



A Curated Research Report

Prepared by The Center for Women and Business at Bentley University

Workplace Negotiations, Gender, and Intersectionality



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Gloria Cordes Larson
Center for Women and Business

About the Gloria Cordes Larson Center for Women and Business (CWB)

Advancing women and fostering workplace diversity, equity, and inclusion

The CWB provides thought leadership and training on critical diversity, equity, and inclusion issues. CWB facilitators lead hundreds of sessions with businesses worldwide, providing knowledge and tools to foster inclusive organizations.

Our dynamic programs focusing on workplace inclusion range from strategic sessions for senior leaders to hands-on workshops for emerging professionals. Topics include:

- Corporate Culture, Unconscious Bias, and Inclusive Leadership
- Allyship, including Men in Partnership to Advance Women
- Building Confidence and Overcoming Unseen Barriers
- The Role of Courageous Conversations
- Mentorship, Sponsorship, and Networks
- Talent Pipeline Issues from Entry Level to the Boardroom
- The Impact of Intersectionality
- Authentic Leadership and Team Development
- Effective Negotiations
- Workplace Flex and Parental Leave
- Taking Employee Resource Groups to the Next Level
- Developing Diversity and Inclusion Metrics
- The Multigenerational Workforce—Issues and Impacts



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and Business**

About This Report

It's a well-established fact that women are paid less than men, and that for women from underrepresented groups, especially Black and Latina women, the gender wage gap is greater. Despite pockets of improvement among millennial women and in certain industries, a stubborn disparity remains.

Negotiations and the issues surrounding the topic — such as bias, the willingness on either side of the table to negotiate, and knowledge of negotiations — are directly linked to the persistent wage gap for women. In this report, the Gloria Cordes Larson Center for Women and Business examines the experiences of women in workplace negotiations, the role of bias, and the role that negotiations can play in perpetuating the gender wage gap. We also address intersectional considerations — what happens when other underrepresented identities converge with gender? Factors like race, ethnicity, age, disability, and sexual orientation are taken into consideration. Finally, we offer strategies individuals can use to help prepare and negotiate with confidence as well as recommendations on how organizations can reduce the impact of bias in negotiations.

To prepare this report, we reviewed more than 130 sources from academic research, media coverage, and other literature. We also conducted numerous individual interviews with women and human resources professionals.

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EXECUTIVE SUMMARY

This report provides an overview of recent and relevant research and media coverage related to gender and intersectionality on workplace negotiations, and it offers recommendations for negotiators on both sides of the table.

The Research

We begin with a look at the most prominent studies. The dominant research questions are whether women attempt to negotiate as much as men and, when they do, whether they are as successful. The role of unconscious bias is explored, along with a variety of other factors.

While the resulting data is sometimes contradictory, the body of research and literature demonstrates that bias often significantly impacts the negotiating experiences of women and other underrepresented groups. It is this core issue that organizations and individuals must address.

Intersectional Impacts

The report examines the impact of intersectionality — how women's unique identities might interact to impact their experience.

- Black and Latina women, despite ambitious career goals, are less successful than white women when negotiating for pay and promotion.
- Asian women are expected to be modest and deferential, and when they defy these expectations they are often penalized.
- Women with disabilities face significant challenges, including reduced workplace status, lower earnings, and structural barriers.
- Age also impacts negotiations. Younger women seem to be increasingly willing to negotiate for pay at rates equal to men. However, in most settings this younger cohort is still less successful than men.

Negotiations and the Wage Gap in Tech

The report explores the experiences of women in tech, highlighting the state of the wage gap, policies about negotiating, and wage transparency.

- Salary sharing can be an important tool in narrowing the wage gap and improving negotiating situations and outcomes for women and all people from underrepresented groups; indeed, pay secrecy can reinforce racial biases.
- Non-negotiation policies offer a unique approach to minimize bias and narrow the wage gap. They are controversial, with proponents arguing that eliminating negotiations strengthens the employer-employee relationship and opponents asserting that bans reinforce the stereotype that women are poor negotiators.

Recommendations, Strategies, and Resources

Throughout the report, we provide remedies, strategies, and resources for individuals and organizations.

- Recommendations for women of color: pages 10-13
- Recommendations for organizations to better support those with disabilities: page 14
- Recent wage gap data: pages 18-19
- Suggestions related to wage transparency and negotiations bans: pages 21-22
- Negotiations strategies for all women: pages 23-27
- Recommendations for how organizations can de-bias negotiations: pages 28-30
- Pages 31-33 contain a glossary and 34-36 include a section on resources

THE IMPACT OF GENDER ON NEGOTIATIONS

The purpose of this report is to first provide an overview of the most recent and relevant research related to workplace negotiations and underrepresented identities, particularly gender, and second, to provide practical advice about negotiations based on conclusions drawn from the research. Many researchers, including Psychologist Alice Eagly of Northwestern University and Professor Ian Ayres of Yale, have contributed pioneering and compelling work that goes back decades.¹ However, to ensure relevance for today's workplaces and to honor the speed at which the landscape is changing, we have confined our focus to more recent studies.

When it comes to underrepresented identities, information regarding the impact of gender dominates the literature, so we begin with a look at the research related to women.

Percentage of Employees Who Have *Never* Negotiated for Salary ²



60%

of women have never negotiated with their employer about salary



48%

of men have never negotiated with their employer about salary

Are Women Negotiating for Pay?

Data reflecting the extent to which women negotiate pay compared to men varies according to many factors, including the type of industry, the specific situation, demographics (Millennial women appear to be negotiating at a greater rate), and other factors. The newest research, conducted in 2018, found that 60 percent of women have never negotiated with their employer about salary. This compares to 48 percent of men. The differential gets more interesting when the potential consequences for employers are added to the mix. Consider this: 72 percent of women versus 59 percent of men say they would leave their employer to get a salary bump elsewhere, and women are much more likely than men to make a lateral move to improve their pay.³

Women Will Leave to Get Better Pay

The staffing firm Randstad urges employers to heed the data, cautioning that

women's propensity to find a job elsewhere, possibly instead of fighting for more money, is a "...huge blind spot for employers if they're not aware that this is happening and they think their female employees are totally fine with whatever it is they're being paid."⁴

Which Research Stands Out?

Linda Babcock of Carnegie Melon and Sara Laschever, PhD, did work in the early 2000s that is perhaps the most well-recognized among the literature on negotiations, in part because many of the conclusions and related advice they have provided over the years remain relevant. Their key finding — and topic of a book, *Women Don't Ask*, was that women do not negotiate for pay, promotions, and new assignments at the same rate as men.⁵ Those who encourage women to *lean in* often rely on Babcock's and Laschever's work.

More recent research — conducted among 4,600 people from 2013 to 2014 and utilizing data from the Australian Workplace Relations Survey (AWRS) — contradicts the notion that *women don't ask*, concluding that women *do ask* but that their requests are rejected at a greater rate than men's due to workplace bias.⁶ The double-bind is a timeless example of such bias — it occurs when women are disliked and rejected for being assertive (a necessary trait in negotiations) and viewed as likeable but ineffectual when they are not assertive.⁷ See the CWB report *The Pipeline Predicament: Fixing the Talent Pipeline* for more information.

We spoke with one of the researchers, Amanda Goodall of Cass Business School in London. She highlighted two important aspects of the research: “We studied ‘like for like,’ meaning that we compared women and men with the same levels of education and career status. Also, we conducted our research in Australia, where gender pay discrepancies are similar to those in the United States. Both of these factors increased our confidence in our conclusions.”

Laschever pushed back on the differences between the AWRS research and the work she did with Babcock. In a 2016 piece for the Guardian, she contended that the Australia findings overlooked the necessary emphasis on the reasons women are reluctant to negotiate — namely, the impacts of bias. She wrote, “We explored in depth the powerful social forces that put roadblocks in women's way,” and “We clearly demonstrated that women's reluctance to ask was a learned behavior.”⁸

McKinsey research that is more recent than the Australian study also concludes that women are asking for promotions and raises at about the same rates as men.⁹

Regardless of the divergence of opinion among various studies, the important takeaway is that the body of their work, in total, supports the notion that women are often at a disadvantage when it comes to negotiations and that bias plays a role.



What Does the Research Tell Us About the Role of Bias?

Other studies contribute to the work around gender and negotiations. Again, the conclusions don't always fully concur, but together they comprise a robust body of knowledge about negotiating bias along with problematic processes and cultures. The research explores factors as varied as the impact of power dynamics, the role of confidence, and prior salary.

