The Gender Paradox in Negotiation

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?

The Negotiation Process
WHERE WOMEN AND MEN DIFFER

Decision Points in Negotiation

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
**Why don't women negotiate?**

- Should I negotiate?
  - Why do I have to ask?
  - I don’t want a fight
  - What about our relationship?
  - I want to get this over quickly when the going gets tough...

- Perhaps I’ll leave it

(Bohco & Laschewski, 2003; Greig, 1999; Kohl & 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

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**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

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**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

Social stereotypes in negotiation

Backlash in Negotiation

Gender stereotypes and negotiation

Krug & Thompson

"In a broad sense, women's economic performance in negotiations hinges on their ability to leverage gender stereotypes in a self-serving direction." Krug & Thompson, 2007

- 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 agentic 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 ..."  
"I'm still likeable ...."

Individual Actions
- Anticipatory impression management
  - "I'm going to have to approach this differently because you are being really tough."
- Prescriptive attributions
  - "I'm only asking for what our professional associations suggest is a fair rate."

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

Managing the other negotiator

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

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

Two negotiation cycles

move  
counter-move

turn the negotiation

restorative turn  
participative turn

When the other party "attacks" ...

challenge competence  

demean ideas  
criticise style  
make threats  
appeal to sympathy

restorative  
correct name

participative  
divert interrupt question
Recognise the moves ...

challenge competence  
demean ideas  
criticise style

attacks your expertise  
-ideas  
-behaviour

make threats

asserts power

appeal to sympathy

silences you

... and turn them

restorative correct name

provide an alternative interpretation of events

label the behavior

participative divert interrupt question

shift focus back to problem

disrupt rhythm

suggest other's behavior is puzzling

How does that work?

countermove

"No I'm not!"

criticise style

"You're overreacting. Why don't you calm down?"

correct the move

This is a serious issue. The consequences are significant. I care a lot about what happens"

divert

"Why don't we get back to finding a solution?"
- Use "we" and "us" in negotiation instead of "I"
- Women do better negotiating for someone else instead of for themselves
- Frame benefit to work place 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 ("charisma")
  2) Then specific skills as competent person
- Adapt your traits - the camelion

- Whatever? - If limit of salary, might be easier to give me, RAM, 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

Benchmarks - standards of fairness - others of comparable skills
- Change the negotiation to look at it as problemsolving 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
  - 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
  - Isn't such a competitive manner - why is problem solving not working

Deborah Kolb - Everyday Negotiating, while in Negotiation Journal Harvard Business Review