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

**Pre-Negotiation**
- **Should I negotiate?**
  - Women are less likely to initiate a negotiation

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

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

**Closing**
- **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?
  - Recognise my contributions

- I don’t want a fight
  - What about our relationship?

- Perhaps I’ll leave it
  - I want to get this over quickly
    - when the going gets tough ...

(Babcock & Laschever, 2003; Gray, 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
“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, 2005
Social stereotypes in negotiation

- Competent
- Likeable

- Low
- High

- Accommodate
- Emotional
- Assertive
- Rational
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 ...”

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 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

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

- correct
- name

- divert
- interrupt
- question
Recognise the moves ...

- challenge competence
  - demean ideas
  - criticise style

- make threats

- appeal to sympathy

- attacks your
  - expertise
  - ideas
  - behaviour

- asserts power

- silences you
... and turn them

**Restorative**
- correct
- name

**Participative**
- divert
- interrupt
- question

**Kolb**
- provide an alternative interpretation of events
- label the behavior
- shift focus back to problem
- disrupt rhythm
- suggest other’s behavior is puzzling
How does that work?

- **criticise style**
  - “You’re overreacting. Why don’t you calm down?”

- **countermove**
  - “No I’m not!”

- **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?”