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Submitted to the Program of Organizational Dynamics, College of Liberal and Professional Studies in the School of Arts and Sciences in Partial Fulfillment of the Requirements for the Degree of Master of Science in Organizational Dynamics at the University of Pennsylvania
Advisor: Dawn L. Teele

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Ask and You Might Receive: Gender Dynamics and Workplace Negotiations

Abstract

This thesis explores negotiation processes for remuneration in the workplace. Drawing on a survey of 97 respondents and interviews with employees at a large private university on the East Coast of the United States, it analyzes the impact of gender on negotiation outcomes. It demonstrates that gender-based disparities persist, even when women enter into negotiation processes. The survey and interviews investigate six consequential aspects of workplace negotiation: (1) fear and assumptions in early career negotiations, (2) penalization and deviance, (3) the role of an advocate in the negotiation process, (4) generational differences in approaches to negotiation and in sharing information about remuneration, (5) drivers of negotiation, and (6) tactics and approaches to advance successful negotiation outcomes. In compiling shared experiences and identifying patterns in negotiation outcomes, constructive strategies for successful negotiation in the workplace are developed.

Keywords

Gender Dynamics, Workplace Negotiations, Advocate, Tactics, Penalization and Deviance

Disciplines

Labor Relations | Organizational Behavior and Theory

Comments

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Advisor: Dawn L. Teele

ASK AND YOU MIGHT RECEIVE: GENDER DYNAMICS AND WORKPLACE
NEGOTIATIONS

by

Caitlin K M Adkins

Submitted to the Program of Organizational Dynamics,
College of Liberal and Professional Studies
in the School of Arts and Sciences
in Partial Fulfillment of the Requirements for the Degree of
Master of Science in Organizational Dynamics at the
University of Pennsylvania

Philadelphia, Pennsylvania

2020

ASK AND YOU MIGHT RECEIVE: GENDER DYNAMICS AND WORKPLACE
NEGOTIATIONS

Approved by:

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ABSTRACT

This thesis explores negotiation processes for remuneration in the workplace. Drawing on a survey of 97 respondents and interviews with employees at a large private university on the East Coast of the United States, it analyzes the impact of gender on negotiation outcomes. It demonstrates that gender-based disparities persist, even when women enter into negotiation processes. The survey and interviews investigate six consequential aspects of workplace negotiation: (1) fear and assumptions in early career negotiations, (2) penalization and deviance, (3) the role of an advocate in the negotiation process, (4) generational differences in approaches to negotiation and in sharing information about remuneration, (5) drivers of negotiation, and (6) tactics and approaches to advance successful negotiation outcomes. In compiling shared experiences and identifying patterns in negotiation outcomes, constructive strategies for successful negotiation in the workplace are developed.

ACKNOWLEDGEMENTS

The spring of 2020 is a marked moment in time. Some are lucky enough to be well-positioned and able to shelter comfortably, while some are placing their health and safety at risk to care for and support the sick and our struggling communities. What can we take from this disruptive time to shift the course of our future?

I offer my most sincere gratitude to my advisor Dawn Teele and reader Charline Russo. You have both offered so much invaluable thoughtful guidance. Thank you for working with me on this project — I am truly grateful.

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To my parents, Susan and Douglas Adkins, who have given me so much. To my in-laws, Neşecan, Erol, and Mehmet Balkan, your support and love are complete and boundless. To my sister, Blakeley Adkins, who after *each* class asked me to tell her what I had learned. To my husband, Osman Balkan, you are my constant. Thank you for editing my work, for feeding me, and for always encouraging me to look beyond my scope. I love you in a way that is always shifting and expanding. I wonder what our next adventures will be?