- One study suggests that women (as compared to men), “have a stronger social motivation to hold back from negotiating for higher pay because they are more likely to encounter backlash.”¹⁰
- 2017 research out of Harvard Business School, Stanford, and the University of Pittsburgh suggests that women appear to know when it is prudent to enter negotiations and that men experience less financial harm from negotiating assertively.¹¹
- Several experiments have found bias towards anyone who initiates salary negotiations. The thinking goes that men penalize women who initiate the process and women penalize all who do so, regardless of gender.¹²
- 2014 research from the University of Chicago and Australia's Monash University finds that women are more likely to negotiate their salaries when an employer explicitly states that wages are negotiable. When the *rules of wage determination* are left ambiguous, however, the researchers conclude that men do tend to negotiate better pay.¹³

- Ample evidence supports the notion that information about previous salary results in women being disadvantaged both in specific negotiations and in career-long wage progression.¹⁴ This data has helped make the case in multiple states for legislation that bans asking applicants for salary history. To learn more about salary transparency, see page 21.
- Still other research suggests that women avoid asking for money (or other needs) for themselves but will strongly advocate for others, including their subordinates.¹⁵

If You Are Asked About Your Salary History

If you live in an area where asking about salary history is still allowed, refusing to answer can backfire. Instead, consider the following strategies by the American Association of University Women:

- “...turn the question back on the employer by asking for the position's salary range, or what the last person to do the job was paid.”
- Tell the employer that you need to understand more about the position before you can determine your salary expectations.
- Simply explain that providing salary history contributes to the gender wage gap.¹⁶

What's the Takeaway?

Data related to gender and negotiations is varied and sometimes conflicting. It is also evolving rapidly based on a host of factors such as more innovative business approaches, heightened social awareness, legislation, demographic shifts, and increased media attention. Despite this, it offers significant insight into the biases that women face and it informs potential strategies for progress. What it can't do is inform women about which strategy they should use for a specific negotiation because the impacting factors are simply too numerous and variable.

Maria Konnikova of *The New Yorker* sums it up well: "No social-science study can tell a woman what to do in any particular negotiation. The variables are too complex."¹⁷ We take this into consideration both in our recommendations for negotiators on pages 23-27 and for organizations on pages 28-30.

Gender Stereotypes Affect Pay Outcomes

MIT Sloan Management Review reports that

"Women tend to negotiate lower salaries than men because of gender-specific role expectations."

Why? They are expected to place more value on the relational aspects of employment than transactional exchanges. This dynamic results in self-awareness that when negotiating they might be perceived as pushy or aggressive. Women therefore pull back and end up with reduced pay.¹⁸

The traits that both men and women associate with good negotiators are tied up with ideas of masculinity — such as rationality, assertiveness and self-assurance — rather than more feminine traits, such as emotionality and accommodation. That association automatically gives men the perceived upper hand in negotiations.¹⁹

— Laura J. Kray, Professor of Leadership
University of California's Berkeley-Haas School of Business

ADDING INTERSECTIONAL CONSIDERATIONS TO THE MIX

What happens when race and gender — or other identities — converge? Are there multiplicative effects? Are there patterns that suggest increased bias for people with more than one underrepresented identity? This is what intersectionality is all about — the confluence of peoples' unique identities. It can be used to better understand how distinct identities come together to impact women's workplace experiences.²⁰ We explore the intersectional impact of gender with race, ethnicity, age, and disability.

Readers will notice the absence of attention to the experience of women who identify as LGBTQ for the simple reason that little data exists and what does is often conflicting. The most reliable information comes from the 2018 *Women in the Workplace* report indicating that relative to women overall, those who identify as lesbians ask for promotions and raises at the same rates as other women.²¹ Research on lesbian women's pay yields vague results. Some data indicates that this group of women earn significantly more than straight women while other suggests they earn less.

To learn more on intersectionality, see the CWB report *Intersectionality in the Workplace: Broadening the Lens of Inclusion*.

Does Race Impact Negotiations?

The data on negotiations and race — even when taking gender out of the equation — remains scant, and we know even less about the negotiating dynamics behind the numbers, because research has focused more on biased behaviors regarding race rather than the role they play in negotiations. Below, we provide insight into the most reliable data, which sets the stage for a deeper dive on specific racial identities (pages 10-13).

Let's begin by recognizing that a significant and disturbing wage differential persists between women of color and men, especially white men. Recent U.S. Census Data indicates that white women, on average, earn 21 percent less than white men, black women earn 38 percent less, and Hispanic or Latina women a stunning 45.5 percent less.²³ Please see pages 18-19 for additional wage gap info.

2016 Fractl research across multiple racial identities and all genders found that:²⁴

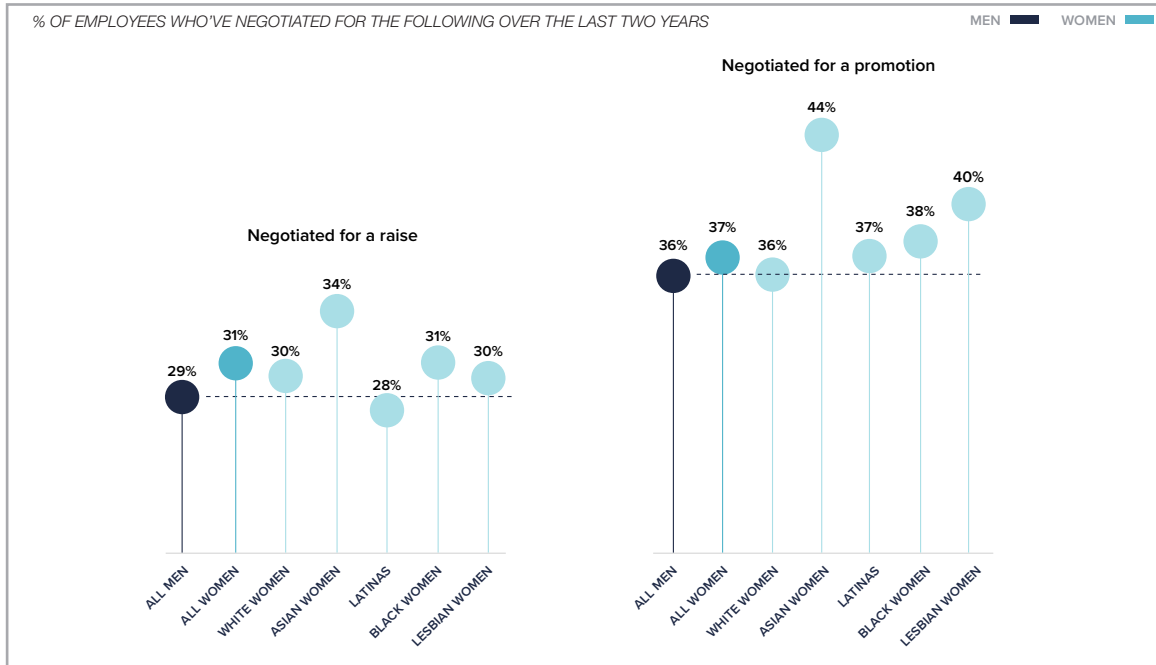
- White employees were the most likely to have asked for a salary increase.
- Asian Americans were the least likely to have sought a raise.
- Nearly the same percentage of white, black, and Hispanic or Latina women reported asking for raises.

In contrast, McKinsey's 2018 research *among only women* found that across racial groups, women were seeking raises and promotions at approximately the same rates, with the exception of Asian women, whose likelihood of asking for both was several percentage points above all other women.²⁵

Research shows that race and gender need to be considered in tandem to avoid jumping to simplistic conclusions about how we are likely to be treated in job negotiations — and how we are likely to treat others.²²

—“Counteracting Racial and Gender Bias in Job Negotiations.”
Harvard Law School Daily Blog, 31 December 2018.

Newer Data Indicates Women Are Starting to Ask for Promotions and Raises as Often as Men



Source: McKinsey & Company and LeanIn.Org. *Women in the Workplace* 2018, page 29.-

Biased Response to Salary Increase Requests

A PayScale survey showed a disturbing correlation between the wage gap for black employees and the rate at which they request or negotiate for salary.

The survey showed no statistical difference in the rate at which people of color and white employees asked for a raise; however, people of color, both women and men, were less likely to get a raise when they sought one.²⁶



An Uphill Battle for Black & Latina Women

The differential between the career aspirations of women who identify as black, Latina, or Hispanic, and their negotiating success, is stark. One report notes that “Women of color are far more likely than white women to say they want to advance to the next level. Latina and black women ask for promotions and raises at about the same rates as white women, but they get worse results.”²⁷ In brief, these women of color generally receive fewer promotions and less pay for equal work.

Top Factors Impacting Latinas Women's Pay Gap ²⁸



34% of Latinas attribute the pay gap to racism.



35% of Latinas attribute the pay gap to sexism.



31% of Latinas attribute the pay gap to prejudice against immigrants.

