Women Don’t Ask – But They Should!
Three Steps to Effective Negotiations

- Decide to Negotiate
- Prepare to Negotiate
- Communicate Effectively
DECIDE TO NEGOTIATE
Cost of Not Negotiating First Job Offer

- **Did not negotiate**
  - Salaries at 30: $70,000
  - Gap is $5,600
  - Salaries at 65: $196,970

- **Did negotiate**
  - Salaries at 30: $75,600
  - Salaries at 65: $212,728
  - Gap is $15,758
Consequences of Not Asking

- This one time negotiation would result in $361,172 more in earnings over one’s career

  - People who negotiate their salaries consistently can earn up to $1,000,000 more in their lifetimes
Percentage of Employees Who Negotiated Their Job Offers

Women: 12.5%
Men: 51.9%
Why Don’t More Women Ask?

- Don’t Think To
- Aren’t Socialized To
- Social Structures Inhibit Asking
  - Gender Expectations
  - Negative Evaluations
  - People Negotiate More Harshly with Women
- Their Requests are Responded to Negatively
Society Rewards and Reinforces Different Behaviors in Men and Women

- Self-promotion enhances perceived competence, but poses *higher social risk* for women than men.

- Assertiveness and high task orientation enhances perceived competence, but makes *women less likeable*.

- Women are *evaluated more negatively* when they adopt traditionally male, authoritative leadership styles.
Male Evaluators: Willingness to Work with Candidates

Male Candidates
- No Ask: 4.10
- Ask: 3.75

Female Candidates
- No Ask: 4.85
- Ask: 3.43

No Ask Ask
Female Evaluators:
Willingness to Work with Candidates

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Bar chart showing the willingness of female evaluators to work with candidates:
- **No Ask**: 4.51
- **Ask**: 3.40

All Candidates
Likelihood of Using Ask vs. No Ask Plan

Male Evaluators | Female Evaluators
---|---
Women | Men
1.94 | 2.52
2.34 | 2.17
Summary

- Male evaluators penalize women, but not men, for initiating compensation negotiations
  - Asking violates prescriptions of feminine niceness

- When facing male evaluators, women less likely to negotiate
  - Prospect makes women more nervous than men

- Female evaluators penalized men *and* women
  - Asking is not nice and is overly demanding

- When facing female evaluators, no sex difference exists in the propensity to initiate negotiations
PREPARE
TO NEGOTIATE
Negotiating Defined

- Negotiations involve attempts to settle what each will give and take or perform and receive

- Negotiations can be explicit or implicit

- For job negotiations, the best approach is to use principled negotiation strategies.
Principled Negotiation

- Separate the **People** from the **Problem**
- Focus on **Interests** not **Positions**
  - People have multiple interests
  - Relational & identity interests exist
- Generate a **Variety of Options** Before Deciding
- Insist Results are Based on **Objective Criteria**
Prepare for the Negotiation—The Other Party’s Case

- Research the other party & her/his organization
- Explore the other party’s interest/needs
- Explore the other party’s constraints
- Explore the other party’s negotiation orientation
Prepare for the Negotiation – Your Case

- Create Your best-case scenario
- Create your fall back position
- Create a BATNA
  - Best Alternative to A Negotiated Agreement
- Decide on your walk away point
Presenting Your Case

- Open with Your best case scenario
- Avoid direct disagreement
- Don’t lie or exaggerate
- Avoid statements of self-interest
If the Answer is No

- Ask what needs to happen to turn the no into a yes
- Set a time to revisit the issue
- Assess your options
COMMUNICATE EFFECTIVELY
Communicate Effectively

- Solicit Information
- Argue Effectively
- Manage Emotions
Solicit Information

- Solicit self-disclosure
- Attempt to understand other party’s content goals & interests
- Attempt to understand the other party’s identity and relationship goals & interests
- Suspend negative attributions/judgments
Use Effective Argumentation

- Reason giving
- Providing evidence
- Exchanging ideas
- Problem solving
- Avoiding face threats
Manage Emotions

- Moods & attitudes play a more powerful role in influencing other parties than does the persuasiveness of our arguments.
- Critical moods & attitudes can (and do) trigger defensiveness.
When threatened, our brains kick into operating modes designed to self-protect.

Our brains are set up so self-protective emotions can hijack the conscious mind:
- Driving us to think and act in ways that we may later regret.

The best way to solicit understanding and cooperation is:
- Not by attempting to prove oneself right;
- But rather by aligning oneself with the other party.
Summary

- Choose to Negotiate
- Use a Principled Negotiation Technique
- Prepare for the Negotiation
  - Understand the Other Party’s Position
  - Create a Case for Your Position
- Communicate Effectively
  - Solicit Information
  - Argue Effectively
  - Manage Emotions