

Rethinking Leadership for Gender Equity



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Genesis

Women Don't Negotiate and Other Similar Nonsense | Andrea Schneider | TEDxOshkosh

TED^xOshkosh

x = independently organized TED event

*"A great thought begins by
seeing something differently, with
a shift of the mind's eye"*

Albert Einstein



Your Negotiation Skills?

Strongest

Weakest



Negotiation Skills Source?

	Family
	Birth Order
	Mentors
	Professional Training
	Ethnicity
	Gender

Breakout Groups

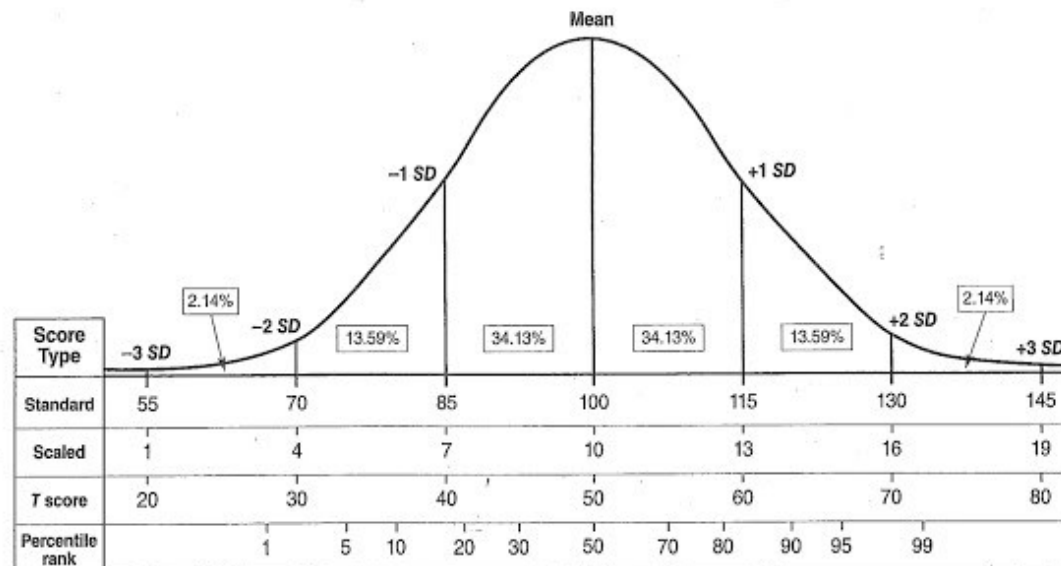
- 10 minutes in small groups
- 30 sec each to share who & where you are
- Discuss strongest & weakest skills
- Discuss negotiation skill source
- (if time) Discuss how negotiation skill source has changed over time

Breakout Group Debrief

- Put in the chat strongest & weakest skills
- Put in the chat your negotiation skill source(s)

Caveat

- ▶ Not all women; not all men; masculine/feminine
- ▶ Gender is just one lens
- ▶ Modern gender research asks different questions



Gender in Negotiations

- ▶ At the Personal Level
- ▶ At the Expectational Level
- ▶ At the Situational Level





Myth 1: Women Don't Negotiate (Personal)

- ▶ How much you identify with your feminine or masculine sides?
- ▶ What roles do I take up & how does it enable or disable me?

Are Women Less Assertive?

- ▶ In lab studies
- ▶ In salary negotiations



Or NOT Really?

- ▶ Negotiate over more
- ▶ Generational shift
- ▶ Negotiate when trained
- ▶ Negotiate when expected



Training

Training is the means of
Acquisition of knowledge
Training has specific
basic training requirements
continue training



Myth 2: Women Shouldn't Negotiate (Expect- ations)

How much people expect others to act 'feminine' or 'masculine'?

How do I deal with gendered expectations?