Latinas also stood out in 2018 McKinsey research as the least likely among all women to seek a raise. In contrast, black women were slightly more or equally likely to seek a raise as white women.²⁹

Cultural Stereotypes Make Negotiating Harder for Women of Color

The heightened impact of micro-inequities for women of color impacts every facet of their workplace experience, and one of them — stereotyping about cultural expression — can be a significant challenge at the bargaining table. For instance, women of color, especially black women who are more likely to be perceived as angry, can be labeled *aggressive* when they express emotions as basic as a passion for the topic under discussion. This unfair labeling automatically places them at a greater negotiating disadvantage.³⁰

Negotiations expert Jacqueline Twillie provides advice to combat this bias, advising women of color to be self-aware *and* aware of the person across the table. She says that:

“...women of color have to be aware of themselves but it's just as important to be aware of the person they are negotiating with. Communicate in a manner that exudes confidence, not arrogance or disrespect — it is a fine line to walk because coming off as weak can cost you the negotiation.”³¹

Twillie also makes clear that she doesn't believe women should carry the burden of resolving the gender wage gap, but she asserts that when women don't negotiate or use the wrong techniques, they can end up “feeding into the pay disparity.”³²

Balancing the Scales for Women of Color

The literature that focuses specifically on women of color provides the following advice:³³

- Do your research and have data at your fingertips. This includes information about your salary, comparative salaries, benefits, competitors, the industry, and more.
- Be prepared to defend what you are asking for with your data.
- Never lose sight of your value.
- Don't be afraid to walk away.
- Be aware of stereotypes, face them, and don't feed into them.
- Communicate your intent and harness the power of your emotions for positivity and strength.

Experts also provide advice to women of color regarding indirect strategies — those not used in the negotiation itself but that prepare them with support and knowledge.

- Get career and leadership coaching.
- Make sure that you are utilizing mentors, sponsors, and both professional and personal networks for support, guidance, and knowledge.
- Join an Employee Resource Group, start one yourself, lead one, or engage with one differently than you already are.
- Seek high profile work assignments that build your potential for promotion.

For more recommendations, see the *Negotiations Strategies for Women* on page 23.

Recognizing Your Value

Bentley's Provost, Donna Maria Blancero, identifies as Latina and multiracial. She shared her negotiating experiences over a long academic career and identified how intersectionality played a role.

"Before getting to Bentley, there were times when I really felt the intersections of my ethnicity and gender during job negotiations. I heard statements like, 'You're pretty lucky to be getting this offer to begin with.' And this of course translated to a feeling on my part that I was probably getting a lower offer than other candidates.

Based on experiences like this, you end up feeling like the person on the other side of the table is always going to think they are doing you a bit of a favor just by offering you the job. This has so many negative impacts for someone with underrepresented identities, including the feeling that you're an imposter. The ironic — and perhaps positive — outcome of all of this is that I teach negotiating skills to underrepresented groups, and you can bet that I emphasize how important it is to absolutely always recognize your value."

In numerous CWB interviews with women of color, one piece of advice stood out from the rest:

Every one of the women emphasized the importance of knowing your value — understanding it, not losing sight of it when negotiations are challenging, and leveraging it for success.

Asian Women Confront Misleading Stereotypes

Data related to Asian women can get muddled quickly. In addition to variations that impact other groups, such as their age and the industry they work in, they are often demographically mis-categorized. LeanIn data indicates that Asian women are more likely to ask for promotions and raises but that they experience conflicting outcomes: they are less likely to be promoted but receive higher compensation for comparable work.³⁴

Just as Latina and black women face unique stereotypes, so too do Asian American women. They are typically viewed as intelligent, hardworking, and technically proficient, and indeed they are better educated than other demographic groups. Yet they are often slotted into individual contributor positions due to bias. And they face their own double bind.

Asian American women are perceived to be — and expected to be — modest and deferential. When they are assertive, they are viewed as overbearing and demanding. Forbes just recently reported that, as a result,

“...in corporate America, even though Asian American women are the demographic group most likely to have graduate degrees, they are the least likely to hold positions within three reporting levels of the CEO or to have line or supervisory responsibilities.”³⁵

Ironically, they are often overlooked as a minority group due to their perceived success.

Even in law firms, Asian American women feel the impact, known as the *bamboo ceiling*. Asian women outnumber Asian men among U.S. law firm associates at a rate of 54 to 46 percent. Yet Asian men are almost twice as likely to make it to partner (64 versus 36 percent).³⁶

The Impact of Intersectionality on Asian American Women Who Negotiate

Research at California State University examined how race and gender intersect to impact job candidates' assertiveness in salary negotiations by comparing the negotiating behavior of white and Asian Americans. As noted, Asian Americans face stereotypes characterizing them as unassertive and submissive. The research explored whether Asian American women might therefore face the *double jeopardy* of both racial and gender biases in salary negotiations.³⁷

Their research found that Asian women actually made higher first salary offers (along with white men) than did white women and Asian men. Additional analysis revealed that those who aimed for lesser salaries were also more fearful of being penalized for asking for too much, with white women fearing backlash more so than Asian women.³⁸

The findings demonstrated that, contrary to the double-jeopardy hypothesis, when people belong to more than one underrepresented group (i.e., Asian and female) they can be overlooked, experiencing *intersectional invisibility*. This phenomenon can produce negative impacts, one of which is underrepresentation in the workplace.³⁹

Breaking Away from a Stereotype

We spoke with the CEO of a startup who identifies as a Chinese American woman.

“I want to start by saying that I identify as Chinese American — I was born in the U.S., but my parents were born in Taiwan and my grandparents in China. There are so many different identities under the term *Asian*, right?

I do feel like I’ve had to overcome two strikes against me in the business world — gender and race. You probably know that Asian women are characterized all of the time as docile and quiet, so this is something I’ve really examined in my own behavior. As a younger woman I was quite shy — I’m a natural introvert — so I’ve forced myself because of the negative stereotypes to literally become louder. In my desire to break away from the stereotype, I actually show up as an extrovert. So there has been an evolution for me over the decades — working to be both assertive and deliberate with my words. I’ve done things like making the pitch of my voice lower and removing qualifiers from my vocabulary in business situations — particularly negotiations.

It’s complicated for lots of reasons...I actually pride myself on my listening skills, and think it makes me better at what I do. I’m an active listener, and as a negotiating tactic, I think it helps me — it lets the other person put their cards on the table first. Yet there have been negotiating situations where the men in the room, who were lower in the hierarchy than me, were very vocal and bold. I know for a fact that it’s made people question my authority and knowledge. Once, after a meeting with a group of attorneys, one of them who knew me well literally asked me why I’d allowed one of the men to outtalk me.

All of this can put you into a bit of a tailspin. You don’t want to come off as weak but it’s also hard to change your true nature, especially when you know that your quieter approach and active listening are actually great skills! But for Asian women, it’s a double-edged sword, for sure. I do still carry the stereotype with me, and if I go down the rabbit hole, it will make me angry. I try to focus on the fact that if people underestimate me because of stereotypes around gender and race, it will work to my advantage — and it often has.

The biggest piece of advice I’d give to all women, not just women of color, is to prepare in advance for any negotiation — planning conquers all. Think in advance of the exact words you will use, and practice using them. Record yourself. Get feedback. This impacts confidence and the outcome of your negotiations.”



Women with Disabilities Find Workplaces Less Equitable

Disability can refer to physical, emotional, or mental ability. All people with disabilities — regardless of gender — are less likely to be employed. And even when equating education levels and years of experience, those with disabilities have fewer opportunities for career progression than others. They are also more likely to face *underemployment*: reduced workplace status, lower earnings, and greater barriers to advancement.⁴⁰

Regarding women specifically, the data is sobering. When researchers asked women to rate their companies and managers on questions about equity and support across numerous scenarios, women with disabilities were “far less likely to feel they have an equal opportunity to grow and advance, and far less likely to think the best opportunities go to the most deserving employees.”⁴¹

These findings have a direct connection to the negotiations process for women with disabilities, not only regarding wage and promotion discussions but also regarding adjustments. Organizations and hiring managers should bring increased understanding and support related to the compounded discrimination women with disabilities may experience. And parties on both sides of the table should focus on credibility and trust, which creates a foundation for positive negotiating outcomes.⁴²

“...making accessibility requests and explaining your reasons for them can feel like a strain...[it] can start to feel like an ongoing business transaction.”⁴³

—Rachel Kolb, a deaf person who faces an ongoing maze of conversations about how to gain access to American Sign Language interpreters in the workplace

Supporting Negotiations for Women with Disabilities

Companies need to have clear-cut policies, good communications, and clarity about who people with disabilities should turn to for assistance. The organization’s goal should be to make it as easy and clear as possible for the employee to make requests and negotiate the support they need. Hiring managers and others should be sensitive to the challenges facing an employee with a disability, including their desire not to be burdensome. The person with the disability can help by communicating clearly and, if possible, by identifying what they need up front, when processes and support structures are being established.

Experience & Insight

The Need for a Clear Accommodations Policy

We spoke with a woman who works for a non-profit organization about her experience getting accommodations for her disability.

“To begin with, sometimes it’s not even clear who you should go to or ask about what you need. Is it your boss? HR? A special accommodations team? And if it’s about your computer, is it IT? I’ve seen people struggle to work through this.

