

women negotiate on personal reasons  
 - fair market place  
 - get alternatives (more job offers) - when go back to manager & ask for better offer  
 - don't accept the first offer, ask for more - sit silently and look disappointed

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- no pay is taken away from negotiation with things unresolved  
 - women who negotiate are "pushy" and "unlikeable"  
 - need to violate gender stereotypes to negotiate  
 - competitive women erode trustworthiness

**The Gender Paradox in Negotiation**

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 PROF MARA OLEKALNS

**Why negotiate?**

- The financial incentives**
  - Women continue to earn less than men, with implications for retirement savings
  - 58% of men but only 7% of women negotiate their job offers
    - But just asking can improve a job offer by 7.8%
- The professional incentives**
  - Remuneration is used as a proxy for competence
  - Not negotiating intangibles can stall professional development and promotion
- What to negotiate?**
  - What can help me to my job better?
  - What can help my professional development?

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**The Negotiation Process**

WHERE WOMEN AND MEN DIFFER

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**Decision Points in Negotiation**

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    graph LR
      A[Pre-Negotiation] --> B[Planning]
      B --> C[Strategising]
      C --> D[Closing]
  
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**Should I negotiate?**  
 Women are less likely to initiate a negotiate

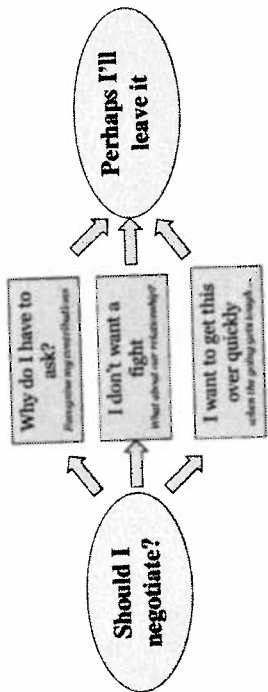
**What do I want?**  
 Women set lower targets

**Should I continue?**  
 Women are less likely to persist in tough negotiations

**Should I stop?**  
 Women are more likely to accept the first offer

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## Why don't women negotiate?



(Babcock & Lushchek, 2003; Grijl, 1999; Kolb & Williams, 2003)

## Planning

### What do I want?

- Women are more likely to focus on their bottom line
  - Negotiators who focus on their targets perform better than negotiators who focus on their bottom line
- Women set lower targets
  - Higher targets lead to higher outcomes
- Become more effective in setting targets
  - Be well-informed
  - Have good reasons for your request
  - Understand what you are willing to trade and what it's worth to you

## Strategising and Closing

### Should I take this deal?

- Women are unwilling to invoke alternatives
  - Developing and using good alternatives increases power
- Women are more willing to accept the first offers
  - They receive less generous offers than men
- Become more effective in managing the end game
  - Invoke your alternatives when they are good
  - Never accept the first offer
  - Always evaluate an offer against your needs and interests



## The Catch-22 for women



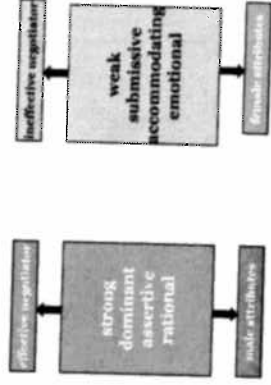
SUGAR 'N' SPICE AND ALL THINGS NICE

## When women negotiate ...

- Women receive less generous offers than men
- Women are “punished” for asking
- These effects stem from the different expectations about how men and women ‘should’ behave
  - ✦ stereotypes and first impressions

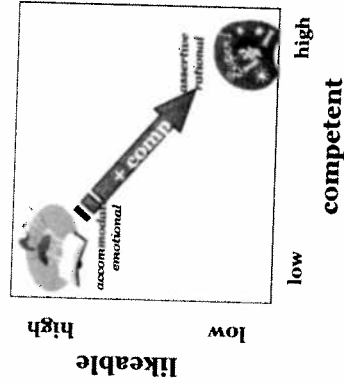
## Gender stereotypes and negotiation

*Kray & Thompson*



*"In a broad sense, women's economic performance in negotiations hinges on their ability to harness gender stereotypes in a self-serving direction" Kray & Thompson, 2009*

## Social stereotypes in negotiation



## Backlash in Negotiation

*Kulich & Olekalns*

- Trust is an important part of negotiation
  - increases willingness to cooperate, share information and problem-solve
- Do women who negotiate erode trust?
  - If they use a competitive (gender-incongruent) style
  - If they negotiate with women
  - If they compete in an agentive organizational culture
- Breaking through the barrier
  - Shift attributions for your behaviour
  - Prime a problem-solving orientation
  - Reframe the negotiation process
  - Establish likeability before competence

## Counteract Expectancy Violations

"I'm not being pushy ..."