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CHAPTER 1

INTRODUCTION

On average, women working in the United States earn 85% of what their male counterparts earn. The gap exists across all industries, narrower in some and wider in others (Graf et al., 2019). Contrary to what you might think, women in positions of power *have* been asking. Patricia Arquette used her acceptance speech in 2015 after winning an Oscar to bring attention to the wage gap faced by Hollywood actors. The U.S. women's soccer team used strong media attention following their 2019 World Cup win to publically call for equal pay. The women in both examples have fame and are perceived to have power but are still being paid less. Why is the gap so difficult to close? Drilling down, is the negotiation process gendered?

In my current organization and in prior work environments in corporate settings, I've noticed a recurring pattern among peers, co-workers, and personal friends. Many tended to shy away from asking individuals in positions of leadership or power for fair remuneration for their work. This thesis explores negotiation processes for remuneration in the workplace. It compiles and analyzes shared experiences, identifies patterns, and develops constructive tactics for negotiating to offer guidance for anyone who struggles with the task of negotiation. I highlight differences in negotiation outcomes through survey data, stories, and personal narratives culled from interviews.

In the ensuing pages, I offer a relevant framework for success for asking for fair and appropriate compensation during the negotiation process. Through a survey and six

semi-structured in-person interviews, I study individuals who are employed at a large private university located on the East Coast of the United States. The institution will be referred to as “the University” throughout this paper. My study looks at individuals who hold stable as well as precarious (i.e temporary) positions, including part-time status employees or those whose role is unstable because of a lack of institutionalized policies. My project is driven by my interest in exploring the gendered dynamics of negotiation processes and the perception and utilization of the power at the negotiation table. How can we explain variation in the success rate of negotiation? To what extent are such processes influenced by gender norms and hierarchies? What strategies and tactics have resulted in successful negotiation outcomes for workers and to what extent do negotiation strategies reflect individual or external factors? I explore these questions at greater length in the following chapters.

In exploring the effect of gender on bargaining power, I draw on three theoretical lenses: gendered stereotypes; risk aversion; and access to information and transparency. Although I find that each of these ideas has some purchase, they miss out on several important mechanisms that are revealed by my survey results and in-depth interviews including, (1) fear and assumptions when negotiating during early career, (2) penalization and deviance, (3) the role of an advocate in the negotiation process, (4) generational differences during negotiation and when sharing salary information, (5) negotiation drivers, and (6) tactics and approaches to advance successful outcomes. Through personal experiences and narratives, this project calls attention to norms and patterns in gender and power dynamics during the negotiation process.

Context and Methodology

Whether it be for entry level employees or for people negotiating senior leadership roles, I've observed a recurring pattern of fear and discomfort with negotiation. As I am a woman in the workforce, I am personally impacted by the gender wage gap and am committed to demonstrating how the negotiation process impacts the perpetuation of wage disparities between men and women. Using this observation as a starting point, I gathered data and documented my research throughout this project. I took into account the survey participant's age, race, position, years of experience, education, surveying both men and women to study and compare gender differences of those in similar positions. As my survey expanded, I included questions about family and domestic dynamics, including questions about whether children are supported in the household, who is the primary caretaker, and who is the primary breadwinner.

My organization at the University consists of 120 employees both male and female, ranging from staff working in their first job to employees who are close to retirement. Initially I had planned to survey between 20 and 30 people, after which point I would follow up with interviews of a representative subsample. I composed a survey that included 41 individual questions; depending on the answers participants provided some questions that were omitted from their survey. My initial effort to focus on my organization and team shifted as I began conducting research. The senior leadership in my department was positive and supportive though slightly hesitant when I approached them with my thesis proposal and survey questions. Due to their hesitation, the human resources department and a member of the legal team who represents the organization

were consulted. Though it was clear that the results of my data collection would be aggregated and anonymous, my request to survey my team was denied.

The reasons given by senior leadership and human resources were concern over how my survey data would be kept anonymous. They worried that particular staff members would be easily identifiable. Senior leadership also expressed concern about the potential for employees to discuss the survey material with colleagues and personal friends within the office. I was disappointed and in hindsight realized that my survey questions posed a threat to the organization. Would employees begin discussing salaries with one another? Would disparities be uncovered? How would the acknowledgment of such disparities impact the organization? My questions were important.

