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 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