

Gender Differences in Negotiation Performance

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Gender Differences in Negotiation?

- **Yes**, there is a somewhat inconsistent overall pattern favoring men in negotiation performance
- **But**, the gender of the negotiator is a poor predictor of negotiation performance
- **Gender effects vary systematically across situations**
 - **Situational factors** explain gender differences in negotiation outcomes

General Pattern of Gender Effects

- **Propensity to Negotiate**
- **Value Claiming**
- **Value Creating**

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 - Women are more reticent than men to initiate negotiations (Babcock & Laschever, 2003; Small, Gelfand, Babcock, & Gettman, 2007; c.f., Gerhart & Rynes, 1991)
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Key Situational Factors

- **Ambiguity**
 - Enhances the potential for gender effect in negotiation
- **Gender Triggers**
 - Shape the effects of gender on negotiation
 - Mental schema and situational cues that make gender relevant and salient



Structural Ambiguity
Degree of clarity about zone of possible agreement and appropriate standards for agreement
(Bowles, Babcock, & McGinn, 2005)

Norm Ambiguity
Degree of clarity about norms for appropriate negotiating behavior
(Kray & Gelfand, 2009; Babcock & Bowles, 2009)


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Gender Triggers

- **Descriptive Gender Stereotypes**
 - “Men are better negotiators than women”
 - “Implicit” more dangerous than “explicit” (Kray et al., 2002, 2004)
- **Prescriptive Gender Stereotypes**
 - “She’s too demanding...”
 - Not “nice” when women negotiate for themselves
 - (Bowles, Babcock, & Lei, 2007; Amanatullah & Morris, 2010)
- **Gendered Standards for Agreement**
 - On average, men earn more and hold higher authority positions than women

Gender Triggers

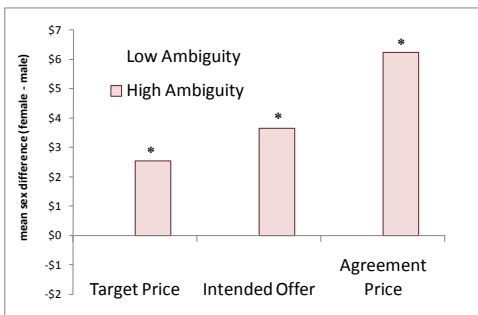
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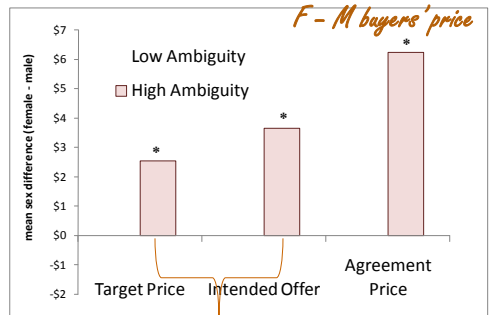
Masculine Stereotyped Negotiation



(Bowles et al., 2005)

Descriptive Stereotype

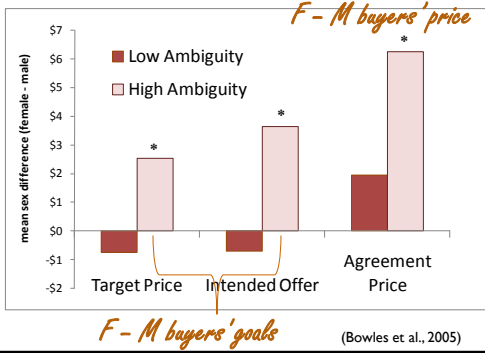
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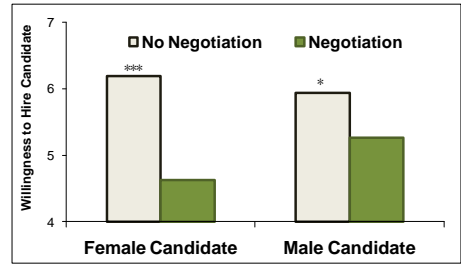
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Prescriptive Stereotypes

The "Compensation Negotiation Dilemma" for Women

Bowles, Babcock & Lei (2007, Study 1)

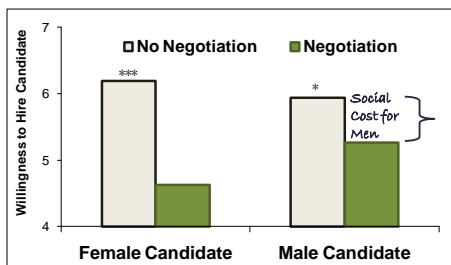


$F(1, 111) = 4.80, p = .03$

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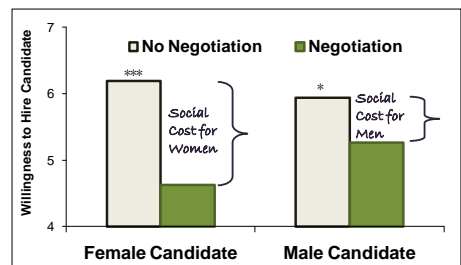


