**  
n.领域

Today I've told two stories, one about defining our value and the other about communicating our value, and these are the two elements to realizing our full earning potential. That's the **equation**. And if you're sitting in the audience today and you're not being paid what you're worth, I'd like to welcome you into this equation. Just imagine what life could be like, how much more we could do, how much more we could give back, how much more we could plan for the future, how **validated** and respected we would feel if we could earn our full potential, realize our full value.

今天我分享了两个故事：一个是确定自我价值；另一个是传达自我价值。这两个要素，让我们意识到了自己赚钱的潜力。这就是核心公式。如果今天坐在观众席的你，拿到的薪水与你的价值不等，我欢迎你使用这个等式。想象一下生活会怎样变化，我们能更多地做些什么，我们能更多地回赠些什么，能更多地为未来做出哪些计划，会发觉自己多踏实自信。如果我们能够获得与我们潜力相对应的收入，实现自我最大的价值。

No one will ever pay you what you're worth. They'll only ever pay you what they think you're worth, and you control their thinking. 没有人会按你的价值买单。他们只按自己认可的你的价值买单。但你可以掌控他们的想法。

**equation**

n.方程式；  
等式

**validated**

v.确认；证  
实