Like most things in disability life, you constantly have to figure it out, and there’s no roadmap. My advice is to try to learn as much as possible when you first start your job. It’s easier to ask for accommodations in the beginning. On the other hand, you often realize you need something different down the line, and this part is hard, because you don’t want to feel like a burden.

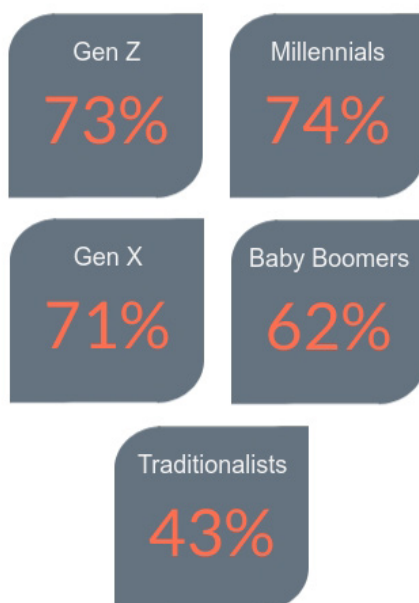
I think that having a clear-cut policy really helps.”

Generational Considerations

Millennials and, increasingly, members of the Gen Z cohort are making an impact throughout the workplace, and that includes attitudes toward pay and negotiations. The data reveals that younger workers, like their older peers, want their raises to reflect performance rather than cost of living or inflation. This is one thing that all age groups have in common: they don't want money simply handed to them.⁴⁴ But after this point of agreement, differences among the generations emerge:

- Younger workers are more likely to expect an annual pay raise.⁴⁵ See graphic below.
- When negotiating, younger workers expect a clear process, which isn't always the way negotiations work, and this can frustrate them.⁴⁶
- The younger cohort of employees is most definitely more assertive in their approach to negotiations.⁴⁷

I Expect a Pay Raise Every Year in Order for Me to Stay at My Current Company⁵⁰



- Overall, Millennials and Gen Zs take more workplace risks than other generations; however, it's unclear how much of this is related to their stage of life versus the unique qualities of these generations.
- A clear majority of Millennials and Gen Zs admit that they've told a prospective employer they had another job offer when they really didn't — simply as a negotiating tactic. In contrast, a minority of Baby Boomers report doing so.⁴⁸
- Younger women are increasingly willing to negotiate for pay at rates equal to men. In fact, in the Australia research discussed on page 5, the women under 40 appeared to be “statistically indistinguishable from the younger men.”⁴⁹ One of the researchers, Amanda Goodall of London's Cass Business School, told us that it is unclear whether these changes are indicative of a generational marker or stage of life. She and her fellow researchers wrote, “Maybe the world really is beginning to change.”



My sense is that Millennials are negotiating more — younger women are on fire to negotiate and not to get stuck in a wage gap. But it remains challenging because there are still social sanctions for stepping outside your gender role, and there are still structural and cultural impediments, and all of this changes slowly.

—Victoria Pynchon, Negotiating Coach and Co-Founder of *She Negotiates*



Leveraging Job Offers to Get Higher Pay

55 percent of Millennial and Gen Z workers have used a potential job offer to negotiate a higher salary with a current employer versus 24 percent of Baby Boomers, according to Randstad 2020 U.S. Compensation Insights.⁵¹

This is consistent with our interviews with HR professionals, who are seeing more job candidates use negotiations for leverage to get raises at their current employer — and remain with that employer — instead of taking the new job.

This is probably, at least in part, a sign of the tight job market that currently exists in most of the U.S.

Millennial Women of Color Confront Negative Stereotypes

Millennial black women can be characterized as entitled just because they exude confidence. Negotiations consultant Jacqueline Twillie tells these younger women to recognize that they might trigger this unfair stereotype and preemptively engage with the situation. She advises:

“Throughout any negotiation, state that you’re passionate, excited, and confident about the opportunities that lie ahead. Face stereotypes head on by directly stating your intent as well as your emotions.”⁵²

Being direct and creating this new habit around facing stereotypes can be an effective disarming technique. Twillie also suggests using that enthusiasm to build momentum around asking for resources that will support ongoing projects, as well as showing how that emotional energy can be channeled towards achieving project and business goals.



A Millennial Woman of Color Shares Her Story

We spoke with an attorney who identifies as a Millennial and a Black woman.

Negotiating for Pay in a Job Move

“I started out at a big law firm, where the environment in terms of salary was lockstep, so there was no negotiation. When I decided to become in-house counsel, I had to negotiate for the first time, and I heeded great advice from a more experienced colleague who said, ‘Negotiate for the best salary you can on the front end, because once you’re in, you will be pulling teeth to get the bumps you were used to in a law firm.’

So I asked for what I wanted when the person across the table said they weren’t in my range. I took a gamble. I put my foot down and wondered if they would call my bluff. But they came back with what I wanted. This was really important in terms of the advice I would give other women, including women of color: I was prepared to walk away, even though I wanted the position. But I’d done my homework. I knew the role had been vacant for a while and knew they were really interested in me. So you have to be strategic.

Considering Flex after Parental Leave

A few years after taking that job, I had a child and took parental leave. When I returned from my leave, I will tell you that there were things that I really wanted and felt I needed that I didn’t ask for, because that company had a very 9 to 5 culture. I didn’t have the confidence to ask for some of those accommodations, which would have been good for all the women in the company. I kind of succumbed to the stigma that mothers face — that people would think I couldn’t handle the workload as a new mother just returning from leave. I felt like I had to prove myself and I had to be physically present to do that. I have a little regret around not asking. The company was going through so much at the time, though, and male leaders were saying things like, ‘We don’t want to shake anything up right now.’

Observing Gender and Racial Bias as Legal Counsel

Our hiring recruiter and manager came to me for legal advice regarding a woman they were negotiating with. They told me they’d given the candidate an offer that, based on earlier discussions, sounded like what she would want, but the candidate was now negotiating for a higher salary. They were put off by her, feeling she was being ‘too aggressive.’ They wanted to retract the offer.

So I looked into what she had said, and I advised that she didn’t sound unreasonable and that they should have an open, transparent conversation with her. I sensed a gender dynamic going on, and when I learned more about her, I also discovered that she was a woman of color. Would they have questioned a different candidate’s motives in the same way, and would they have found them to be too aggressive? I wonder. By the way, they did retract the offer, and the extra money she wanted wasn’t even that much. I was really taken aback.”

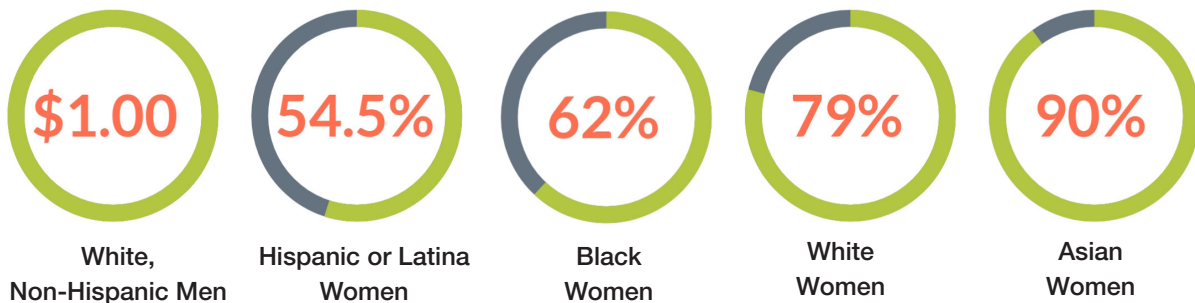
THE WAGE GAP IN THE U.S.

The most recent U.S. Census Data confirms the stubborn persistence of the gender wage gap across all industries. As the graphics on this page indicate, women who are Latina, Hispanic, or black face significantly greater gender pay disparities than white women.⁵³

On average, women in America are paid only 82 cents for every dollar paid to men. At the current rate of progress, the pay gap will not close until 2093.⁵⁴

—American Association of University Women.
The Simple Truth About the Gender Pay Gap: Fall 2019

Women of Color Face the Largest Gender Wage Gap ⁵⁵



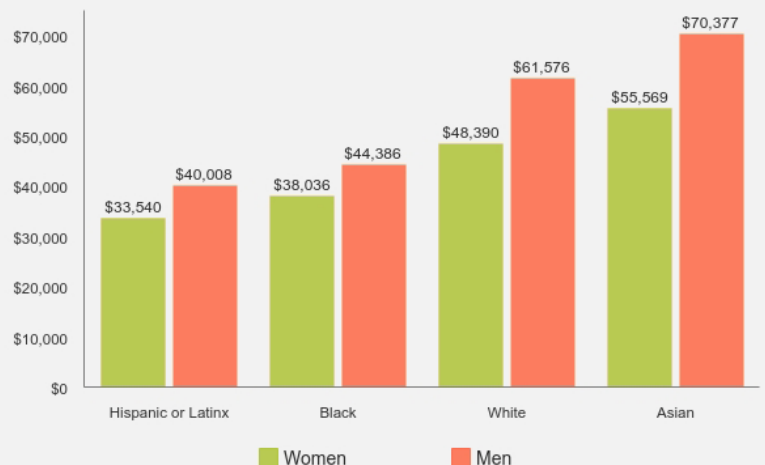
Percentage Women Earned Compared to White, Non-Hispanic Men

Based on 2018 Median Annual Earnings of Full-time Workers, U.S. Census Bureau, Current Population Survey.



