

# Negotiating Better Outcomes for Ourselves

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*Negotiation*, Ludovic Mariault

# **WOMEN**

**Like men,  
only cheaper.**



# Agenda

1. Why negotiate?
2. The science of negotiating while female
3. Tips and tactics
4. Practice
5. Debrief and summarise



Why Negotiate

Both receive 100k job offer at graduation

- Ruth doesn't negotiate, but
- Neil does and receives 111k

At 65, with identical 3% raises, there is a gap of 30,953 to Neil.

If he invests this 'extra' bit at 5% interest, the gap grows to 1.6M



Neil

Ruth

What if he continues to negotiate, asking to be staffed to critical projects, visible assignments?

He develops his skills, broadens his network.

He will advance much more quickly, despite their equal skills and potential at hiring.



Neil

Ruth

Neil, and those like him, will fill more top spots over time.

Some of those men will be less qualified and less able than some of the women left behind.

Bad for the organization, and bad for Ruth, who may choose more satisfying alternatives.



Neil

Ruth

# The Science of Negotiating While Female

# WHY WOMEN DON'T ASK

The High Cost of  
Avoiding Negotiation – and  
Positive Strategies for Change



Linda Babcock & Sara Laschever

1. Girls are taught to make relationships a priority and to focus on the needs of others (**be communal**); think chores and toys and books and tv shows and how they are treated by others.
2. Socialized to be communal, women are concerned about their relationships and experience **anxiety about negotiating**.

# WHY WOMEN DON'T ASK

The High Cost of  
Avoiding Negotiation – and  
Positive Strategies for Change



Linda Babcock & Sara Laschever

It's not the case that men  
always out-negotiate women.

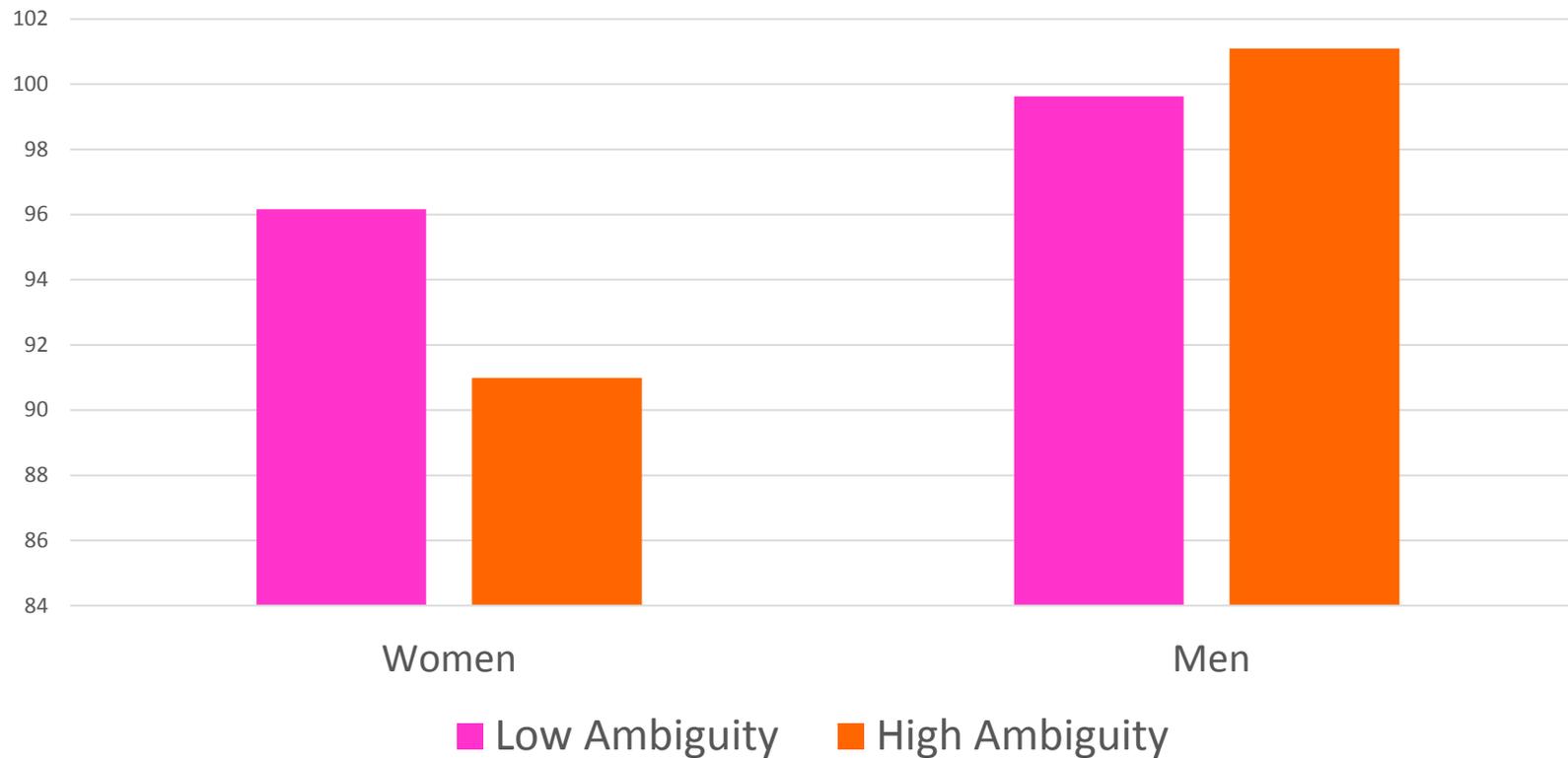
Rather, *situational factors*  
affect whether women are  
likely to ask and their outcomes  
when they do ask

