

“When” vs “Whether”

Might Biases Arise in Negotiation

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Where are we headed?

- I. **Where Might Biases Lurk in Your Negotiation Contexts?**
- II. **“Be SURE” Negotiation Preparation**

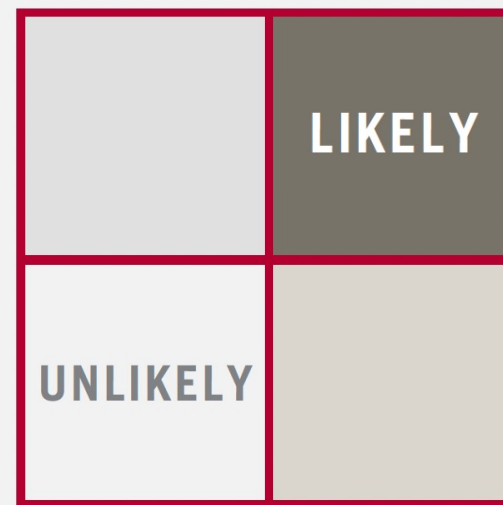
WHAT DIALS UP Gender Effects

PREDICTED LIKELIHOOD OF GENDER EFFECTS

GENDER IN CONTEXT

- Social-cultural context
- Intersecting social identities (e.g., race, title)
- Organizational culture and demography
- Subject of negotiation

SALIENCE &
RELEVANCE



AMBIGUITY



EXAMPLE: PAY NEGOTIATIONS

WHAT is negotiable?
HOW to negotiate?
WHO are the parties?

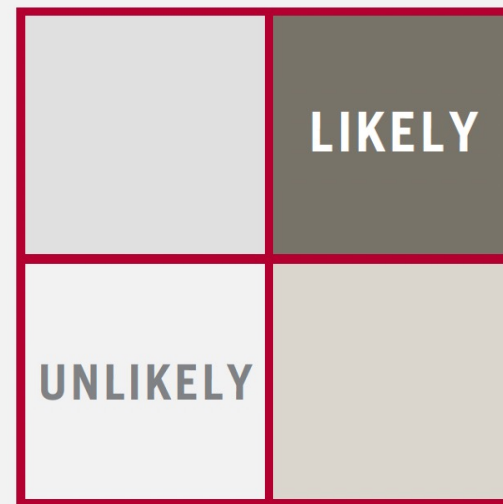
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EXAMPLE: PAY NEGOTIATIONS

WHAT is negotiable?
HOW to negotiate?
WHO are the parties?

ASK: How could work context influence gender effects?

ORG CULTURE & DEMOGRAPHY

GENDER IN CONTEXT

- Social-cultural context
- Intersecting social identities (e.g., race, title)
- **ORGANIZATIONAL CULTURE AND DEMOGRAPHY**
- Subject of negotiation



MALE DOMINATED



GENDER DIVERSE

ASK: How might other identities influence gender effects?

INTERSECTING IDENTITIES

GENDER IN CONTEXT

- Social-cultural context
- **INTERSECTING SOCIAL IDENTITIES (E.G., RACE, TITLE)**
- Organizational culture and demography
- Subject of negotiation