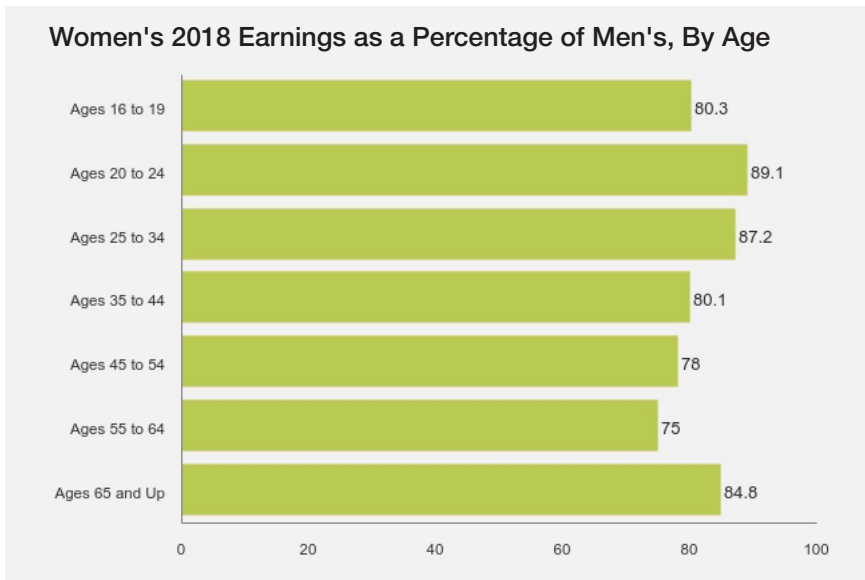
Across all racial groups, women earn less than men in the same group.

Median 2018 Annual Earnings by Gender and Race



Source: Institute for Women's Policy Research. *The Gender Wage Gap: 2018 Earnings: Differences by Gender, Race, and Ethnicity*. September 2019.

All Age Groups See a Wage Gap



Source: American Association of University Women. *The Simple Truth About the Gender Pay Gap: Fall 2019 Update*.

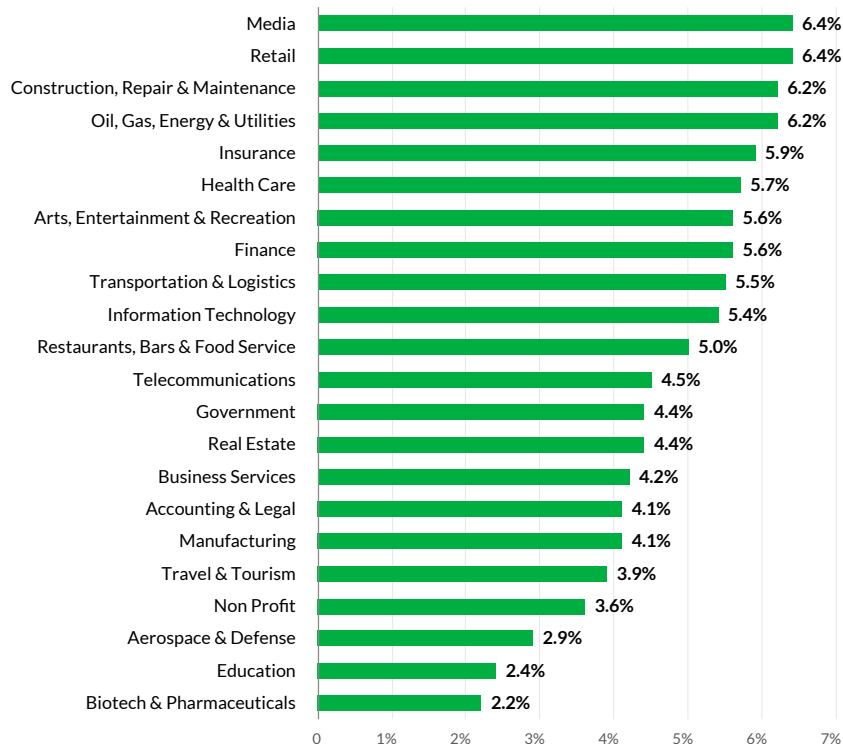


The wage gap starts when women enter the workforce and increases with age, revealing the long-term impact of wage disparity.

The Wage Gap Varies Widely by Industry

Adjusted 2019 Gender Gap in Base Pay by U.S. Industry

Percentage More Men Earned Compared to Women



Source: Chamberlain, Andrew, et al. *Progress on the Gender Pay Gap: 2019*. Glassdoor, 2019.

NEGOTIATIONS AND THE WAGE GAP LOOK DIFFERENT IN TECH

Wages and the wage gap, like so much else, play out a bit differently in the tech field than in other sectors. The gap is certainly narrowing. And yet, 2019 data reveals that in all racial categories, women continued to ask for and get lower salaries than men. When women do negotiate for a greater salary, a disparity continues to exist: seven percent more men than women reported successfully negotiating higher wages in 2019.⁵⁶

Breakout data for women of color in the tech industry indicates that:

- Black and Hispanic women continue to make the least. This data aligns with research showing that almost two thirds of women in tech believe a wage gap exists due to racial identity.⁵⁷
- Asian women are the highest paid, with their salaries narrowly surpassing white women's, yet they continue to lag in organizational hierarchies. Forbes reports that "In Silicon Valley, Asian Americans are the largest cohort (47 percent) of entry-level non-managerial employees with a college degree or higher (professionals), but they are only half as likely as white men and white women to hold positions within two reporting levels of the CEO (executives)."⁵⁸

As the wage gap narrows, particularly in the tech field, it's easy to conclude that the fight is almost over. That's why it's important to recognize the long-term, compounded impact of even small disparities. A study by the National Women's Law Center demonstrated how a woman can lose up to \$406,760 over the course of a 40-year career due to an uncontrolled wage gap of 80 cents on the dollar. Worse yet, the estimate *doubles* for women of color.⁵⁹



61%

During tech salary negotiations, 61% of women are asking for lower salaries than men, perpetuating the wage gap. Transparency of wage data is key to ensuring equal salary expectations.⁶⁰

[In tech], 60% of the time men are offered higher salaries than women for the same job title at the same company and companies offer women 3% less on average than men for the same roles.⁶¹

—Hired.com, "The State of Wage Inequality in the Workplace," 2019.

Wage Transparency in Tech

Policy makers and academics are increasingly supporting the view that the gender pay gap persists in part because workers often don't know what their coworkers are making.⁶² Some employers even utilize pay secrecy policies that prohibit employees from discussing what they are paid, despite this being illegal based on the National Labor Relations Act of 1935. In fact, 60 percent of respondents in a 2018 tech industry survey said that their human resources offices had discouraged them from talking with coworkers about their wages.⁶³

Employees, and Millennials particularly, are defying privacy practices, sharing information about salary both openly and anonymously, and in a tight job market, particularly tech, it's having a significant impact.⁶⁴ The benefit of pay transparency is that it encourages organizations to develop thoughtful and data-driven strategies for fair compensation. Done well, it can improve job satisfaction, employee engagement, productivity, and bottom-line results.⁶⁵

The strongest argument for pay transparency is that wage disparities represent a type of structural bias that's easier to fix than many of the more subtle forms of bias, such as the likeability bias that women confront when they negotiate assertively and are disliked (and consequently hindered in career progression). And according to Morela Hernandez of UVA's Darden School,

“Pay secrecy reinforces racial biases as well.”

Thus, wage transparency is a useful diversity, equity, and inclusion tool that all business should adopt in some fashion in order to help underrepresented groups.⁶⁶

Despite its benefits, wage transparency can also present organizational challenges. Todd Zenger, in *The Case Against Pay Transparency*, asserts that it “can cause interpersonal awkwardness, jealousy, or even infighting in the workplace, leading to a culture of competition over collaboration.”⁶⁷ It is an approach that, like all new strategies, should be implemented with care, diligence, and within a larger context of cultural openness and inclusivity.

Progressive employers are increasingly proactive about communicating around pay.