# When Gender Differences?

- Rules around whether to negotiate are *ambiguous*
- Negotiating for oneself *versus for others*



# Low Salary Ambiguity on MBA Starting Salaries



When salary ambiguity is high (health services, real estate) versus low (starting MBA salaries in consulting, banking) men negotiated 10k more/year

# Implication

What can we conclude?

- Do not assume that issues are non-negotiable.
- Gather data, especially from men on negotiation intentions, past negotiations, outcomes.



# Low Ambiguity (2)

Job ads described salaries as negotiable or not (List et al., 2012)

- Women were 3x more likely to **apply for jobs with negotiable salaries.**
- Women were more likely to negotiate when the salary was described as negotiable.

# Low Ambiguity (2) (application likelihoods)



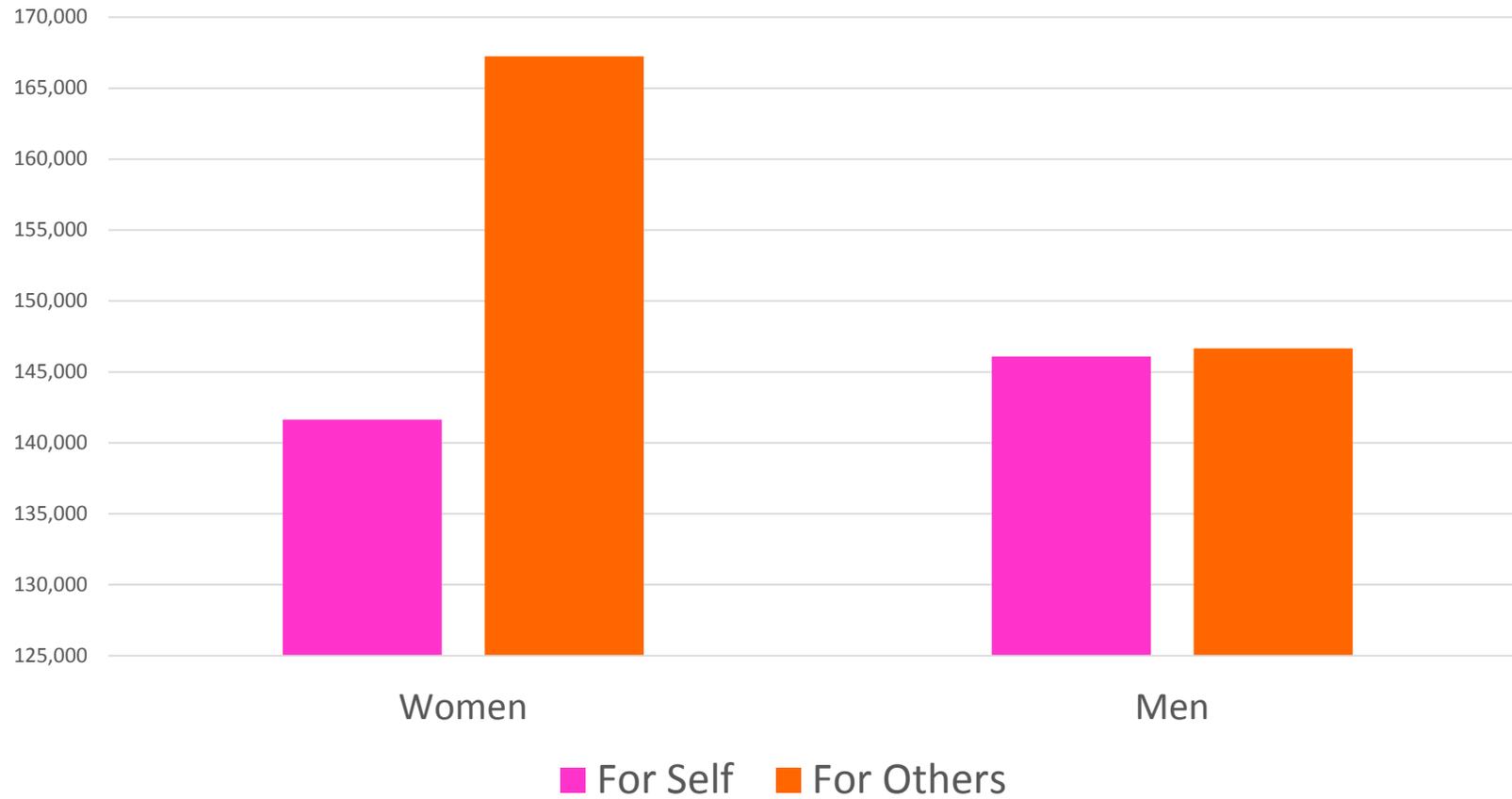
# Implication

What can we conclude?

- Women assume negotiating is not appropriate, if it's not explicitly stated.
- Women are sensitive to context.
- To close the gender applications and pay gap, describe salaries as negotiable.



# Advocating for Others



When negotiating for others, women get more than when they negotiate for themselves.

# Implication

What can we conclude?

- Women are the best advocates for others.
- Women should negotiate for themselves as if they are someone they care about.
- Women should put on their 'agent's' hat when they negotiate.





Yes, I should negotiate, but I still don't know how!

- When you believe you *have the skills* to do it well, you feel *challenged and do better*
- When you *do not believe* you have the skills to do it well, you feel *threatened and do worse*