GENDER & ETHNICITY

GENDER & SENIORITY

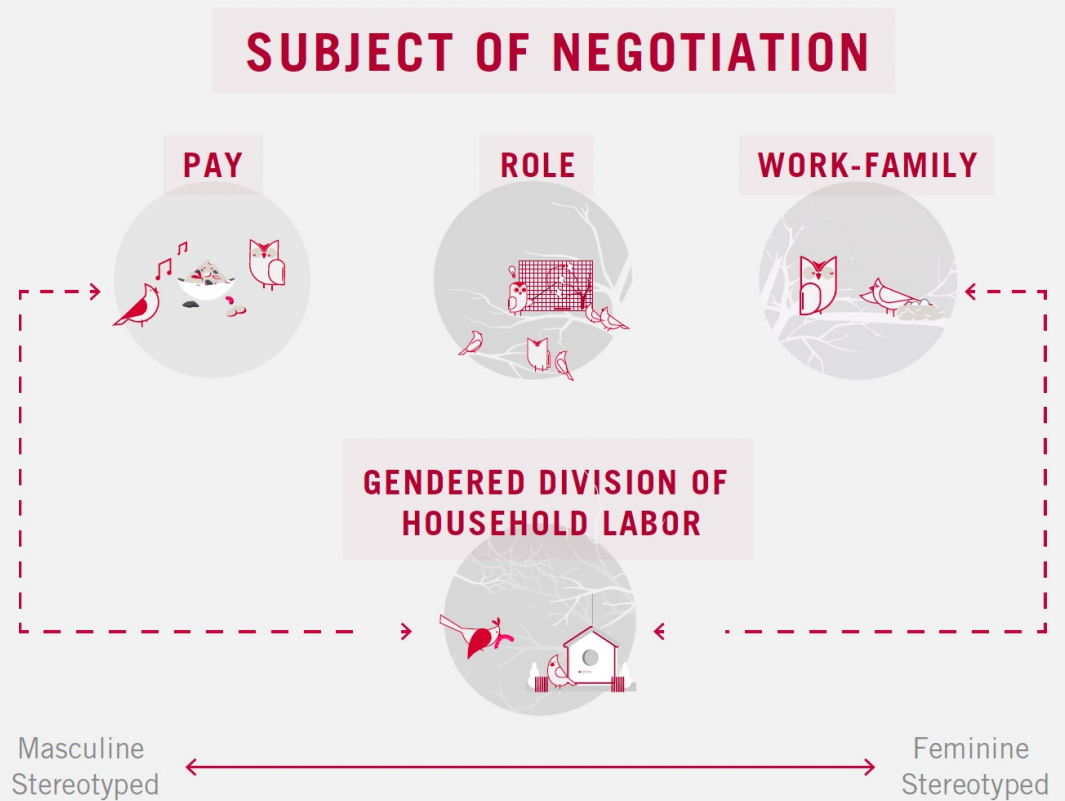
GENDER & AGE



ASK: Is the subject of negotiation gender stereotyped?

GENDER IN CONTEXT

- Social-cultural context
- Intersecting social identities (e.g., race, title)
- Organizational culture and demography
- **SUBJECT OF NEGOTIATION**



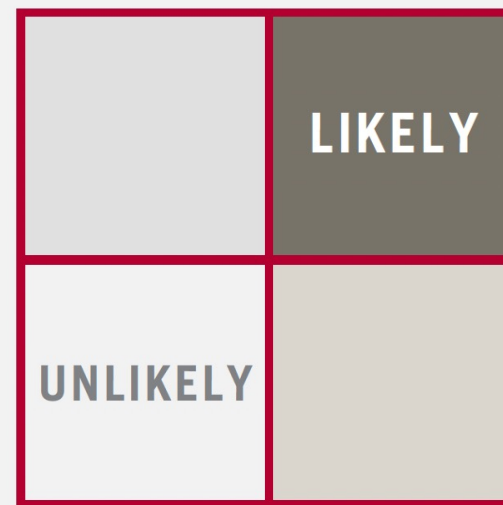
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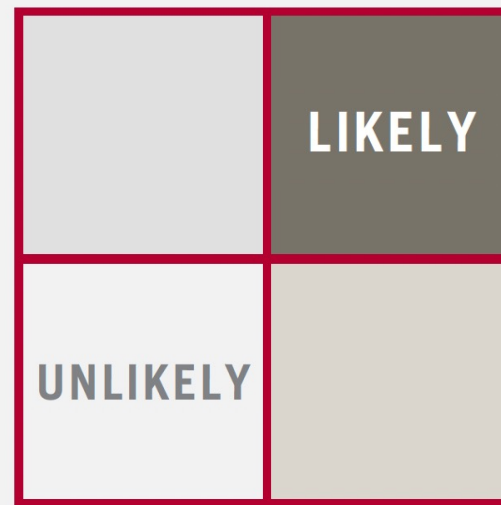
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SALIENCE & RELEVANCE



AMBIGUITY



EXAMPLE: PAY NEGOTIATIONS

WHAT is negotiable?
HOW to negotiate?
WHO are the parties?

ASK: Is it clear **WHAT** is negotiable?

AMBIGUITY about “**WHAT**” increases inequitable outcomes

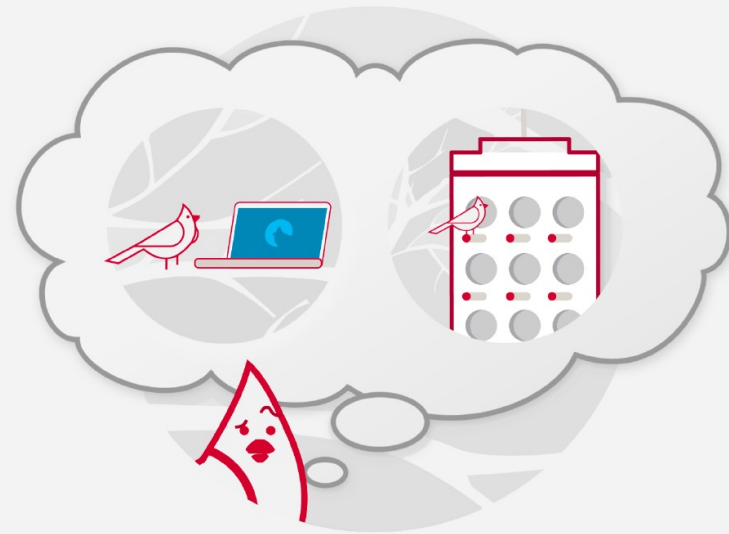
WHAT is negotiable?
HOW to negotiate?
WHO are the parties?



