



11.255

Negotiation and Dispute Resolution in the Public Sector

Spring 2021

Class #12

+ Question

- Why is gender and negotiation even a thing?

+ Scenario #4

Gender and Negotiation

- Advisory committee includes five women and five men from a cross-section of JRC.
- As the group has worked through developing its priorities, there have been disagreements, but you have not noticed these opinions dividing along gender lines, except on one of the issues: mentoring versus skill building.
- At the most recent meeting, you shared the group's top five recommended activities so far and you made sure to ask if everyone agreed with your preliminary list.
- You were therefore surprised to get a phone call the next day from a woman in the group complaining that JRC doesn't seem to value her input and she likely won't attend the next meeting.



Scenario #4

Gender and Negotiation

- What are the implicit and explicit gender stereotypes in play?
- What kinds of structural changes to the process could you make to encourage more inclusive participation?
- How would you coach the women in this negotiation? How would you coach the men?

+ Scenario #4 Breakouts

Scenario leaders:

[student names redacted]

+ What moderates gender effects in negotiation?

- **High ambiguity** = big gender effect
Low ambiguity = small gender effect
- **Implicit** gender stereotyping = big gender effect
Explicit gender stereotyping = small gender effect
- Gender **role congruence** = relative advantage
Gender role incongruence = relative disadvantage

+ How can we reduce unproductive gender effects in negotiation?

■ Two strategies

- 1. Change the environment (everyone can do this – women, men, managers, conveners, facilitators, etc.)
- 2. Work with the stereotypes: capitalize on expectations (advice for women)



Strategy #1: Change the environment

- Change the environment to reduce the likelihood of stereotypes being activated.
 - Reduce ambiguity
 - Clarify goals, roles, steps, constraints, etc.
 - Complicate or diversify identity
 - Deliberately amplify non-gender characteristics of all involved, and women in particular
 - Explicitly acknowledge gender effects on negotiation to increase participant awareness and cross-gender understanding



Strategy #2: Work with stereotypes

- Frame requests in relational terms
- Use a teaming strategy
- Confront and re-negotiate identity



Gender and negotiation

- Gender in negotiations is not about men & women and their essential differences
- There is fluidity and variability in how gender plays out
 - Individual negotiators and their proclivity to ask
 - How gender stereotypes are applied
 - Situations that create the need for negotiations to occur

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