# Tips and Tactics

# What Predicts How Well People Do?



Elfenbein, Curhan, Eisenkraft, Shirako ,Baccaro (2008)

	Economic
<b>Traits</b>	
Positive affect	.17 *
Negative affect	-.04
Extraversion	.13
Conscientiousness	.01
Agreeableness	.02
Neuroticism	.02
Openness to experience	-.08
Machiavellianism	.09
Self-esteem	.11
<b>Confidence in yourself</b>	
Confidence (tough)	.18 *
Confidence (collaborative)	.21 **
<b>Ability</b>	
GMAT	-.10
Emotional Intelligence	.06
Creativity	.05
<b>Motivation</b>	
Concern for own outcomes	.21 **
Concern for others' outcomes	-.03
Ethicality	.03
<b>Visible Characteristics</b>	
Female	-.01
Physical attractiveness	-.07

**If you can only do 3 things, do these:**

1. Be **positive**
2. Develop **self-confidence,**
3. **Persist** to meet your own goals (every no as a 'not yet')

Think about your negotiation in 3 phases

1. Opening
2. Discussion
3. Offer exchange



### Offer exchange:

- Create packages that allow tradeoffs
- No unilateral concessions
- Continue to check against priorities
- Persist!

### Discussion:

- Agree on the process (timing, meetings)
- Inquire, give away bits of information, talk about interests
- Brainstorm
- Probe for constraints, watch for areas of flexibility and rigidity
- Look for areas of mutual agreement

### Opening:

- Make small talk
- Create positive energy
- Build rapport
- Boost your likeability



## Prepare

- Do your research
- List your (prioritized) interests
- Set ambitious goals
- Consider what is in it for them
- Note what you can offer to get what you want
- Plan for your opening

