

WHEN & HOW TO NEGOTIATE

FoVea @ VSS 2024

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&
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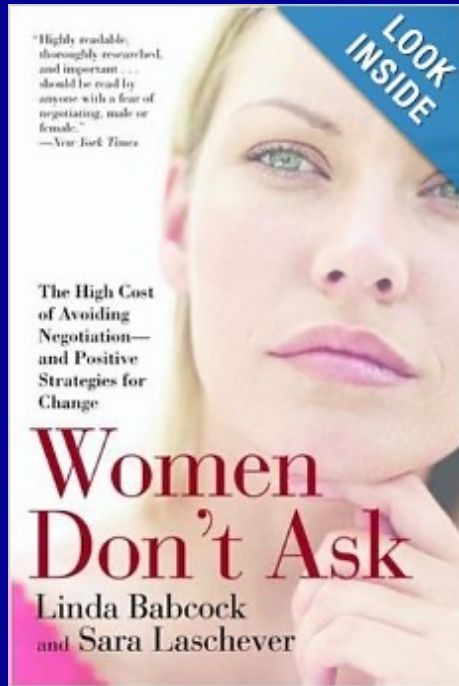


What is Negotiation?

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

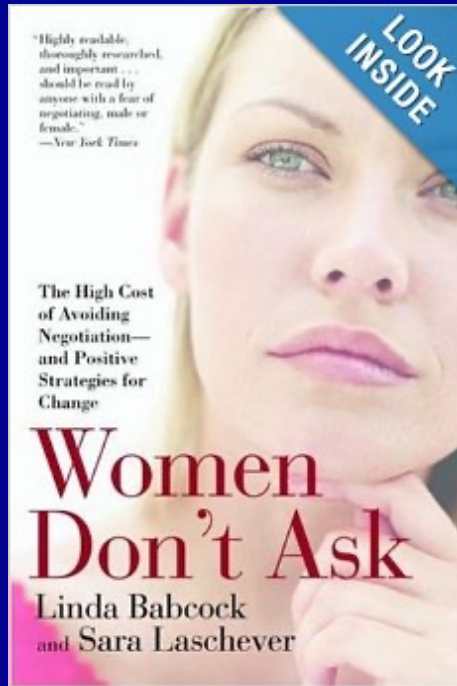
Only 7% of women had attempted to negotiate salary, compared to 57% of men

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”

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*US schools (overall)
Faculty at all ranks
~20% men > female*

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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

Gender differences in negotiation emerge around 7-8 ys old

Arnold & McAuliffe, 2021

<u>Perceptions:</u>	<u>Gender Differences?</u>
anticipated backlash	✗
permissibility	✗
how other kids behave	✗
actual competence <small>(speed & accuracy)</small>	✗
perceived competence	✓

Arnold ... Cimpian, in prep.

Why the Discomfort?

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





BUT ... negotiation =
interpersonal problem solving



PROBLEM SOLVING: PREPARE

- identify issues and write 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 / *Chronicle of Higher Education*
- union/association documents
- employer websites
- employer association sites
- government sites

PROBLEM SOLVING: PRIORITIZE

- give a rationale for people to say yes to you
- prioritize interests
 - Cadillac/Chevy lists...Tesla X/Nissan Leaf
 - identifying options
 - comparing and contrasting
 - prioritization and trade-offs
- timing is key – the best time (sometimes, the only time) to negotiate is when you are being recruited

PROBLEM SOLVING

- focus on interests and opportunities, 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)
- Practice, practice, practice...

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3. paucity of information –
stereotypes fill in the gaps
→ provide information to individuate

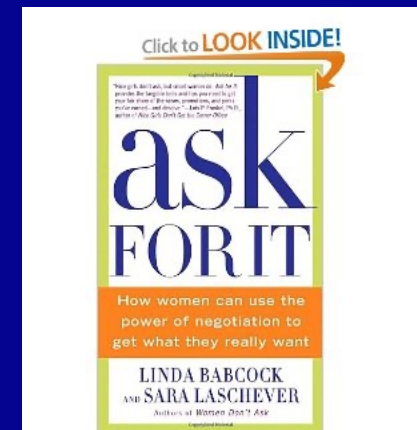
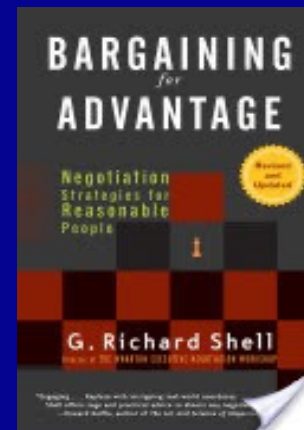
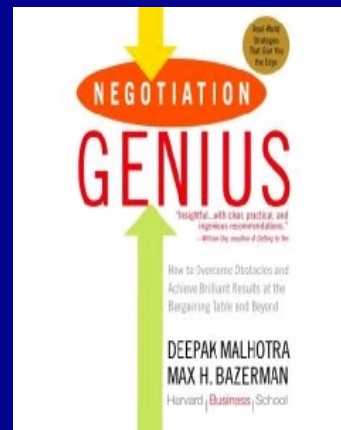
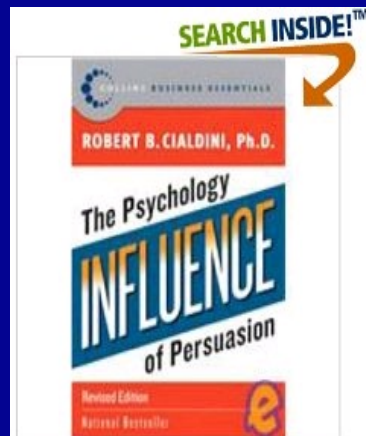
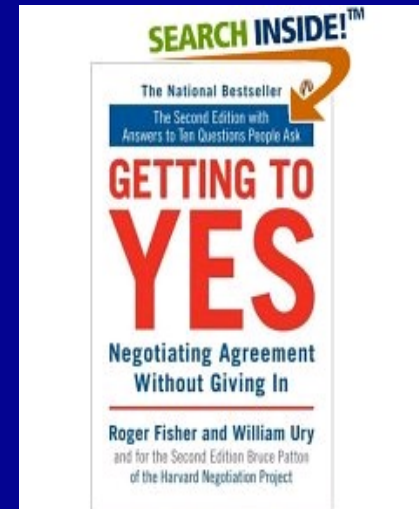
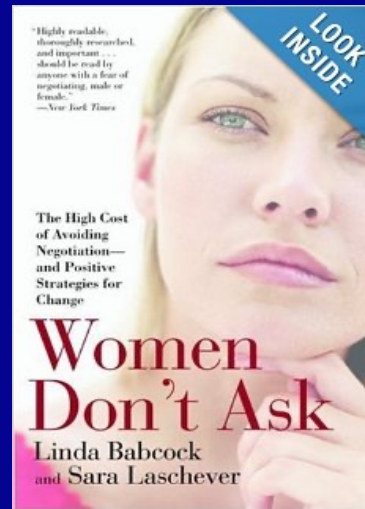
TAKE HOME MESSAGE

- negotiation = interpersonal problem solving
- decide to negotiate to reach YOUR goal
- PPP – prepare, prioritize and practice
- focus on interests and opportunities, 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



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