I reevaluated and refocused my efforts and looked towards my network to help distribute my survey. My survey was distributed directly to 169 individuals, all of whom are employed by the University. I contacted 57 individuals directly via email and contacted 112 individuals who received my survey through a listserv. The total gender breakdown of the direct email and contact via the listserv was 117 (69%) women and 52 (31%) men. Additionally, I released the survey to a second listserv which included 128 individuals. The gender breakdown of this listserv was not available to me and there is the potential that this list included duplicate emails of individuals who may have already received my survey.

When disseminating my survey, I asked participants to share my email and survey link with colleagues and friends who met the subject criteria, should they feel comfortable doing so. My method of snowball sampling was successful and the reach of

the survey was excellent. I was able to gather 97 responses from members of the University workforce. A total of 51% of survey participants elected to participate in an in-person follow-up interview. I had never interacted with 60% of the survey participants who provided their email addresses offering to participate in a follow-up interview. During the data-gathering phase, I maintained a participant-observer approach and as the project took shape I shifted into the role of action-researcher (Lewin, 1946).

The timeliness and importance of this research topic are reflected in the wide dissemination of the survey across the University, and the willingness and enthusiasm of survey respondents. The initial roadblock of surveying my team ultimately enabled my research to grow and allowed for the reach of my data collection to expand beyond my known group of colleagues. Additionally, an extra layer of anonymity was added to survey results.

The respondent pool included a range of individuals who were between the ages of 18 and 64. 77% of the survey respondents identified as she/her/hers and 22% identified as he/him/his, 1% preferred not to answer this question. As many of the questions in my survey were personal, asking about salary, familial composition, ethnicity, age, and education, I purposefully provided an option for participants to opt-out of answering individual questions if they did not feel comfortable disclosing certain information. I hoped that if participants were given the opportunity to opt-out of some questions, that I would be able to gather responses to others.

It should be noted that there was a gender imbalance in the survey responses that I was able to gather, which reflects the gender distribution of the University's workforce.

According to the 2019 Diversity Facts and Figures publication, 60.6% of the University staff identify as women while 39.4% identify as men. There is no available data on staff members who identify as non-binary. Though respondents to my survey skewed female (identified in this project as she/her/hers), the survey results paralleled the gender breakdown of staff at the University.

The University staff is also composed of a majority White population. Roughly 9000 out of 14,000 employees identify as White (“Facts and Figures.” *Diversity*, diversity.upenn.edu/diversity-at-penn/facts-and-figures, 2019). The population I surveyed is neither equal in terms of gender, race, or ethnicity but it was aligned with the demographics of the staff workforce at the University. I hope this small slice of research can serve as the basis for a larger project which investigates a more diverse cross-section of the workforce. The following chapters offer a literature overview of previous work focusing on gender and negotiation. As I explore the impact of gender during negotiation, I draw on existing studies to help provide topical background for my own survey and interview questions.

CHAPTER 2

BACKGROUND AND FORMATIVE LITERATURE

Unequal pay in the workplace has been ever-present. 1963 Equal Pay Act, which was established to bar discrimination in the workplace is only effective if the law is followed. The Equal Employment Opportunity Commission continues to govern laws banning discrimination within the US labor force, yet the wage gap remains present. A study of international wages from 1960 – 1990 showed that the wage gap has lessened but is still present (Weichselbaumer & Winter-Ebmer, 2005). Scholars have striven to understand the origins and causes of the wage gap and the literature written about the role gender plays is well-developed. A strong argument is that gender affects negotiation outcomes. This chapter offers an overview of the literature on gender and negotiation and outlines three primary mythologies, gendered stereotypes, outcomes based on aversion to risk and threat, and transparency.

