



WHEN & HOW to NEGOTIATE

FoVea @ VSS 2017

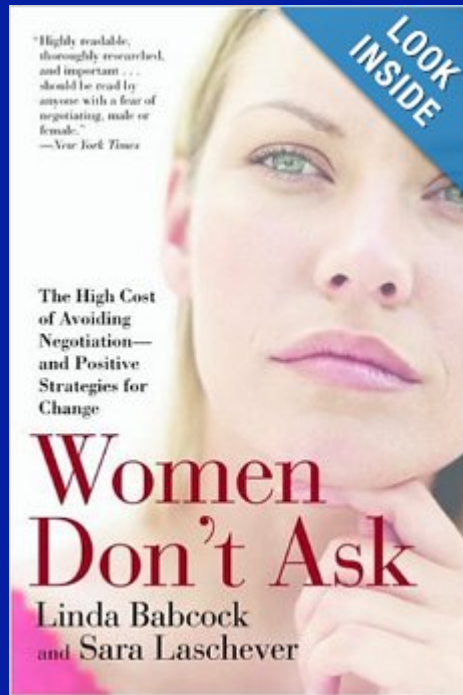
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What is Negotiation?

The process of trying to get something that you need or want from someone who has different goals and needs

Interpersonal **problem solving** around your interest

Unique Challenges for Women



Starting salaries for male MBA graduates were 8% higher than for women

Only 7% had attempted to negotiate salary, compared to 57% of men

Men are 4X more likely to ask for a raise

Women are socialized to not promote their own interests

Women who do negotiate run risk of being seen as too “aggressive”

Why the Discomfort?

- Fear of
 - getting a bad deal
 - being “too soft” or taken advantage of
 - creating relational friction
 - being seen negatively (greedy, pushy, bitchy
→ be “bilingual”
 - being disliked
 - anxiety
 - social identity threat

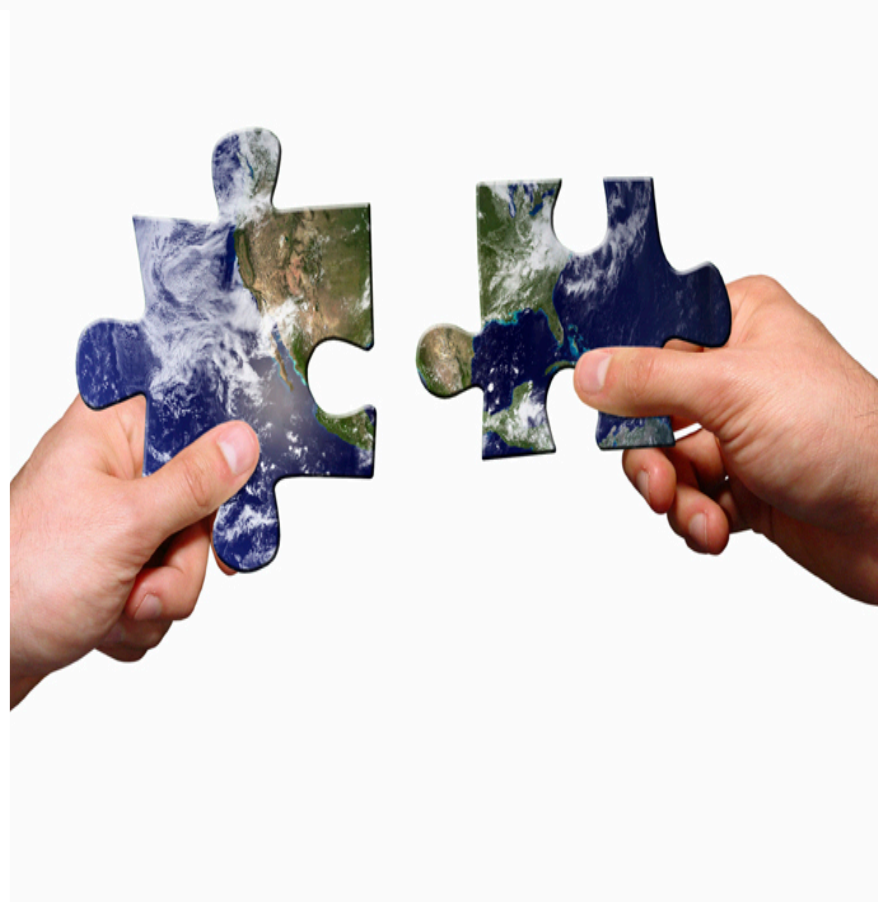
Why the Discomfort?

- assumptions
 - negotiation = conflict = avoid
 - negotiation = competition = win-lose





BUT ... negotiation =
interpersonal problem solving



PROBLEM SOLVING: PREPARE

- identify issues and a list of questions to research
- find out info on salary, benefits and culture
- gather information about situation and counterparty
 - comparison group (women and men)
 - comparative data: location (living cost, commuting), growth opportunities, position, responsibilities, age, stage, gender

PROBLEM SOLVING: SOURCES

- get advice
 - mentors
 - people in various roles at potential employer and people \geq your role at other places
 - "sunshine" lists
 - union/association documents
 - employer websites
 - employer association site
 - government sites

PROBLEM SOLVING: PRIORITIZE

- prioritize interests
- once you have knowledge/power, don't give it all away at once
 - Cadillac/Chevy lists...Tesla X/Nissan Leaf
- timing is key – the best time (sometimes, the only time) to negotiate is when you are being recruited

