

Women Don't Ask: The High Cost of Negotiation and Positive Strategies for Change

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- As children (generally):
 - Boys participate in play that is less structured and take more risks.
 - Become more comfortable in risk taking and seeing benefits that come from taking such risks (risk-reward).
 - Boys are often given chores that are completed infrequently and are often paid to do them (lawn mowing, car washing, garbage disposal) while girls are asked to participate in indoor chores that are done on a daily basis (dish washing, cleaning, watching siblings) and are often unpaid.
- As adults:
 - Women are less likely to negotiate or take an assertive role:
 - Car/house purchasing
 - Merchandise purchasing
 - Promotions
 - Salary**
- Biologically, men may be more prone to taking risks. Testosterone has been *correlated* with risk taking behaviors (but does not imply causation).
- Accumulation of disadvantage: small differences add up over time:

| | Susy | John |
|--|---------------|---------------|
| Initial offer | 35,000 | 35,000 |
| Negotiated starting salary | 35,945 (2.7%) | 36,505 (4.7%) |
| Retirement salary | 110,052 | 213,941 |
| Investment of difference in account with 3% interest | 0 | 2,120,731 |

- Women typically set less aggressive goals than men, make more modest first offers and concede more rapidly. (Example), p155
 - women feel unsure about what they deserve
 - women fear asking too much may threaten a relationship
 - women fear bad reaction for asking for too much
 - women feel anxiety over negotiation
 - women set lower goals to begin with (and are then happy with less)
- Need to inform yourself about what you are worth in order to know what you should be negotiating for. Best ways for this?
- Women feel more anxiety around negotiating than men do. Men associate negotiation as exciting or fun while women describe it as scary. Men describe the experience as 'winning a ballgame' while women describe it as like 'going to the dentist.'
- Women would rather pay more than negotiate.
- Going into a negotiation, women think about the relationship first, then their own needs. Men don't worry about hurting feelings in a professional context.
- Women are expected to bring "friendliness" into a negotiation and avoid being confrontational (example p117).
 - The tactics in the example may work, but they reaffirm that women have to be nicer to exercise equivalent authority and power.

- Women are punished for exceeding the bounds of acceptable behavior if they negotiate like men.
 - Bully Broads: “bitchy bosses go to boot camp”
 - Career coaching program designed for women in the workplace that are perceived as being “bitchy”
 - Advise participants to smile, use soft voices, self-depreciation and stammering when speaking to men – women are expected to display better people skills.
 - Companies spend 18k per participant for the program. “90% of the women who are sent is because they are exhibiting behavior is intimidating and aggressive and scaring people.”
 - 85% of participants get promoted after program
 - 85% of participants are men?
- How to ensure work is fairly evaluated and pursue professional and personal ambitions without fear of punishment
 1. start your own business
 2. reduce your ‘token’ status – the more men you work around, the harder it is
 3. seek out places of employment where lots of women already do what you want to do
- Self-management principles to help increase negotiation success:
 - anticipate performance obstacles by identifying situations that may cause anxiety
 - develop strategies to deal with anxiety causing situations
 - PRACTICE!!!
 - set goals for the negotiation as well as a reserve (minimum you will accept).
 - *These skills give women more of a sense of control over the situation which improves negotiation outcomes.
 - *This training works and women that participated in negotiations increased their final salaries after training. However, men that participate raised their salaries as well, thus the gender gap persists.
- Women may concede to lower salary to get flexible schedules or shorter hours.
- Negotiation isn’t all about salary:
 - include benefits
 - lab space and supplies?
 - RAs or CRCs?
- Having more resources and help will increase research productivity and may lead to rapid promotion.
- Women are more likely to advocate for others than themselves.
- At home
 - Women with families experience much higher levels of stress than men, and it is due to responsibilities at home rather than work.
 - While men’s blood pressure tends to drop dramatically at 5pm, women’s actually increases.
 - Women with children have higher cortisol than those without children.
 - Health concern: prolonged stress has effects on immunity and organ systems and causes fat deposit at the waist, contributes to aging, depression and chronic diseases.
 - Paid employment is associated with decreased stress and depression in men and women.
 - Women with children may experience diminished professional success because the burden of home responsibilities make it impossible to devote the time, energy and attention single or childless women/men can.
 - Important to negotiate with your partner, in addition to decreasing hours worked or hiring help if you can/want to.
 - **Change will only occur if each partner believes that the other should have an equal chance for professional and domestic fulfillment and works to make fairness a daily reality.**
 - But do roles change if the woman is the breadwinner?