These studies have informed the types of questions that I ask in my surveys and interviews, and offer guidance during the research process. Taken as a whole, most of these studies show that negotiation outcomes are gendered, more recent research unlocks patterns showing that women do ask but they don't receive at the same frequency as their male counterparts. This capstone helps advance the existing literature by contributing a current data set and follow up interviews focused on individuals within the workforce. Many of the studies of negotiation are hypothetical. A formative study focused on current students instead of graduates who had already entered the workforce (Kaman & Hartel,

1994). Significantly, these studies focus on a population that is at the same professional level. In contrast, I focused my survey and interviews on past and actual negotiation experiences rather than hypothetical scenarios. Consequently, my explanations are not based on hypothetical situations, where participants are asked to speculate about their negotiation strategies.

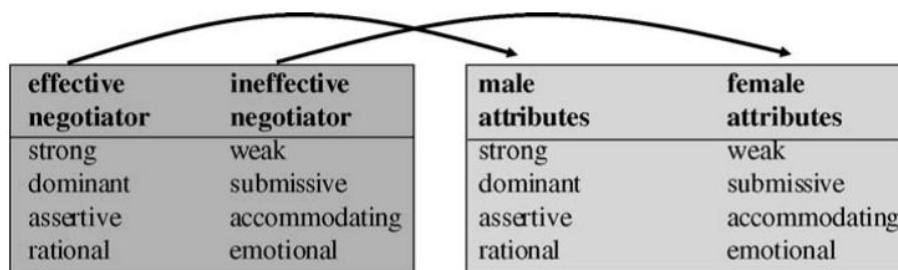
Gender Stereotypes

In Laura Kray and Leigh Thompson's work, *Gender Stereotypes and Negotiation Performance: An Examination of Theory and Research* (2004) the authors focus on whether or not gender differences exist during negotiation. They point out that within numerous sources and studies, researchers assume that because of widespread stereotypes about gender, masculine traits, as opposed to feminine traits will be more valued during negotiation. The authors ask the following questions: (1) do gender differences exist? (2) if they exist, then why? And, (3) what are the strategies and contexts that increase or reduce the effect of gender during a negotiation?

The authors base their study on ample work on the topic in popular literature including but not limited to, *Under the Bus* (Fredrickson, 2015), *Getting to Yes* (Fisher, Ury & Patton, 1991), *Her Place at the Table: A Consideration of Gender Issues in Negotiation* (Kolb & Coolidge, 1991), *The Good Girl's Guide to Negotiating* (Whitaker & Austin, 2001), *Women Don't Ask: Negotiation and the Gender Divide* (Babcock & Laschever, 2003), *The Shadow Negotiation* (Kolb & Williams, 2000), and *A Woman's Guide to Successful Negotiating* (Miller & Miller, 2002). Kray and Thompson argue that

because it is assumed that stereotypically masculine traits are vital during negotiation, female negotiators appear to be at a disadvantage (Kray & Thompson, 2004). The authors use the following graph as a visual aid to describe the sorts of gender stereotypes that structure negotiation processes. Attributes that are universally seen as masculine are attributed to strong negotiators and attributes which are viewed as feminine correlate to weak negotiation skills. The authors point to the unconscious bias the viewer may attribute to a negotiator preformulating the outcome of negotiation based solely on stereotypes attributed to gender (see Figure 1).

Figure 1. The Gender Stereotype-Negotiation Link



Awareness of the connection between gender and the negotiation result, whether consciously or subconsciously, can sway the process and outcome despite what occurs during the negotiation process.

Kray and Thompson discuss the importance of Rubin and Brown's 1975 work, *The Social Psychology of Bargaining and Negotiation* that argues that women and men are sensitive to different cues while negotiating. Although this seminal publication has had a major influence on the field, there was very little data used to substantiate this claim. Kray and Thompson speculate that this was because it was viewed as indecent to gather data on this topic (2004). This is an important observation since Rubin and

Brown's work was used as the basis for many subsequent articles and research on the subject of gender and negotiation. These studies relied upon a theory which was not based upon actual data collection.