ASK: Is it clear **HOW** best to negotiate?

AMBIGUITY about “**HOW**” increases hesitance to negotiate

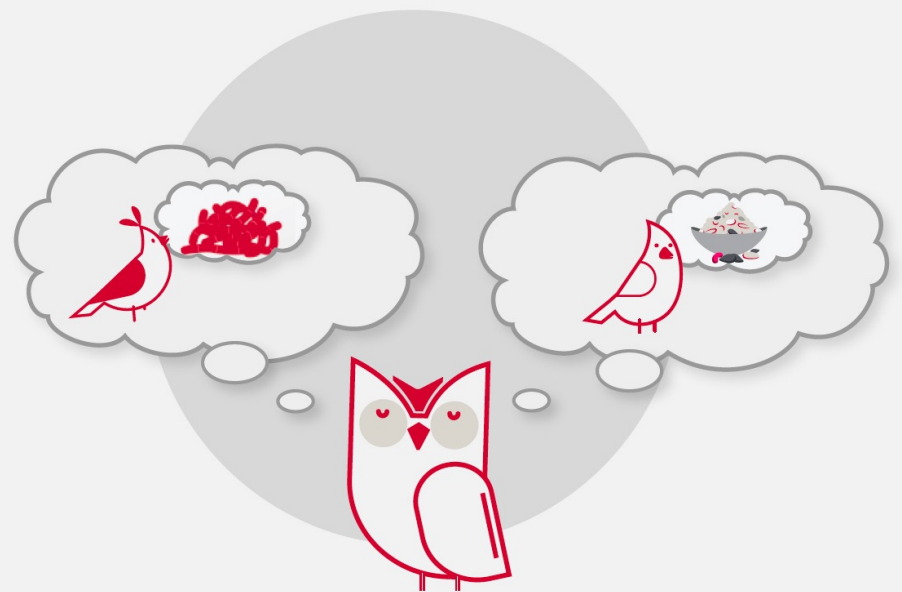
WHAT is negotiable?
HOW to negotiate?
WHO are the parties?



ASK: WHO are the parties (e.g., their goals, interests)?

AMBIGUITY about “**WHO**” increases use of stereotypes

WHAT is negotiable?
HOW to negotiate?
WHO are the parties?



WHAT DIALS UP Gender Effects

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SALIENCE &
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AMBIGUITY



EXAMPLE: PAY NEGOTIATIONS

WHAT is negotiable?
HOW to negotiate?
WHO are the parties?

REDUCE BIAS for organizations

• REDUCE AMBIGUITY ABOUT:

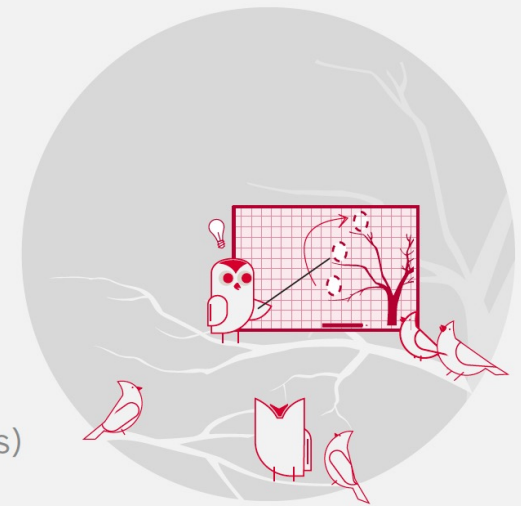
WHAT is negotiable

- **Pay** (e.g., compensation standards)
- **Roles** (e.g., developmental opportunities)
- **Work-Family** (e.g., flexible work arrangements)

HOW to negotiate (e.g., norms for accessing resources and opportunities)

WHO are the parties (e.g., talent assessment and networking)

• COLLECT DATA TO ASSESS AND ADDRESS EQUITY



Sample Scenarios

Can you think of an example?

