“Miss” Negotiation
Implications for Women Leaders of Today and Tomorrow

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2009 Gender in the Workplace Research Initiative
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

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<tr>
<th>Hypotheses</th>
<th>Goals</th>
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<td>Compared to men in negotiations, women:</td>
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<td>■ exhibit less confidence</td>
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<td>■ feel more anxiety</td>
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<td>■ demonstrate a different orientation</td>
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<td>Determine extent to which context influences negotiating for “self” vs. “others”</td>
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<td>Examine relationship between negotiation and career progression (promotions)</td>
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<td>Identify trends across generational demographics</td>
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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
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.