## Discussion:

- Agree on the process (timing, meetings)
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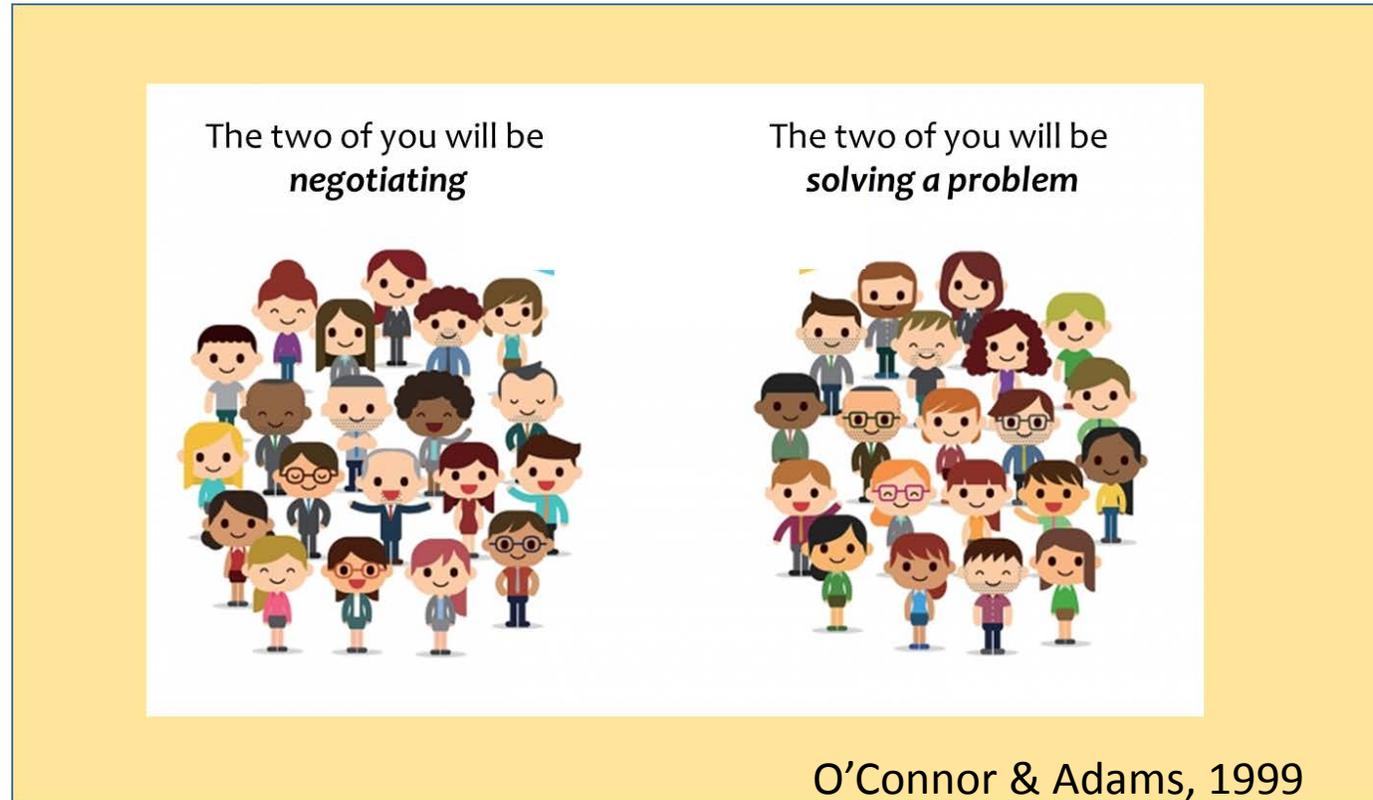
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# Okay, but What If I'm Still Freaked Out?

Reframe how you think of 'negotiation'



The two of you will be  
***negotiating***

The two of you will be  
***solving a problem***

- **Optimism** about reaching an outcome, building a relationship
- **Quality** of outcome
- **Satisfied** with outcome, other person, and **interest** in working together again

An Uncomfortable Truth:  
**How** We Do It Is Critical

# Hard Truths About Negotiating While Female

## Truths

- Stereotypes are descriptive and prescriptive.
- Stereotypes of women include: **less competent, less expert, less rational, and less agentic** than men (being a woman and being an excellent negotiator are opposed)
- When women behave agentially (rather than communally), they violate a gender stereotype and can suffer backlash
- When they behave communally, they do well

## How

- How women negotiate is critical
- Emphasizing benefits to group and organization help

If Confidence is Critical and Successful  
Practice Drives Confidence, Let's Give It a Go

# Where We've Been

1. Why negotiate?
2. The science of negotiating while female
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# How We Can Get What We Want in Negotiation

- Tap your network to gather intelligence to **set appropriately high goals**
- Tackle your negotiation in **phases**, preparing for each
- Be **positive and likeable** (to build trust and rapport)
- **Practice** to boost confidence
- Reframe as a **shared problem to be solved**
- **Persist** at the table to reach your best deal (as if you were negotiating for someone else)
- Use **communality** to get more

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