Likability v. Competence

Seen at work

- ▶ Too feminine to lead
- ▶ Too masculine to succeed



Seen in campaigns



It Pays to Ask

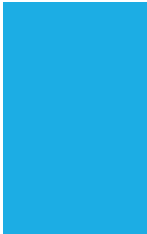
- ▶ Women who negotiate for what they need to be successful in a leadership role
 - ▶ Receive higher performance ratings
 - ▶ Seem to have more leadership potential
 - ▶ Are less likely to leave their organizations
 - ▶ Are more satisfied with their jobs





Myth 3: Women Can't Negotiate

Assume negotiation skill is only assertiveness versus all others where women tend to be better



Myth 4: Negotiation Differences Explain Workplace Differences (Situation)

What contextual factors make gender more or less of a factor in negotiations: roles and position; culture; demographic characteristics, part of networks?

How do I negotiate in the face of gender schemas?

Gendered Negotiated Orders

- ▶ Work practices and organizational cultural norms that look natural/neutral can have differential impacts on women and men
- ▶ Consider norms about...
 - ▶ Work and how it gets done
 - ▶ Who is the leader and who is not
 - ▶ How different skills and contributions are valued
 - ▶ How time is used

DYNAD Exercise

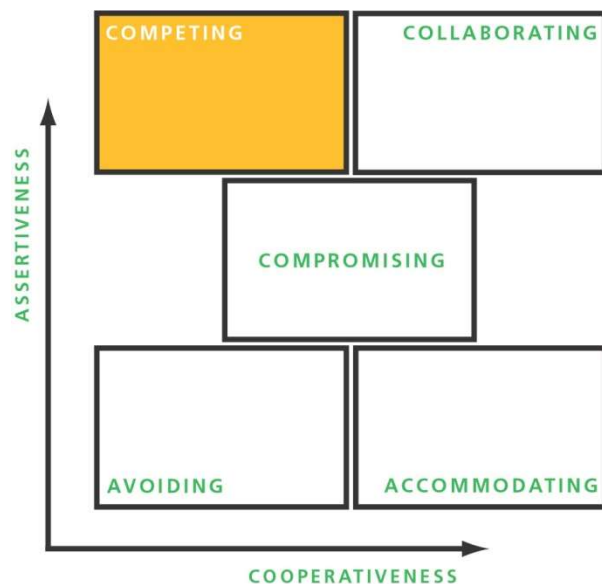
- Pull Out DYNAD Report
- Note High & Low in Storm & Calm

Breakout Groups

- 10 minutes in small groups
- Compare high & low scores quickly
- Pick one (or two) styles and focus on advantages & disadvantages & what the best time is to use it

Competing

“My way or the highway”



- ▶ Taking quick action
- ▶ Making unpopular decisions
- ▶ Standing up for vital issues
- ▶ Protecting yourself

Competing

Advantages—

- Speed
- Decisiveness
- Preservation of important values
- Clarity

Disadvantages—

- Harmed relationships
- Loss of cooperation
- Lack of input or feedback



Competing

Best to use in these contexts—

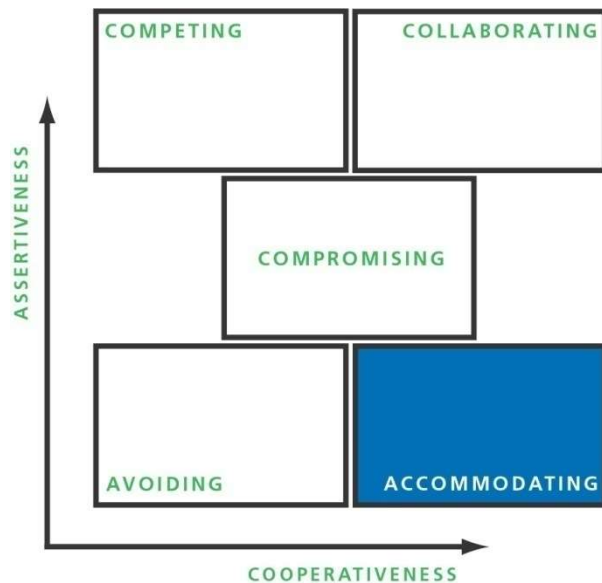
- ▶ When need quick decision
- ▶ When in charge and expected or needed
- ▶ When key values at stake