...of negotiating with a faculty member when ambiguity about norms or standards or procedures got in your way?

...of roles you or others have been assigned that where responsibilities and expectations were ambiguous?

...of conflict with a group of faculty that was characterized by ambiguity about norms, standards, or procedures?

Prepare Strategically for Career Negotiations

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This content is motivated by "Negotiating Your Next Job: Focus on Your Role, Responsibilities, and Career Trajectory, Not Your Salary." by Hannah Riley Bowles and Bobbi Thomason. *Harvard Business Review*. January 2021.

Career Negotiations

Career-related conversations and requests that involve some problem solving, creative options, trade-offs, or conflict to be resolved

FORMAL NEGOTIATIONS

(e.g., job offers)



INFORMAL NEGOTIATIONS

(e.g., roles, division of labor)



Career Negotiations

Career-related conversations and requests that involve some problem solving, creative options, trade-offs, or conflict to be resolved

PAY



ROLE



WORK-FAMILY



HOW TO PREPARE



HOW TO PREPARE

**BE
SURE
TO...**

1. **S**tart with Your Goals
2. **U**nderstand What You Are Negotiating For
3. **R**educe Ambiguity
4. **E**nhance Your **Negotiations** through **Relationships**

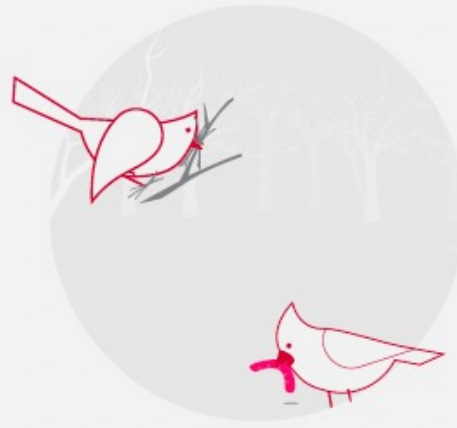
& Your **Relationships** through **Negotiations**



1. **START WITH YOUR GOALS**



PAY



ROLE



WORK-LIFE

Be SURE Workbook: “S”

Start with Your Goals

[Link to Introductory Video](#)

What are your long-term goals? What are some of your immediate objectives to achieve those long-term goals?



2. UNDERSTAND WHAT YOU'RE NEGOTIATING FOR



ASKING

Requests for standard opportunities or rewards



BENDING

Attempts to create exceptional personal arrangements



SHAPING

Proposals to create novel organizational practices or roles

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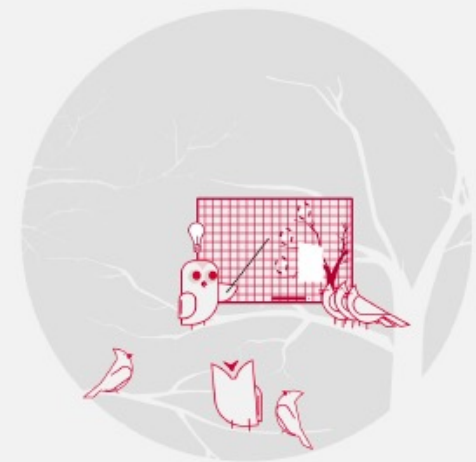
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Be SURE Workbook: “U”

Understand What You’re Negotiating for.

[Link to Ask-Bend-Shape Video](#)

What would you like to negotiate (e.g., your **role**, **workload**, or **pay**)?

- Asking** *Knowing whether you are “asking” for something standard, “bending” norms, or “shaping” a new way of working will help you approach the right counterparts and be more persuasive.*
- Bending** *Do you know whether you are Asking, Bending, or Shaping? If not, insert the questions you have in the next section.*
- Shaping** *Do you know whether you are Asking, Bending, or Shaping? If not, insert the questions you have in the next section.*

What is your **BATNA** (best alternative to negotiated agreement) (e.g., status quo or a different opportunity)?

3. REDUCE AMBIGUITY



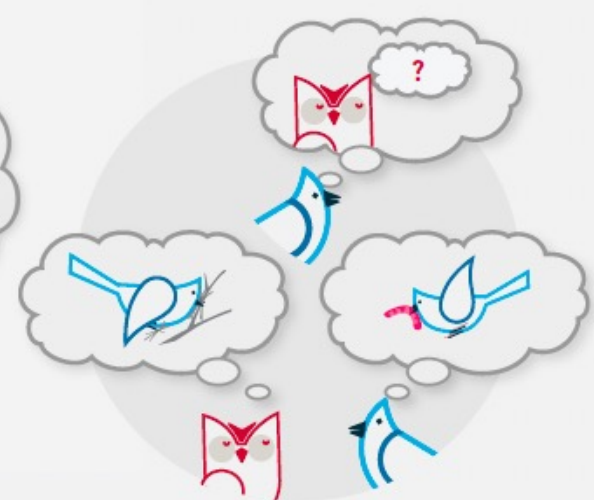
WHAT

is negotiable?