For instance, if it's a year when significant pay increases won't be happening, let employees know how those decisions were made and why. Help employees understand the organization's compensation policies, practices, and philosophies. Remember that even if you aren't talking about salary, your employees are!⁶⁸

“Culturally, [salary sharing] is fairly taboo among black women, but it can help you to understand pay by industry and function, and can help you all get more comfortable having conversations about money and finances.”⁶⁹

—Katrina Jones, Diversity and Inclusion Leader, Amazon Lab126

Eliminating Wage Negotiations in Tech

Reddit made headlines in 2015 when it announced a salary negotiations ban as a strategy to close the gender pay gap and overcome biases women face when negotiating. Several other tech companies followed suit. The decision was all the more significant because its interim CEO Ellen Pao had just fought and lost a high-profile gender discrimination lawsuit against a venture capital firm.⁷⁰

For a non-negotiation policy to be successful, an employee needs to be paid based on a job's explicit market value rather than on subjective characteristics. Non-negotiation proponents argue that having to bargain starts the relationship on a note of distrust, with both parties feeling like they lost out.⁷¹ "The candidate thinks (she's) working for less than (she's) worth, and the company feels like it is paying too much," says the president of one company.⁷² Proponents also assert that a non-negotiation policy helps strengthen the relationship between employer and employees, and helps keep pay tied closely to competitive market rates, which helps attract and retain high performers.

But many believe the bans do more harm than good because they reinforce the stereotype that women are poor negotiators. Additionally, high performing employees are likely to look elsewhere if they don't have the ability to negotiate their compensation. And finally, the goal to create pay equity might fail anyway, if the preset salaries for specific positions are faulty or recruiters simply make higher offers to men or other preferred candidates.

An Alternative...

Businesses can make progress without a negotiating ban by establishing other practices, such as:

- Outlining clear guidelines, communicating expectations about the negotiation process, and offering all candidates the same information. For instance, if benefits and flex are non-negotiables, say so up front.
- Training hiring managers and recruiters to negotiate respectfully. "It's extraordinarily important to treat people with dignity," says Catherine Tinsley of Georgetown University.⁷³
- Being as transparent as possible. Tinsley adds,

"People care less about absolute amounts of money than about being sure that they are not underpaid relative to others"

Share as much as you can about pay relative to others and the compensation decision-making process.



MAXIMIZING SUCCESS: NEGOTIATIONS STRATEGIES FOR WOMEN

The following pages contain helpful strategies to prepare for salary and other workplace negotiations.⁷⁴ *While the focus of these recommendations is on salary discussions, much of it can be applied to any type of negotiation.* To continue to expand your skills and build confidence as a negotiator, leverage the information contained in the *Negotiations Resources* section on pages 34-36.

Use the salary tools listed in *Negotiations Resources* on page 34 to gain an understanding of current salaries for the type of role you are pursuing.

- When researching salary, remember that pay ranges for the same role vary by industry and by geographic location. Be sure to target your research by industry, i.e. tech vs. retail, and in the area where the job is based, i.e. San Francisco vs. Kansas City.

Ask people in the same industry for insight on the salary range their company would pay someone in a similar role.

- The best people to ask are those working in the same functional area — people who either currently or recently worked in a similar role as well as hiring managers.
- Let them know you are gathering information because you are preparing to negotiate.
- Make sure you are gathering information on roles with the same scope of responsibility.
- Another approach is to ask if a particular salary range is reasonable.

Understand how the organization's culture and policies could influence the negotiation.

- If you are already part of the organization, talk to coworkers about their experiences and any advice they would give on how to approach your negotiation.
 - Leverage your employer's Employee Resource Groups to connect with colleagues and get an understanding of the unique aspects of the negotiation process in your organization.
 - Ask if the salary range you are considering is realistic and what other non-salary items are negotiable in the company.
- If you are not at the organization, use your network and online resources to learn what current and former employees have to say about the culture.
 - Find connections who have either worked in the organization, or know others who have, and ask for candid input on the work environment and attitudes relative to negotiations.
 - Consult online resources such as Glassdoor and Indeed, which include reviews written by current and former employees.

**Start with
Research**

Assess your unique value proposition (UVP) as evidence to support your ask.⁷⁵

- If you are negotiating a raise at your current job, be prepared to give specific reasons why you *deserve* a raise by focusing on your accomplishments beyond your normal job expectations. How have you added value to the organization? Some examples:
 - You took on additional responsibilities.
 - You brought in more revenue or established processes to reduce costs.
 - You took on challenging projects and completed them on time.
- If you are negotiating for a new position, be prepared to talk about the unique skills and experiences you bring to the table. If you've mastered new skills that are marketable in your industry, think about their value and how to position those skills as a strength.
- Ask mentors and peers for input on your recent achievements to get a complete picture.
- Be aware of any limitations you may have relative to credentials or experience that could put you at a disadvantage and be prepared to reframe them.

**Build a Plan
Focused on
Your Value**

Based on your research and your UVP, set your salary goals.

- Establish your *Target Value* — your aspirational goal — and your *Reservation Value* — the minimum you are willing to accept — with the goal of landing somewhere in-between.⁷⁶ Alexandra Dickinson, Founder and CEO of Ask For It, describes these as “wish, want, and walk numbers.”

“The 'wish' number is your starting point, the 'want' number is the salary you are aiming for and the 'walk' number is your bottom line.”⁷⁷

- By setting these goals based on your research, you ensure you will not accept an offer that is less than market value.

Broaden the negotiation beyond salary to maximize the value of your compensation package.

- While salary will likely be the focus of the negotiation, there are other benefits you can negotiate to increase the overall value of your compensation package and support work/life balance such as:⁷⁸

▪ Performance bonuses	▪ Vacation and personal time
▪ Stock options or restricted stock units	▪ Tuition reimbursement
▪ Flexible schedule or working remotely	▪ Relocation reimbursement
▪ Parental or family leave, if not offered	▪ Professional development

Other non-compensation job details may also be negotiable.

- This could include your start date, job description, job title, and performance plan.

Understand your Best Alternative To a Negotiated Agreement (BATNA)⁷⁹

- Identifying your best alternatives can enhance negotiating power, i.e. if you have a another strong job offer, you are better positioned to negotiate what you need with confidence.
- Alternatives are not static. You can continue to be creative and expand your alternatives while you negotiate. Know that status quo could be a BATNA.
- Consider the employer's alternatives so you can be prepared to persuade them why your approach is best and mutually beneficial.

Prioritize your needs and develop multiple proposals that meet them. Research has shown that when women focus their negotiation on the priorities that matter to them, they are more successful.⁸⁰

- The biggest compensation opportunities often occur when people move to a new company — take advantage of such situations.⁸¹
- Consider your current financial needs and what you think you'll need in five or more years, which could impact whether you negotiate for more equity or other benefits like flexibility or training.
- Try to focus on mutual gains to benefit both you and the employer.

Consider the appropriate time to initiate the negotiation.

- Don't start having the conversation about salary until you are ready.
 - If the person across the table asks for your salary expectations during the first interview, you can explain that you need to have a clearer understanding of the scope of the role before you can respond. If they insist, try turning it around and asking them for their budget or salary range.⁸²
- Moments of success can present a great opportunity. For example, if you just received high-profile recognition, don't wait until your annual review to ask for a raise. Capitalize on the opportunity.
- Taking on more responsibility is also an opportunity to initiate a conversation about compensation.

Practice! The more prepared you are to support your position, the more confident you will be to engage in a successful negotiation.

- Ask a mentor or colleague to provide feedback on the options you have outlined, and then role play how you will be making the initial ask and practice responding to questions.
- Consider videotaping yourself to gain more insight into how to most effectively communicate during the negation.
- Envision yourself advocating for someone else and leverage the confidence. Research shows that “women actually outperform men when negotiating on behalf of someone else.”⁸³

**Practice
to Build
Confidence**

Create a safe space for the meeting — one that fosters collaboration.

- Sit on the same side of the table so you are physically approaching the issue together.
- If you are meeting with your current manager, meet somewhere different from your regular meetings.

Approach the meeting as a chance to share ideas and problem solve, rather than as a competition.

- Brainstorm possible solutions together — move the conversation from “if” to “how.”
- Instead of “I”, focus on mutual gain and say “We.”

Ask for what you want and anchor high. Research shows there is a direct correlation between what you aim for and what you ultimately get.⁸⁴

- Making the first offer can be advantageous — you are *anchoring* the negotiation and setting expectations.
 - For salary, offer a range instead of a single figure — use the *Reservation Value* salary target you established and anchor high.
- When you counteroffer, refer to your research — utilize the numbers you gathered as evidence to support your position
- Don't lose sight of your “wish, want, walk numbers.”

Be strident about your prioritized needs, but be flexible in how meet those needs.⁸⁵

- Ask questions to better understand the other person's position.
- Listen to the other person's interests and opinions, and demonstrate your openness to their suggestions.

Stay in control and be confident during the meeting.

- Stay positive.
- Don't apologize.
- Don't be defensive.
- Recognize that moments of silence are okay.
- If you need to collect your thoughts, ask for quick break and return with renewed focus.
- Focus on your UVP — you are negotiating for what you deserve.