Best to use with these counterparts—

- ▶ With accommodating to get what you want
- ▶ With competing to defend

Accommodating

"It would be my pleasure"



- ▶ Showing reasonableness
- ▶ Creating goodwill
- ▶ Keeping "peace"
- ▶ Retreating

Accommodating

Advantages—

- Maintains appreciation from others
- Freedom from hassle and conflict (at least in the short-run)
- Defers to others

Disadvantages—

- Don't get what you want
- Frustration for others who wish to collaborate
- Loss of respect from others
- Denies others benefit of healthy confrontation



Accommodating

Best to use in these contexts—

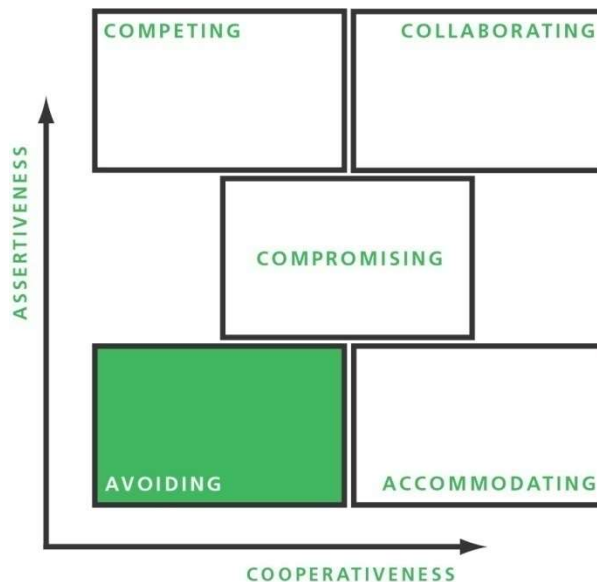
- ▶ When issue is not that important
- ▶ When relationship is primary interest

Best to use with these counterparts—

- ▶ When others' interests are primary
- ▶ When can “bank” accommodating
- ▶ With other accommodating styles

Avoiding

“I’ll think about it tomorrow”



- ▶ Leaving unimportant issues alone
- ▶ Reducing tensions
- ▶ Buying time
- ▶ Knowing your limitations
- ▶ Allowing others ownership
- ▶ Recognizing issues as symptoms

Avoiding

Advantages—

- ▶ Freedom from entanglement in trivial issues or insignificant relationships
- ▶ Keep focus on other interests
- ▶ Preservation of status quo

Disadvantages—

- ▶ Periodic explosions of pent-up anger
- ▶ Residue of negative feelings
- ▶ Stagnation and dullness
- ▶ Loss of accountability or participation



Avoiding

Best to use in these contexts—

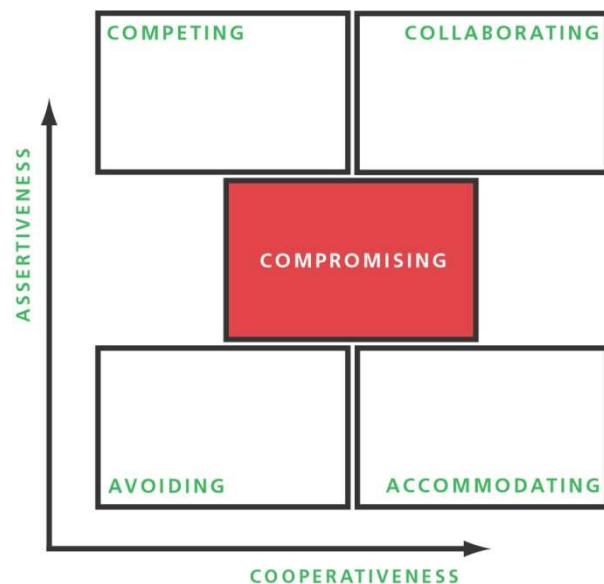
- ▶ When interests unimportant
- ▶ When you don't have energy or focus