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Prescriptive Stereotypes

Propensity to Negotiate



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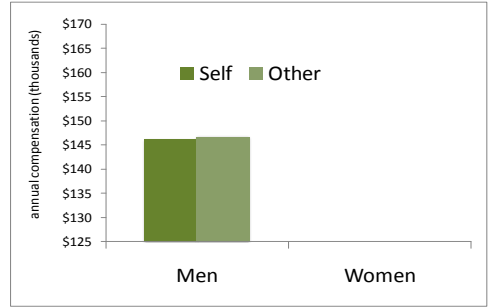
Women are more reticent to negotiate than men in situations when they anticipate social resistance (Bowles, Babcock, & Lei, 2007; Amanatullah & Morris, 2010)

Women are more reticent to negotiate than men when negotiating norms are ambiguous (Gelfand & Kray, 2009)

Prescriptive Stereotypes

Negotiating for Self vs. Other

Job Negotiation Performance

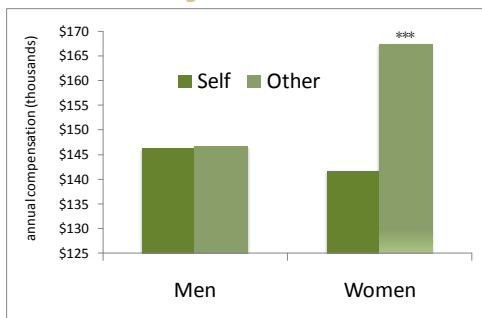


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Prescriptive Stereotypes

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Gendered Standards

Ambiguity in Job Negotiations

Example: Study of MBA Salary Outcomes

(Bowles et al., 2005)

Ambiguity in Job Negotiations

Example: Study of MBA Salary Outcomes

- **Controls**
 - work experience, job function, prev. salary, job offers, non-compensation preferences, etc.
 - Overall gender gap \approx \$5,000

(Bowles et al., 2005) 25

Ambiguity in Job Negotiations

Example: Study of MBA Salary Outcomes

- **Controls**
 - work experience, job function, prev. salary, job offers, non-compensation preferences, etc.
 - Overall gender gap \approx \$5,000
- **Conditions**
 - “Low Ambiguity”
 - “High Ambiguity”

(Bowles et al., 2005) 26

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- **Controls**
 - work experience, job function, prev. salary, job offers, non-compensation preferences, etc.
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 - “Low Ambiguity” (70%): No gender difference
 - “High Ambiguity”

(Bowles et al., 2005) 27

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Example: Study of MBA Salary Outcomes

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 - work experience, job function, prev. salary, job offers, non-compensation preferences, etc.
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 - “Low Ambiguity” (70%): No gender difference
 - “High Ambiguity” (30%): \$11,000 gender gap

(Bowles et al., 2005) 28

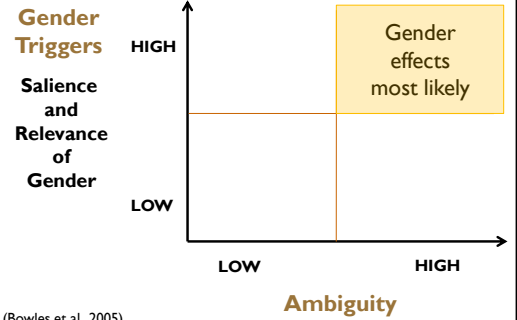
Ambiguity in Job Negotiations

Example: Executive Compensation

- Gender differences in compensation are greater in non-standardized forms of pay
 - **Bonuses** (Elvira & Graham, 2002)
 - **Equity** (Lyness & Thompson, 1997)

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Ambiguity × Gender Triggers



Bottom Line:

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- *Yes, there are gender differences.*

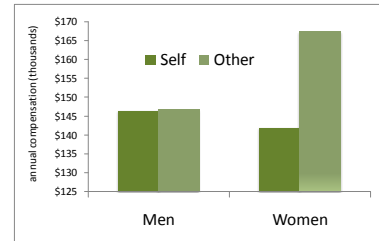
Bottom Line:

- Yes, there are gender differences.
- But, they are better explained by situational factors than by the gender of the individual negotiator.

Question: "Does this mean I should hire a man to negotiate for me?"

Answer: "Absolutely not."