Turn stereotypes associated with women into a strength. One negotiator shared,

“Women are often seen as loyal...and they could use this to their advantage. Frame it as a commitment to the organization. Let them know you want to get deep into the experience.”

Follow Up After the Meeting

Send a follow-up message documenting the conversation and expressing gratitude.

- Since verbal agreements can leave room for interpretation, it is important to be clear on your understanding of the outcome.
- Offer suggestions for next steps and set up a follow-up meeting, if needed.
- If you are negotiating with your current manager, it is important to be appreciative — you want to maintain a positive relationship with them, regardless of the outcome.

Enlist mentors and sponsors who can advocate on your behalf.

- If a mentor or sponsor has recommended you for the position, circle back to update them on the negotiation. They may be able to support your position.

If the Negotiation Fails

As soon as possible after the negotiation, document the details of the process and look at it critically.⁸⁶

- The most common mistake in negotiations is not being prepared — take the time to do adequate research, planning, and practicing.
- Negotiations based on emotions instead of research and your UVP will likely fail.

“If you went into a salary negotiation and used words like 'I feel' or 'I think I should be paid...', you (would be) doing yourself a disservice... by using those words, you're already allowing your emotions to drive the entire salary negotiation conversation.”⁸⁷

As you approach your next negotiation, use lessons learned to avoid making the same missteps and focus on a successful outcome.

- It is not about winning or losing — it is about being empowered to advocate for yourself based on your value.

If your negotiation for a raise failed, get clarity from your manager on the reason(s) the raise was denied or delayed, and ask for specific feedback on what you can do to earn a raise in the future.⁸⁸

- Be transparent with your manager about your goals during future check-ins and be open to receiving feedback.
- Remember that you may not have succeeded, but you introduced the idea and you can try again.

HOW WORKPLACES CAN DE-BIAS NEGOTIATIONS

Reducing the impact of bias in negotiations requires extensive and intentional organizational interventions. Many are a part of broader approaches to increasing inclusivity and improving overall organizational culture, while some are quite specific to the negotiation process itself.

At the broadest level, be sure your organization is working to become as diverse, equitable, and inclusive as possible at all levels.

- Start at the top with leaders who promote and model an authentic, values-driven culture.
- Set clear, well-communicated DE&I goals that are aligned with business goals and for which every employee is held accountable.
- Ensure that all employees receive ongoing training and resources that infuse them with knowledge and understanding of topics like unconscious bias.
 - Demonstrate your commitment to employees from underrepresented groups by providing tailored support, training, mentorship, sponsorship, and Employee Resource Groups.
- Establish de-biasing programs and processes that are reflected in every aspect of what you do: recruitment, hiring, evaluations, salaries, promotions, meetings, vendor relationships, and succession planning, as well as social activities and community initiatives.

*A robust body of literature — including CWB reports such as *The Pipeline Predicament*, *The Workplace Journey*, and *The Value of Workplace Flex* — delves into this topic.*

**Advance
Diversity,
Equity &
Inclusion**

“When requests and decisions about raises are transparent and rooted in data, employers are more likely to approach each conversation about pay in the same way. In addition, employees are less fearful about asking for a pay increase outside of the annual review cycle when their managers show how decisions about raises are driven by real world compensation data.”⁸⁹

—Lydia Frank, Former Vice President, Corporate & Product Marketing, PayScale

Educate hiring managers, recruiters, and anyone else who handles negotiations about the role that bias can play.

- Provide them with formal training, offer informal discussions of best practices, and share specific remedies to interrupt bias.
- More progressive negotiators understand how to interrupt tendencies to make snap judgments about people and to approach each individual with an open viewpoint.

Introduce more transparency around wages and the negotiation process.

- Consider publicizing pay-grade ranges, and regularly compare and reconcile disparities among salaries for comparable jobs.
- Never ask job candidates what they made in the past. This not only places women and other underrepresented individuals at a disadvantage, perpetuating the wage gap, but it is against the law in numerous states.
- Make the wage gap part of everyday conversations in the workplace.
- Communicate what the negotiating process should look like to job applicants; provide clear guidelines and expectations, and offer all candidates the same information. Answer such questions as, “Can I negotiate?” “Am I expected to negotiate?” “Is there a salary range that applies to all applicants for this particular role?”

Hiring managers, prepare in advance!

- Know the maximum you can pay and the fair value for the job you are trying to fill.
- Understand relevant market factors, such as existing economic conditions within the job market and the industry.
- Identify issues beyond salary that might be relevant to an individual candidate, such as tuition remission for someone who wants or needs to further their education.

Provide clear information about workplace flexibility options.

- After pay, this is the most frequent negotiating topic in most workplaces. Employees shouldn’t have to guess what’s offered or negotiate for most arrangements, and with clear communications they don’t have to.
- Remember that the benefits of flexible work options for employers and employees alike are well-documented, including reduced costs from greater efficiencies and productivity, improved employee wellness, and more. See the CWB research report *The Value of Workplace Flex* for more information.

Empower underrepresented employees to bring authenticity to the negotiating process.

- When employees have to cover or repress aspects of their identities, their confidence, engagement, and productivity suffer, and this impacts them at the negotiating table.
- Empower employees who might be marginalized by openly encouraging them to negotiate.

Introduce as much structure to your negotiations processes as possible, providing a framework for those leading the discussions.

- Unstructured negotiating sessions, like unstructured interviews, introduce far too much bias. Negotiators should be prepared with predetermined options, assertions, and questions that are used in multiple situations.
- Consider inviting a third party to the discussion — one who can highlight potential bias and encourage objectivity.

Encourage open communication on both sides of the negotiating table.

- A foundation of trust and respect for differing opinions is a key ingredient to a successful negotiation.
- One approach for salary discussions can be to provide the first offer, which gives you an anchoring range and gives the person on the other side of the table a realistic range to work with.

Consider teaching your negotiators how to hold a courageous conversation.

- Utilize a framework for courageous conversations provides a guide to create understanding across difference. This tool helps people with different backgrounds and perspectives interrupt the impacts of bias and create connections.



GLOSSARY OF WORKPLACE NEGOTIATIONS TERMS

Active Listening: A practice that involves paraphrasing what others say and using open-ended questions.⁹⁰

Agency Penalty: The negative characteristics ascribed to women for appearing too tough, assertive, angry, or self-promoting. Research shows that while anger can increase status (and salary) for men it decreases both for women. Women of color are more likely than white women to experience this dynamic.⁹¹

Anchoring Bias: The common tendency to be overly influenced by the first number put forth in a negotiation, and then inadequately adjusting from that starting point, or the *anchor*. This is relevant regarding salary history: knowledge of a person's previous salary will likely influence the amount offered.⁹²

Backlash Effects: Social and economic punishments for engaging in behavior that is inconsistent with that expected for members of one's social identity group.⁹³

Bamboo Ceiling: Describes a combination of barriers — individual, cultural, and organizational factors— that impeded the career progress of Asian American women.⁹⁴ See *glass ceiling*.

BATNA: Acronym used in negotiation for *the best alternative to a negotiated agreement*. It recognizes the most advantageous alternative that a negotiating party might pursue if discussions fail and an agreement is not reached.⁹⁵

Circular Questioning: A sequence of questions that involves three stages: 1) One person shares their views of a situation. 2) The next person shares their views. 3) The two people determine how the two views can be linked.⁹⁶

Confidence Gap: The difference in confidence that often exists between men and women and impacts women's ability to succeed in their careers (and can impact negotiations).⁹⁷

Defensive Pessimism: Describes how a person who experiences anxiety lowers their expectations and invests their energy to envision different outcomes for an interaction. Utilizing this approach in negotiations can lead to better performance.⁹⁸

Depressed Entitlement effect: The tendency that many women have to undervalue themselves, which can prevent them from achieving their earning potential.⁹⁹

Distributive Negotiations: A back and forth exchange of an offer.¹⁰⁰

Expectancy Violation Theory (EVT): A concept describing how individuals develop expectations of how others might react based on biased assumptions, particularly related to race. Relevant because biased preferences can distort job evaluators' perceptions of negotiators.¹⁰¹

Glass Ceiling: A metaphor for the barriers that impact advancement in a profession, especially affecting women and those from other underrepresented groups. Women often reach a certain level and cannot *break through* that ceiling.

Imposter Syndrome: A psychological phenomenon where people doubt their accomplishments and sometime fear being exposed as a *fraud*.

Intersectional Invisibility: The experience of people who belong to more than one underrepresented group being overlooked.¹⁰²

Intersectionality: A lens to understand an individual's experience of multiple identities — such as race, class, gender, sexual orientation, or religion — that often lead to a unique experience of discrimination or disadvantage.¹⁰³

Logrolling: A type of negotiation where participants trade things they value less for things that they value more.¹⁰⁴

Massachusetts Equal Pay Act: This wage protection law mandates that employers cannot pay one group of employees less than what they pay employees of a different gender for comparable work, such as work requiring substantially similar skills and responsibilities performed under similar working conditions.¹⁰⁵

Microaggressions: Subtle, often unintentional acts of exclusion that disproportionately impact people from underrepresented groups; slights resulting from unconscious bias; **similar to microinequities**.