Best to use with these counterparts—

- ▶ With competing (to negotiate over rules)
- ▶ When not want to engage with them

Compromising

“Let’s make a deal”



- ▶ Resolving issues of moderate importance
- ▶ Reaching resolution with equal power and strong commitment
- ▶ Creating temporary solutions
- ▶ Dealing with time constraints
- ▶ Backing up competing/ collaborating

Compromising

Advantages—

- Relatively fast
- Provides a way out of stalemate
- Readily understood by most people
- Builds atmosphere of calmness and reason

Disadvantages—

- Mediocrity and blandness
- Possibly unprincipled agreements
- Likelihood of patching symptoms and ignoring causes



Compromising

Best to use in these contexts—

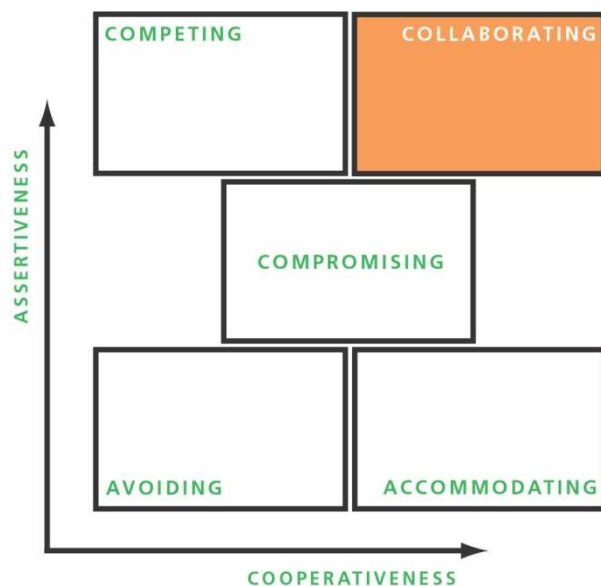
- ▶ At end of dispute to bridge gap
- ▶ To help shift styles at the end

Best to use with these counterparts—

- ▶ To move competing to trades
- ▶ With other compromising
- ▶ With accommodating to give them something

Collaborating

“Two heads are better than one”



- ▶ Integrating solutions
- ▶ Learning
- ▶ Merging perspectives
- ▶ Gaining commitment
- ▶ Improving relationships

Collaborating

- ▶ Advantages—
 - ▶ Builds trust in relationships
 - ▶ High cooperation & compliance
 - ▶ Merges perspectives
 - ▶ High energy
- ▶ Disadvantages—
 - ▶ Time consuming
 - ▶ Distraction from other more important tasks
 - ▶ Analysis paralysis