HOW

to negotiate?



WHO

are the parties?

Be SURE Workbook: “R”

Reduce Ambiguity about What, How, and with Whom to Negotiate.

[Link to Ambiguity Video](#)

*What would you like to clarify about **what** is potentially negotiable or **how** to negotiate? What would you like to know about **who** your counterparts are? What would you like them to understand about you?*



4. **E**nhance Your **NEGOTIATIONS** through **RELATIONSHIPS** &
Your **RELATIONSHIPS** through **NEGOTIATIONS**

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WHO COULD HELP YOU?



INFORMATION



ADVICE



SOCIAL SUPPORT



ADVOCACY

Be SURE Workbook: “E”

Enhance Your Negotiation through Relationships...

[Link to Relationships Video](#)

What kind of help do you need to prepare for and be effective in this negotiation? To whom might you turn?

- Information
- Advice
- Social Support
- Advocacy

4. Enhance Your **NEGOTIATIONS** through **RELATIONSHIPS** & Your **RELATIONSHIPS** through **NEGOTIATIONS**

HOW WILL OTHERS SEE?

Why legitimate?

Why in their interest?

- Good for them?
- Good for the organization?



4. Enhance Your **NEGOTIATIONS** through **RELATIONSHIPS** & Your **RELATIONSHIPS** through **NEGOTIATIONS**

HOW WILL OTHERS SEE?

Why legitimate?

- Based on standard practice or precedent?

Why in their interest?

- Align with organizational or industry norms?



ASKING

Requests for standard opportunities or rewards

4. Enhance Your **NEGOTIATIONS** through **RELATIONSHIPS** & Your **RELATIONSHIPS** through **NEGOTIATIONS**

HOW WILL OTHERS SEE?

Why legitimate?

- Why is the exception justified?

Why in their interest?

- Why do the benefits of making an exception outweigh the costs?
 - Talent retention?
 - Special circumstances?



BENDING

Attempts to create exceptional personal arrangements

4. Enhance Your **NEGOTIATIONS** through **RELATIONSHIPS** & Your **RELATIONSHIPS** through **NEGOTIATIONS**

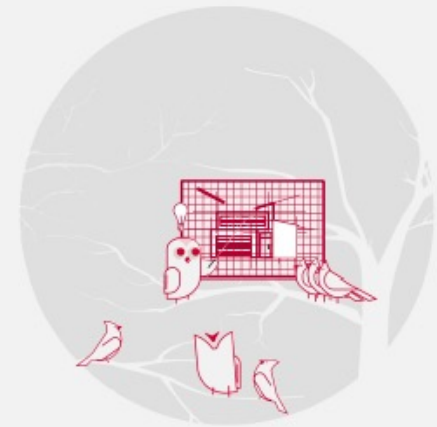
HOW WILL OTHERS SEE?

Why legitimate?

- Why is this in the strategic interest of the group or organization?

Why in their interest?

- Why do the benefits outweigh the costs?
 - For the group or the organization at large?
 - For me or my sub-group?



SHAPING

Proposals to create novel organizational practices or roles

Be SURE Workbook: “E” cont.

...and Your Relationships through Negotiation.

How will your counterparts recognize that what you are proposing is **legitimate** (i.e., appropriate, justified) and **in their interests** (i.e., consistent with their goals and values and better than their own BATNAs)?

- Asking** *If you are asking, explain why your request is standard or consistent with precedents.*
- Bending** *If you are bending, explain why an exception is justified under the circumstances.*
- Shaping** *If you are shaping, explain the strategic value of the change or innovation you are proposing.*

How will Counterpart 1 see your proposal?

| | |
|---|--|
| <ul style="list-style-type: none"><input type="checkbox"/> Why legitimate?<input type="checkbox"/> Why in their interest?<input type="checkbox"/> Why better than their BATNA? | |
|---|--|

BE SURE TO...

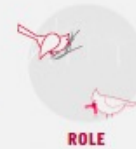
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Negotiate WELL Resources

For Negotiators

<https://cpl.hks.harvard.edu/negotiate-well>

For Educators

<https://case.hks.harvard.edu/negotiate-well-case-collection/>



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