Negotiating for Self v. Other

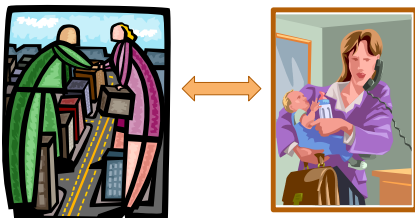


(Bowles et al., 2005)

Social Structure of Gender in Negotiation

A Two-Level Game (Bowles & McGinn, 2008)

Negotiations with employers are contingent on negotiations at home.



Example: Collective Bargaining

- Female dominated unions least effective at claiming greater compensation (vs. mixed or male dominated) (Elvira & Saporta, 2001—study of nine U.S. manufacturing industries).
 - One explanation:
 - Female dominated unions prioritize non-pay-related issues (e.g., child care, maternity leave, sexual harassment) (Heery & Kelly, 1988)
 - Female-dominated trade unions negotiate better benefits packages (Harbridge & Thickett, 2003)

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Conclusion

- Yes, gender effects—typically favoring men
- BUT, effects are better explained by situational factors than negotiator gender
 - Little support for stable personality or ability differences between men and women
 - Lots of psychological evidence that certain contexts make gender more influential
 - Social structure of gender relations also helps explain some apparent differences in negotiating preferences

“Two Sisters and an Orange”



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“value-claiming”

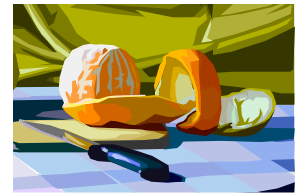


“Two Sisters and an Orange”

“value-claiming”



“value-creating”



Examples from Job Negotiations

- **Situational Factors** that Explain Gender Differences in Performance
 - **Example:** Individual Job Negotiations
 - Compensation outcomes
 - Propensity to Negotiate
- **Social Structural Factors** that Explain Gender Differences in Preferences
 - **Example:** Collective Bargaining

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General Pattern of Gender Effects

- 2 studies w/ undergrads - general effect?*
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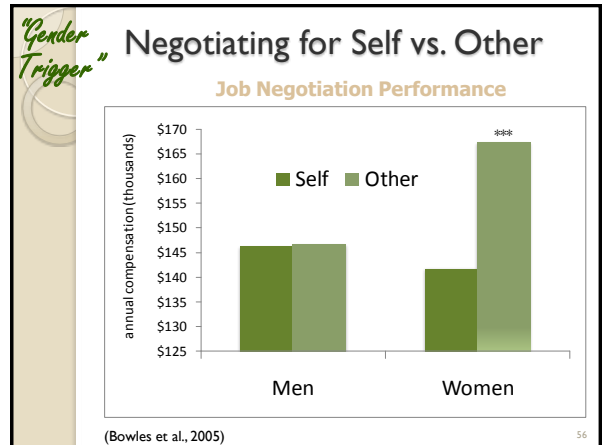
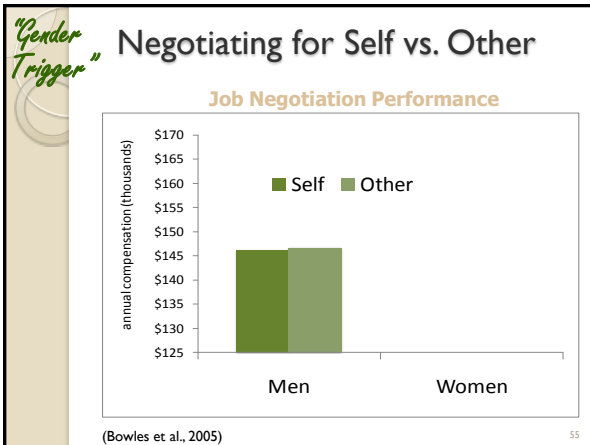
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Job Negotiations

- Examples of Gender Triggers
 - **Gendered social norms**
 - “male breadwinner” model
 - “negotiating is a guy thing”
 - **Gendered comparison standards**
 - men on average earn more than women
 - **Gender stereotypes**
 - “Men are more rational and competitive than women, which makes them better negotiators...”
 - “Implicit” more dangerous than “explicit” (Kray et al., 2002, 2004)



Psychology of Gender in Negotiation

- **Situations that heighten potential for gender effects**
 - **High Ambiguity**
 - ZOPA and Standards
 - Negotiating Norms
 - **Gender Triggers**
 - Implicit gender stereotypes about negotiating ability
 - Gendered standards for agreement
 - Gendered norms of behavior
 - Negotiating for self v. other

- Ambiguity
- Gender Triggers
 - Gendered Comparison Standards
 - Descriptive Stereotypes
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