Women Don’t Ask:
Negotiation and the Gender Divide

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Three questions guide presentation:

- How do the authors know this?
- Why don’t women ask?
- What does “not asking” cost?
How they know

Personal Experience

- Economist, Director PhD Program, Hinds College, Carnegie Mellon
- Teach course vs TA
- Opportunity to attend public policy conference
- Promotion to full professor

Research Base

- Author, focus on women’s issues in workplace
- Interviews with 100’s of people (S)
- Surveys (L)
- Game playing (L)
- Question on exit interview Hinds College (L)
Men initiate negotiations 4X more often than women

7% of women vs 58% of men negotiated first job offer (Hinds College, Carnegie Mellon)

**Men:** negotiation = “fun” “winning a ball game” “a wrestling match”

**Women:** negotiation = “scary” “going to the dentist”

**Women:** 18 month
Buying car, home

**Men:** within past week
Asking colleague to support pet project, negotiate with wife to pick up child
Lindsey, research chemist:
“I get so nervous in negotiating that I capitulate very quickly”

Marcela, nuclear engineer:
I would never ask for a bonus. If it wasn’t freely given I wouldn’t ask for it. I might gripe about it at home, but that would be the end of it.

Eleanor, lit professor and biographer:
When it came down to it, I backed down because I didn’t want my editor to hate me.
Why don’t women ask for themselves?

- Socialization as children
- Types of acceptable behavior for adult women
- Availability of professional and personal networks
From Day 1
Girls have learned: Wait to be recognized
Boys’ Chores vs Girls’ Chores

- outside home
- more independent
- much more frequently work for money
- as needed

- household chores
- supervised
- taking care of younger sibling
- regular schedule
Boys learn:
Work for money!

Girls learn:
Work for love!
Women come to workplace with much less experience in negotiation

AND

A much lower comfort level with the idea that their work has a monetary value or what that monetary value is
THEN:

Find that men and other women in workplace don’t like aggressive women.

- Aggressive women are “punished”
  - work is undervalued
  - given mediocre referrals
  - aren’t nominated for committees
  - described in unflattering terms
  - etc.
AND

Women are often peripheral or completely isolated from many of the networks men have to help them.

- Example: tennis round robin, physicians

What this means:

- do not get informal advice and guidance
- don’t know what to ask, who to ask, when to ask
- don’t even know what male colleagues are asking for
SO

What does it cost and who does it cost when women don’t ask?

Who wouldn’t trade 5 minutes of discomfort/embarrassment at the first of her career for three quarters of a million dollars at the end of her career?
Person A vs Person B
(22 years old)

Yr 1 $25,000 gap = $5,000/yr $30,000

Both 3% increase each year

At end of career: gap = $18,000/yr

If Person A invested difference each year into an account that earned as little as 3% a year, at age 65 the account would contain $785,000
Person A vs Person B (30 years old)

Yr 1  $100,000  gap = $15,000/yr  $115,000

Both 3% increase each year

At end of career: gap = $42,000/yr

If Person A invested difference each year into an account that earned as little as 3% a year, at age 65 the account would contain $1.5 million dollars
Earnings in Relation to Similarly Educated Men’s Earnings

25 Years and Older Women’s Full-time, Year-round, Median Annual Earnings as a Percentage of Similarly Educated Men’s Annual Earnings in 2001

- Less than 9th grade: 50%
- High school graduate: 73%
- Some college: 72%
- Associate's degree: 75%
- Bachelor's degree: 75%
- Master's degree: 72%
- Doctorate's degree: 75%
- Professional degree: 60%

Closing of wage gap has stalled since 1980:

Wage gap between salaries of females vs males

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980</td>
<td>60%</td>
</tr>
<tr>
<td>1990</td>
<td>71%</td>
</tr>
<tr>
<td>2000</td>
<td>71%</td>
</tr>
<tr>
<td>2007</td>
<td>75%</td>
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</tbody>
</table>

$80,000 male = $60,000 female (75%)

SHE works 12 months to earn what HE earns in 9 months
Not only money:

- space, laboratory/research assistants
- decreased teaching load
- assignment to prestige projects
- assignment to high profile teams
- assignment to important committees
- chance to collaborate with someone from whom you could learn
- access to discretionary funds
- opportunities to travel
Women tend to think:

“I’ll be recognized for my great work.”
Women make up 50% of workforce

In major companies:

- Top 5 jobs: 2.5% female
- Board of Directors: 11% female
- Partners in law firms: 18% female
- Tenured faculty in law schools: 27% female
- General counsel, Fortune 1000: 16% female

In academia:

- PhDs: 46% female
- Full Professors: 23% female
- College Presidents: 21% female

(13% at PhD granting institutions)
The full potential of female employees is not being harnessed by industry and academia.
And at home:

- Women with families do 2/3 of all household work
  - women have less free time
  - women have higher stress levels which leads to health risks
When women do ask:

- they ask for 15-30% less than their male colleagues ask for!
Why do women set low goals?

GOAL!!!!
Take Home Messages

- Women currently do not negotiate effectively for themselves in either the workplace or at home.
- This is due to their upbringing, a lack of experience in the negotiation process, and a lack of awareness of the ultimate outcome of not negotiating.
- The results are huge economic costs and increased stress for women.
- As a result, business and academia lose intellectual capacity.
Take Home Message (cont)

- This can be changed by providing multiple opportunities for women to become aware of the issues and learn and practice the negotiation process.

- You - as professional women and mentors to young men and women – have the opportunity to further your own careers and those of your students by participating in and promoting programs that focus on these issues.