PROBLEM SOLVING

- focus on interests not positions – what you want and why (perspectives); build trust, share and assess priorities...
- emotional intelligence; speak and listen
- integrative negotiation: mutual beneficial tradeoffs
- compromise (splitting the difference) as a last resource, not as a goal

PROBLEM SOLVING

- look for trade-offs to create value – identify joint gains; keep all issues on the table, avoid sequential bargaining; trade on differences
- enlarge the pie before dividing – be cooperative to create value and competitive to claim value
- identify what are the deal breakers and what are the nice to haves– be realistic and hold to it
- remember we have the skills – we do it really well when it is about others (team/children)

To diminish reliance on stereotypes

1. rarity of the individual – salience polarizes
→ critical mass
2. ambiguity of the evaluative criteria –
stereotypes fill in the gaps
→ clear structure; ‘objective’ and
transparent criteria
3. paucity of information –
stereotypes fill in the gaps
→ provide information to individuate

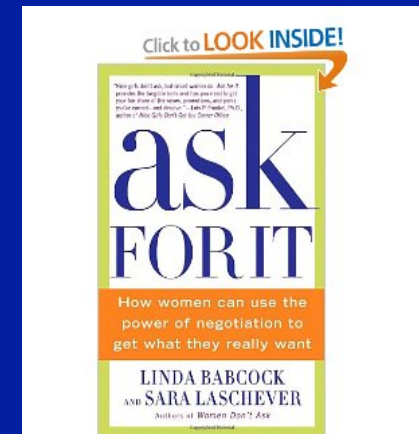
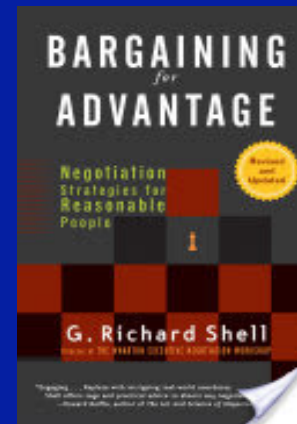
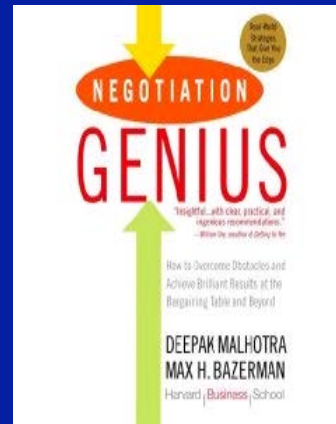
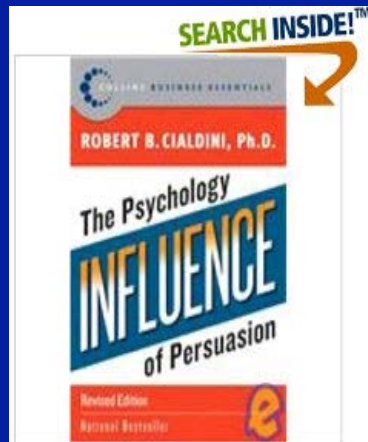
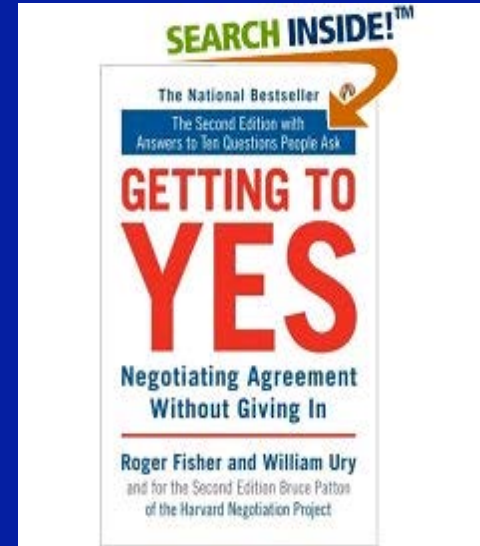
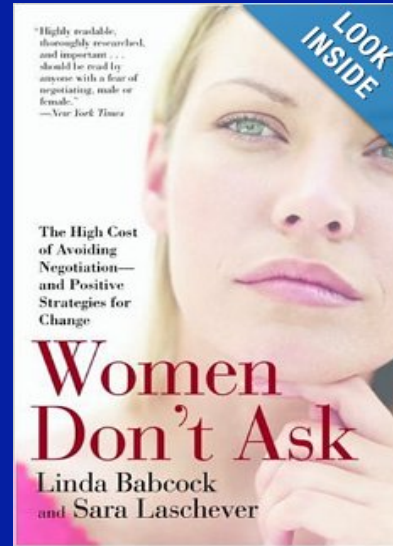
TAKE HOME MESSAGE

- negotiation = interpersonal problem solving
- decide to negotiate to reach YOUR goal
- prepare and prioritize
- focus on interests not positions
- look for mutually beneficial trade-offs
- enlarge the pie before dividing

TAKE HOME MESSAGE

- adapt strategy to your counterparty's style
- put yourself in the best light - you got this far, you are not an imposter!
- make negotiation a habit
- remember that we have the skills
- get offers in writing !!!

RESOURCES



<http://www.sfu.ca/wwest/resources/white-papers/White-Papers.html>

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