- Individual Actions**
- Anticipatory impression management
    - *"I'm going to be pushy, because you are being really tough."*
  - Prescriptive attributions
    - *"I'm only asking for what our professional association says is a fair rate."*

- Organizational Actions**
- Establish "zones of negotiability"
  - Establish conditions required to negotiate employment terms

"I'm still likeable ...."

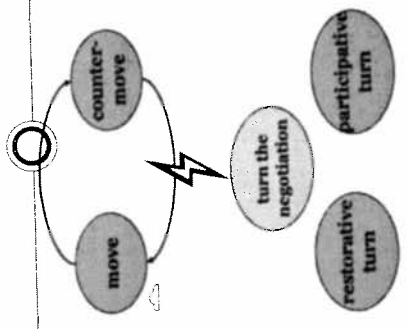
- Individual Actions**
- Use influence tactics that convey likeability and neediness
    - *"Maybe you can help me..."*
  - Use inclusive language
    - *"I really hope we can find a solution that works for both of us"*
  - Use turns rather than moves
    - *"I'm a little puzzled...let's take a step back"*

- Organizational Actions**
- Actively prime female gender stereotypes
  - Regenerate stereotypes to include feminine attributes

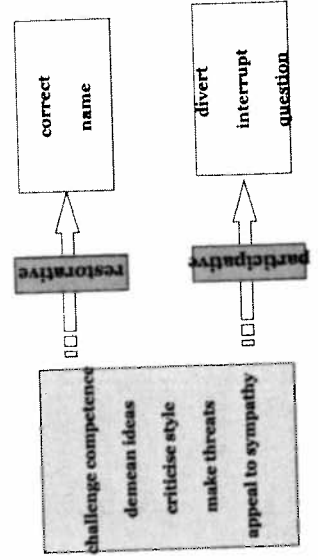
## Managing the other negotiator

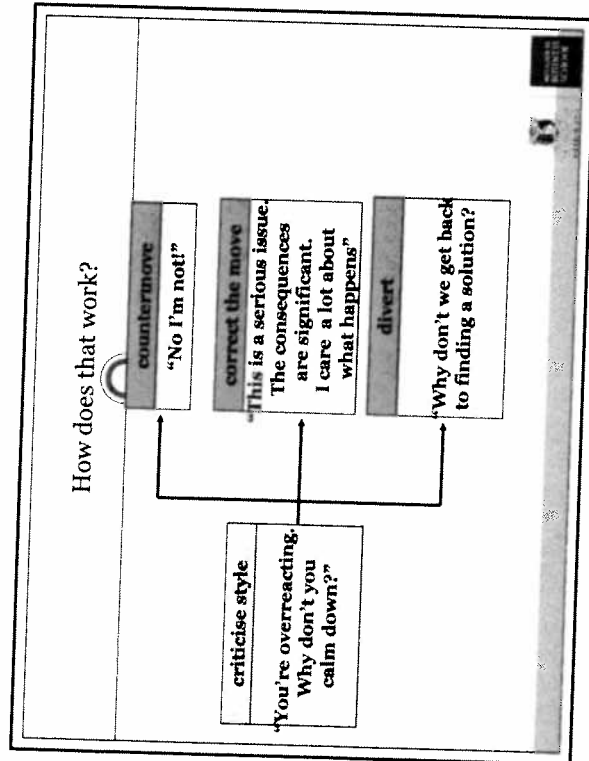
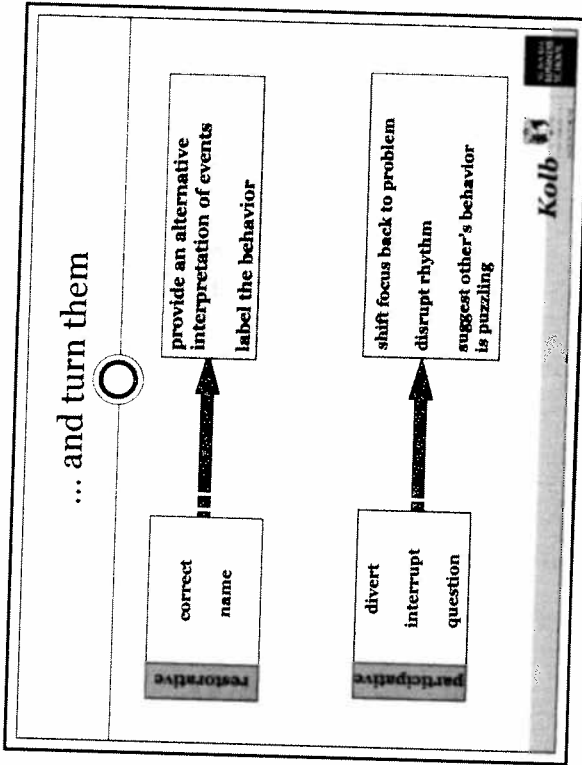
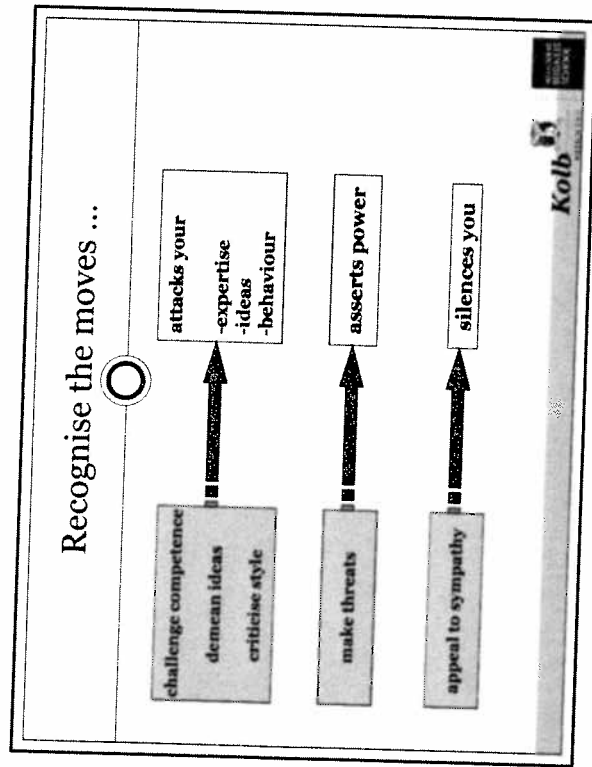
WOMEN ARE LESS LIKELY TO PERSIST WHEN THE OTHER NEGOTIATOR GETS TOUGH

## Two negotiation cycles



## When the other party "attacks" ...





- use "we" and "us" in negotiation instead of "I"
- women do better negotiating for someone else instead of for themselves
- frame benefit to workplace and work team, not "good for me"
- ask for what's fair
- "neediness" and "helplessness" often offsets backlash & helps change away from competitive and towards problem solving
- "good negotiation is about problem solving"
- change the order of presenting information
  - 1) likeability skills first "schmeering"
  - 2) then specific skills as competent person
- adapt your traits - ~~the~~ camelion
- what else? - if limit of salary, might be easier to give me, RA, TA, computer, etc., find things to help your life.
- transparent salaries & what is and is not negotiable
- "as high as I can go" is a tactic
- can we talk to someone else, let me think about it
- benchmarking - standards of fairness - others of comparable skill
- change the negotiation to look at it as <sup>(power attack)</sup> problem solving game, not a fight, a different tactic
- take a deep breath, silence is okay, restorative turn = just restore balance of power
  - what I'm asking is fair and normative
  - label the behavior = I know what you're doing, you're playing a game
- shift to cooperative process
  - ignore attack made on you and side-step them = can we focus on our specific goal.
  - break up the argument = just sit quietly, take a sip of water or coffee -- ask to wait and meet again to continue discussion
  - state you don't understand why other is approaching in such a competitive manner - why is problem solving not working

Deborah Kolb - Everyday Negotiating

article in Negotiation Journal  
Harvard Business Review