Getting (More of) What You Want©
The Challenges and Surprising Opportunities When Women Negotiate

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Negotiation as Battle

Most of us view negotiations as an unpleasant competition.

• This negative frame
  – Creates a filter through which we and our counterparts assess each other’s behavior.
  – Escalates conflict where winning becomes more important than the quality of what is won

• While some negotiations are adversarial, others may not be – until we make them so.
Rethink Your Definition

Negotiation is the process where two or more people decide what each is willing to give and hopes to get in their interaction and, through a process of mutual influence and persuasion, propose alternatives and agree on a common course of action.
Rethink Your Perspective

• Reframe your negotiations as collaborative problem solving
  – Transition from a focus on winning to one of problem solving
  – Create solutions where you are better off than the status quo (or your alternatives) and your counterparts may be better off, but not worse off, than their alternatives or status quo.

• Expand what is negotiable
  – Include everyday occurrences
Getting a deal is not the goal of a negotiation! The allure of agreement

What you really want from your negotiation is a **good** deal!
What Is A Good Deal?

To assess the quality of a proposed deal, you need to know (at a minimum!):

- What your alternatives if this deal does not end in agreement?
- What is your reservation point (bottom line)?
- What is your aspiration?
Why We Need to Ask!

• 184 managers were told they had a set amount of money to allocate among equally skilled and responsible employees.

  When managers were told they might have to give the worker an explanation about the amount of the raise (they might have to negotiate), they gave raises nearly 2.5 times larger to the men than those for women.

• **Women were at a major disadvantage even before they started!**

Why You Don’t Negotiate

• Do not even consider it an option
  – Motivated misperception
• Uncomfortable with negotiating
  – Perceived adversarial nature
  – Negative personal attributions (e.g., greedy, not nice, too demanding)
Choosing to Negotiate

Linda Babcock examined the starting salaries of CMU MBA graduates. Starting salaries of men were 7.6% higher than those of women.

– Only 7% of the women, but 57% of the men had asked for more money (i.e., negotiated on salary).
– No difference in success by gender.
– Of those students who negotiated (most of whom were men) were able to increase their starting salaries by 7.4% – almost exactly the difference between men’s and women’s starting salaries!
The Cost of Not Negotiating

Suppose at age 30, two equally qualified applicants (Chris and Fraser) get job offers for $100,000 per year from the same company. Chris negotiates and gets a salary increase of $107,600 while Fraser accepts the $100,000 – and they receive the same 5% annual raises each year. Chris retires at age 65.

How much longer Fraser will have to work than Chris to make up the difference?

Eight years longer
It Gets Worse!

But let’s look at more realistic comparison:

What if Chris gets annual raises that are half a percent higher than those granted Fraser over those 35 years – how much longer then?

Eighteen years longer

What if the raise differential is one percent?

Forty-seven years longer

So the cost of not successfully negotiating one’s starting salary is an additional eight to forty-seven years of work!

I hope you like your job . . .
Expectations in Negotiations

**Negative male stereotype** - Negotiators who display the following behaviors tend to perform worse:

1. High regard for personal interests
2. Dependence on assertive behaviors to move negotiation forward
3. Reliance on rational analysis to understand the other’s preferences
4. Limited displays of emotions

**Negative female stereotype** - Negotiators who display the following behaviors tend to perform worse:

1. Passive and reactive in expressing personal interests
2. Dependence on own listening skills to move negotiation forward
3. Reliance on intuition to understand the other’s preferences
4. Clear displays of emotions
Aspirations (standardized) (higher values = more ambitious goals)

Negotiation Performance

Why Women Don’t Ask

When negotiating compensation (a single distributive issue), women were less inclined to negotiate than men, for a good reason!

- Evaluators penalized female candidates more than male candidates for initiating distributive negotiations.
  - Male evaluators penalized female candidates
  - Female evaluators penalized both male and female candidates
- Perceptions of niceness and demandingness explained the backlash experienced by female negotiators from male evaluators.

So What’s a Woman To Do?
Ask Differently

Women were more influential when they paired their competence with communal concern (e.g., demonstrating an interest in the needs and challenges of those hiring them) than when they paired competence with a focus on their own needs and ambitions: *that problem-solving focus!*

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The Power of the Ask

If you don’t ask, how will others know what you want?
While women typically get less for themselves than their male counterparts, women will get more for someone else!
Compensation Agreement (in 000’s)

The Power of the Ask

If you don’t ask, how will your counterparts know what you want?

If you don’t ask for what you want, who will?
Closing Thoughts

So for whom do you negotiate?

Your team?
Your organization?
For all those who come after you?
Closing Thoughts: Competent or Likable?

How much are you willing to pay to (potentially) be perceived as nice and to avoid the discomfort of asking?

You need to be strategic in how you ask; but you need to ask!