Microinequities: Subtle, often unintentional acts of exclusion that disproportionately impact people from underrepresented groups; slights resulting from unconscious bias; *similar to microaggressions*.

Mirror Imaging: The natural assumption that a part on the other side of the table in a negotiation will act and react the same way that we would in a similar situation.¹⁰⁶

National Labor Relations Act: National legislation that protects the rights of employees to engage in *concerted activity*, such as collective bargaining and that curtails labor and management practices that can be harmful to workers, businesses, or the U.S. economy.¹⁰⁷

Opportunity Gap: Describes structural barriers resulting from identities such as race, ethnicity, socioeconomic status, language proficiency, or other factors which can keep people from advancing in the workplace; loosely related to the achievement or learning gap.

Opportunity Recognition: Describes the phenomenon when women don't negotiate for themselves as often as men because they do not recognize that there is an opportunity to negotiate. For instance, they might assume that salary increases follow a fixed schedule and therefore believe negotiation is unnecessary.¹⁰⁸

Paycheck Fairness Act: An act to amend the Fair Labor Standards Act of 1938 to provide more effective remedies to victims of discrimination in the payment of wages on the basis of sex, and for other purposes.¹⁰⁹

Paralysis by Analysis: Overthinking — driven by a desire for perfection — that can cause a person to fumble or forget their main points during a discussion.¹¹⁰

Racial Socialization: The experience of black employees being taught by their parents at an early age that life can be unfair in order to prepare them for racially biased workplaces and other discriminatory experiences based on race.¹¹¹

Reservation Value: A person's bottom line or cutoff — the minimum offer one is willing to accept in a negotiation.¹¹² See *Target Value*.

Social Cost of Negotiation: Describes a person being viewed as less desirable to work with based on observations about — or perceptions of — how they negotiated a situation. Studies have repeatedly found that the social cost of negotiating for higher pay is greater for women than it is for men.¹¹³

Target Value: Describes a goal for a negotiation — what a person sees as the most important outcome of the negotiation. See reservation value.¹¹⁴

The Only: References the experience of being the only person of a particular group in a business setting, such as the only woman, the only person with a disability, the only Millennial, etc. The experience can result in: increased discrimination; increased anxiety and pressure; fear of making mistakes; and confirmation of negative stereotypes.¹¹⁵

Underearners: Those who undervalue their earning potential and are usually content with their work or salary situation.

Unique Value Proposition (UVP): Describes the unique benefits an individual brings to a job, team, or organization; might include specifics about how one addresses business needs and solves problems or how one stands out from other individuals. To negotiate successfully, a person should clearly understand their UVP.

“For people who believe they are facing bias in a raise conversation, I recommend collecting data about the salary benchmarks for similar positions at the organization and beginning a discussion with HR.”¹¹⁶

—Ruchika Tulshyan, author of *The Diversity Advantage: Fixing Gender Inequality in the Workplace*



WORKPLACE NEGOTIATIONS RESOURCES

This section of the report provides a sampling — by no means exhaustive — of wage and negotiations resources that focus on gender and bias. We have organized the resources into the following categories: Salary Tools; Online Courses and Workshops; Negotiations Planning and Support; and Business Negotiations Books.

Salary Tools

CNN Money: Provides a calculator for seeing how far your salary can go in different cities across the country, and what a comparable salary would be in another location.

money.cnn.com/calculator/pf/cost-of-living

Glassdoor: Online database of self-reported salaries and job titles of employees at a company.

www.glassdoor.com/salaries

Get That Raise: A tool that analyzes your current salary and helps you map future goals by providing negotiation techniques and a personalized action plan. www.sofi.com/getthatraise

Indeed: Search and compare salaries based on company, location, satisfaction, and more.

www.indeed.com/salaries

Monster: Search by job title and location to find your *magic* salary number. Also provides resources on how to negotiate. www.monster.com/salary

O*NET OnLine: Provides national salary information by job title and key skills specific to each occupation. www.onetonline.org

PayScale: PayScale allows users to give specific information about themselves and the teams they work with to calculate an estimated salary range in context to your situation. www.payscale.com

Salary.com: A salary calculator for businesses to find out what they should pay employees, and for individuals to find out what they are worth. www.salary.com

SalaryExpert: A project by the Economic Research Institute that pulls salary and cost of living data to provide the public with tools to evaluate their career, relocation, and education decisions.

www.salaryexpert.com

The Salary Project: A site where you can submit and view salary data anonymously. salaryproject.com

Vault: Online resource that gives company profiles and reviews specific to company culture and salary. access.vault.com



Online Courses and Workshops

American Association of University Women (AAUW): Non-profit advocating for gender equity and education through nonpartisan research. www.aauw.org

Boston Women's Workforce Council – pay workshops: Aims to reduce the gender pay gap and remove barriers for women in the workforce in and around the Boston, MA area. www.boston.gov

Consensus: Offers workshops of a variety of lengths to help women recognize and utilize advantages they have as negotiators. consensusgroup.com

Coursera: A search engine for professional development courses, including a multitude on negotiation. www.coursera.org

DevelopHer: A career development platform for women in the technology industry that offers an online course called NegotiatHer on how women can negotiate more money for their in demand technology skills. developher.com/negotiate

ERC Women's Leadership Institute: Offers a variety of professional and leadership development training programs specifically designed to facilitate the recruitment, retention, and advancement of women in the workplace. www.yourerc.com/womens-leadership-institute

Ladies Get Paid: A private online network for women from around the world to share advice, resources, and job opportunities. They offer a course called Get Paid: How to Negotiate Your Salary as both a webinar and in person workshop. www.ladiesgetpaid.com

LinkedIn Learning: Offers free online negotiations skills course as well as other videos around best practices, communication, and sales negotiations. www.linkedin.com/learning

Negotiating Women, Inc: Offers a variety of different focused negotiation workshops for women. www.negotiatingwomen.com

Negotiations Planning and Support

Amplify Latinx: An exclusive network based in Boston that is advancing Latinx leaders across industries into positions of power and influence. amplifylatinx.co

Ellevote Network: A community of professional women committed to helping each other succeed. They also work with and provide resources to companies committed to diversity and inclusion. www.ellevotenetwork.com

Equal Pay Negotiations: EPN achieves pay equity for clients by revising and responding to barriers embedded in best practices. EPN's services are for those impacted by pay gaps; employers, employees, policymakers & advocates. equalpaynegotiations.com

Negotiation Scripts: A list of scripts and templates to use when starting the conversation of salary negotiations.

Negotiation Planner: Website which provides guidebooks and self-assessments to help you prepare for your negotiation conversation. negotiationplanner.com

Society of Human Resource Management (SHRM): SHRM produces annual research reports detailing the most desired employee benefits and gives information for both employees and employers. www.shrm.org

The Fiscal Femme: Provides resources such as tools and guides to help women manage their money and know their worth. www.thefiscalfemme.com

Business Negotiations Books

***Ask for It* by Linda Babcock and Sara Laschever.** Gives an action plan to combat the idea that women don't ask for what they want, and gives effective strategies to negotiate.

***Don't Leave Money On The Table: Negotiation Strategies for Women Leaders in Male-Dominated Industries* by Jacqueline Twillie.** Provides a 5-point framework to develop a win/win negotiation for business deals and salary negotiations.

***Getting to Yes* by Roger Fisher and William Ury.** Gives a step-by-step explanation of how to come to an agreement in any conflict.

***Good For You, Great For Me: Finding the Trading Zone and Winning at Win-Win Negotiation* by Lawrence Susskind.** Shares strategies to find the best way to convince the other side to accept a mutually beneficial outcome.

***Negotiating at Work: Turn Small Wins into Big Gains* by Deborah Kolb and Jessica Porter.** Provides real-life cases of professionals from a wide range of industries and organizations, and practical advice for managing your own workplace negotiations.

***Secrets of Six Figure Women* by Barbara Stanny.** Explains the characteristics that successful women have in common, and offer inspiration and guidance for those who aspire to make more money.

***The Myth of the Nice Girl* by Fran Hauser.** Explains that women do not have to stop being nice or give up their values in order to get ahead and be successful.

***The Shadow Negotiation* by Deborah Kolb and Judith Williams.** A guide to help understand hidden agendas when it comes to salary, promotion, and client negotiations.

***Women Don't Ask* by Linda Babcock and Sara Laschever.** Combines research with commentary to give reasons as to why women do not ask for what they want, highlighting personal and societal reasons.

***Women in Tech: Take Your Career to the Next Level with Practical Advice and Inspiring Stories* by Tarah Wheeler.** Provides a roadmap for women looking to jump-start, or further develop, their tech career including secrets to salary negotiations.

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