



“Miss” Negotiation

*Implications for Women Leaders of
Today and Tomorrow*

Marni Myers · Sonia Checchia · Sarah Haynes
Colleen Waterston · Dr. Alice Stuhlmacher

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Agenda/Objectives

- Overview of gender issues in negotiation
- Introduce research questions and assumptions
- Describe methodology
- Discuss findings and implications
- Present recommendations for workplace



Gender differences in negotiation

- Negotiations viewed as masculine rather than feminine
 - Masculine: strong, assertive, rational, confident
 - Feminine: supportive, submissive, friendly, emotional
- Previous research: gender differences in experimental “role playing” negotiations
- *Our focus:* negotiation motivation and gender in actual workplaces



Our Research

Hypotheses

Compared to men in negotiations, women:

- exhibit less confidence
- feel more anxiety
- demonstrate a different orientation

Goals

- Determine extent to which context influences negotiating for "self" vs. "others"
- Examine relationship between negotiation and career progression (promotions)
- Identify trends across generational demographics



Methodology

- Distributed *two* versions of an online survey
 - Negotiating *for self*
 - Negotiating *for others*

- Motivation measures: anxiety, self-efficacy, negotiation orientation

- Total Respondents: 185 (70 Men, 115 Women)
 - Average age: 40.6 years
 - Average years in career field: 11.7 (Range: 0-39)



Key Findings

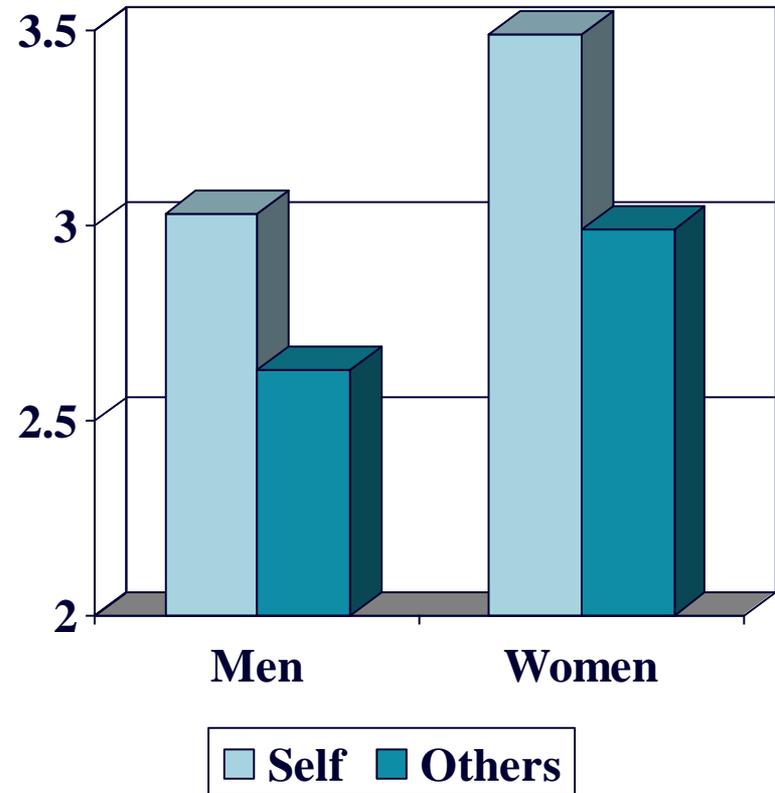
- **Self-efficacy:** lower confidence in claiming resources in negotiation for women than men
- **Anxiety:** higher anxiety about negotiation for women than men
- **Performance-avoid orientation:** more fear of appearing incompetent for women than men



Negotiating for Self or Others

Performance-Avoid Orientation

- Women are concerned about appearing incompetent, particularly when negotiating for themselves
- Likely to limit women's willingness to negotiate

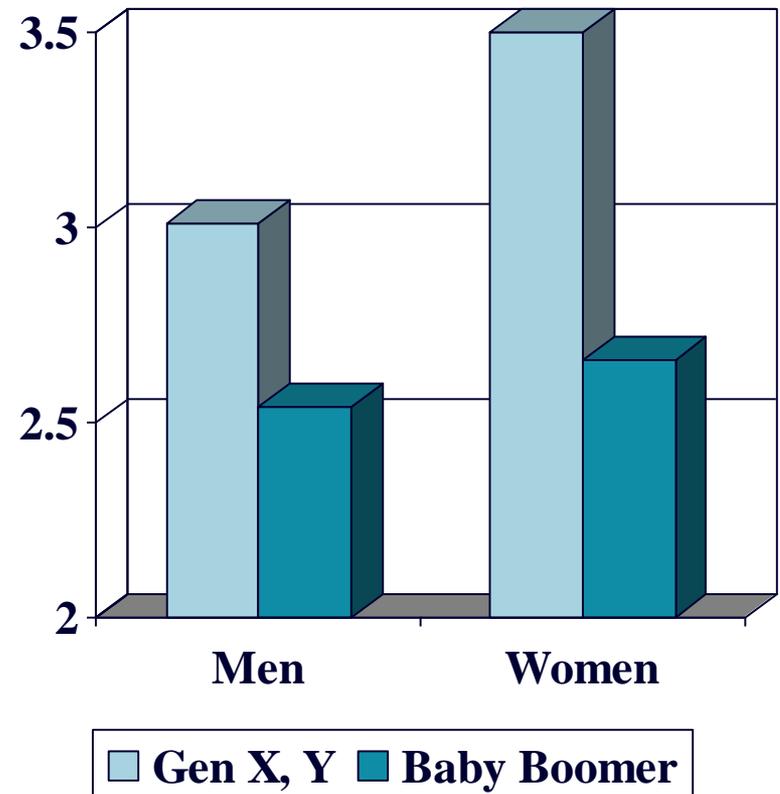




Generational Differences

Performance-Avoid Orientation

- Generation X and Y women most concerned about appearing incompetent in negotiation
- Less willingness to negotiate → lower success
- Associated with fewer career promotions





Conclusions

Gender Differences

Use of language to assert
"Power vs. Solidarity"

- Men: "one up"
- Women: maintain equal status

Generational Differences

Confidence increases with
age/experience/status

Self vs. Others

Less concern about
appearing incompetent when
negotiating for others than
self



Recommendations for women in the workplace

Build Awareness by checking in with yourself and acknowledging any anxiety or discomfort you may feel

Track Behavior by observing how other women in your workplace are behaving in meetings, etc.

Open a Dialogue with key stakeholders on how to redesign workplace systems that cause particular concern

Influence and Initiate Change by creating a non-judgmental atmosphere that promotes negotiation as well as seeking out opportunities to provide feedback and mentoring



Thank you!

It's not about "fixing" women...rather, designing systems in the workplace to engage women in successful negotiation.