Collaborating

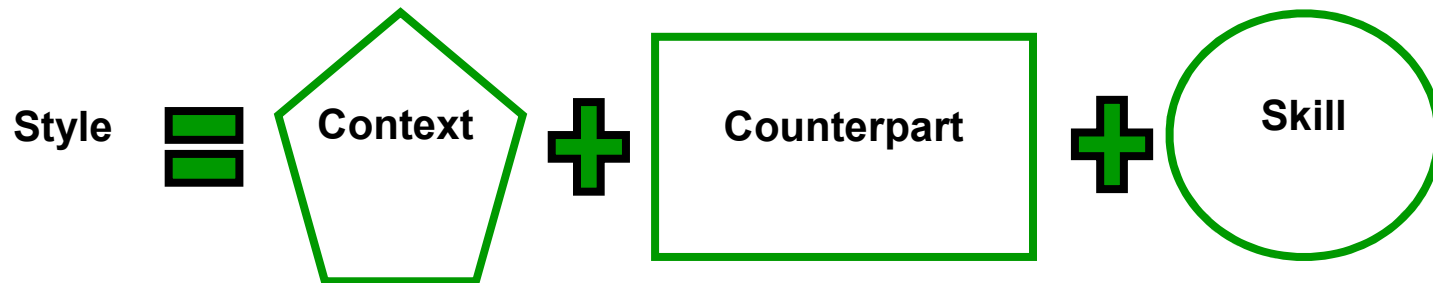
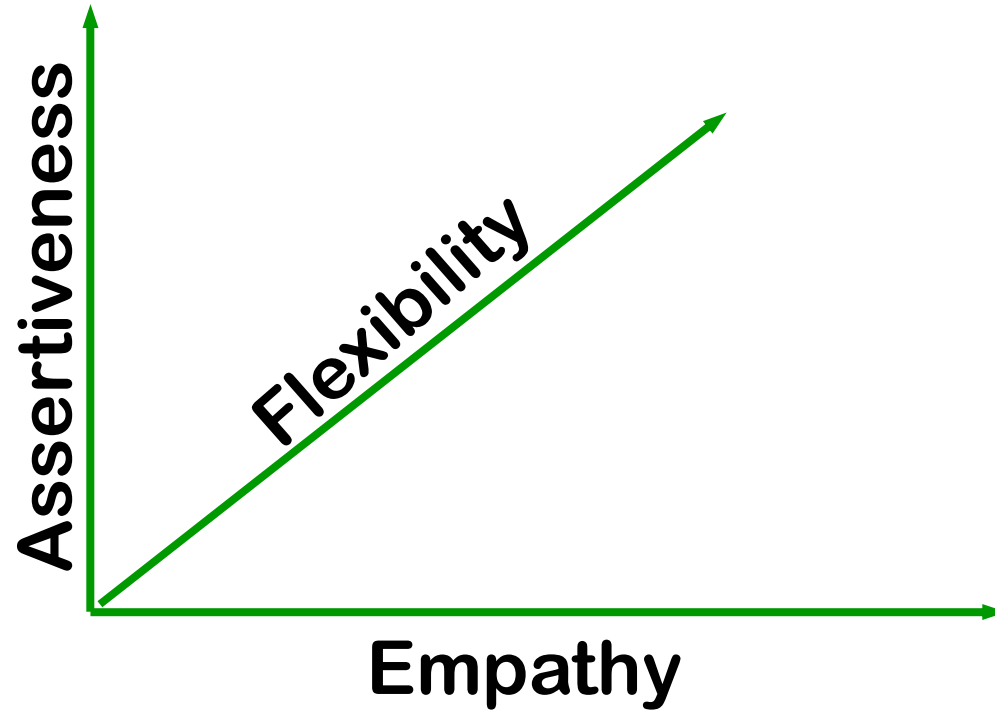
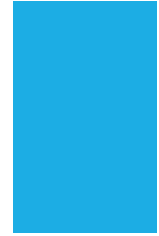
Best to use in these contexts—

- ▶ When buy-in is key
- ▶ When need lots of ideas
- ▶ When want team building

Best to use with these counterparts—

- ▶ With other collaborators
- ▶ With competing to move them
- ▶ With compromising to move them to more creative

Understanding Your Style



Modes of Communication

	Content	Nonverbal Cues	Timing	Trust Relationship
Face-to-Face	Mixes personal and professional	High level of verbal & nonverbal cues	Simultaneous	Easy to build rapport
Phone	Mixes personal and professional	Para- verbal only	Simultaneous	More challenging
Email	Tends to be more task- oriented	Only if added deliberately	Dependent on access to device and promptness of reply	Most challenging
Text	Mixes personal and professional	If Added i.e. Emojis 😊	More likely to be simultaneous	Easier (if relationship)
Video Conferencing	Depends on platform expectations	High level verbal & nonverbal cues(if tech works)	Simultaneous	Can be easier, but tech dependent

Breakout Groups

- 10 minutes in small groups
- Top three lessons for each of you
- Consider context and style for you and your counterpart

Let's Review

- ▶ Strongest & weakest skills?
- ▶ Skills source?
- ▶ Gender is just one (very studied) lens
- ▶ Assertiveness is only one skill
- ▶ Best negotiators think carefully about a variety of styles to get things done



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Questions?