Gender stereotypes have long been looked at as the cause of the negotiation outcome gap between men and women. Traits that are seen as masculine are also seen as effective during negotiation. Traits that are seen as feminine are seen as disadvantageous. Steele's theory of stereotype threat (Steele, 1997) looks at how gender shifts outcome. But it is the way that gender is harnessed during negotiation, not the physical gender of the individual that determines the outcome.

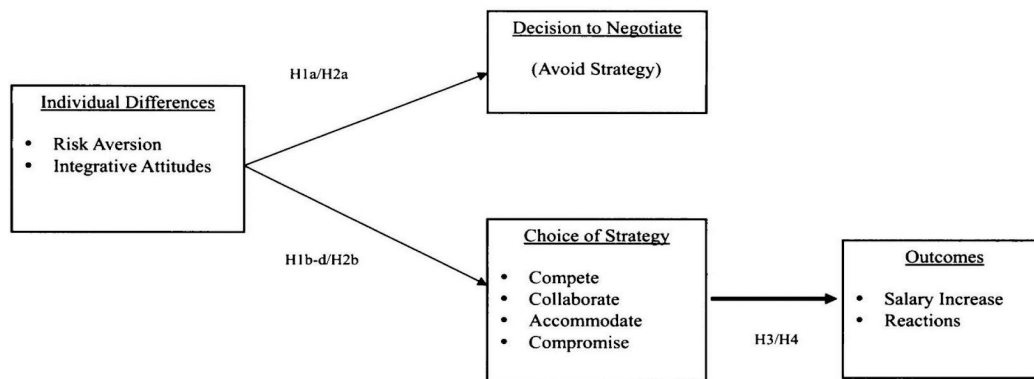
Michelle Marks and Crystal Harold's 2009 work, *Who Asks and Who Receives in Salary Negotiation*, surveyed 149 recently hired employees composed of tenure-track faculty at a large mid-Atlantic university and individuals working outside the university in the same geographic region. The goal of their study is to investigate the influence of negotiation on salary offers. The respondents are 34% of women and 59% men. The majority of the participants were white. Their age range is between 20 and 60 years old. Only individuals who were within three years of the hiring process were included in the study. The authors do address the danger of interviewing subjects who are mid-negotiation since the survey questions might impact the outcome of their negotiation process. I agree with the author's choice to include working adults in their study. I continue to come across studies that focus on students whose experience in the workforce is often minimal and the stake for these employees may be lower.

The authors conclude that should an employee choose to negotiate their salary in a job offer, the result was an average monetary increase of \$5000. The authors found a significant difference in salary negotiation outcomes based on gender and found that the men in their study almost always asked for a higher salary. Marks and Harold (2009) hypothesize that for a salary increase to occur one must ask and since the women in this study tended to ask less in comparison to the men surveyed, salary increase outcomes were predominantly successful among the men in the study.

Threat and Aversion to Risk

Gender was not the main driver in who would negotiate. Individual differences and how one negotiates had the most influence on salary offer outcomes. Whether or not an individual would or would not negotiate was based on aversion or inclination towards risk. Marks and Harold (2009) deconstructed individual differences into two categories: (1) if individuals are risk-averse or (2) possesses integrative (the idea that negotiation is conducted between two parties and is interactive) attitudes. If the individual is risk-averse, they tend not to negotiate. The authors utilized a "test an input-process-outcome model of salary negotiation" to categorize and map responses during the negotiation process (see Figure 2).

Figure 2. Proposed I-P-O Model of Salary Negotiations



If individuals possess integrative attitudes, they tend to use one of the following four strategies: (1) collaboration – reaching an agreement amenable to both parties, (2) competition – the use of persuasion, threat, or misrepresentation, (3) accommodation – yielding, or (4) compromise – a mix of concern for one's self and the other party.

Marks and Harold (2009) touch on the importance of emotion in negotiation and how perceived fairness during discussions formed attitudes of commitment and satisfaction which ultimately impact performance in the workplace. I would be interested to know the authors' opinions as to whether or not emotion is gendered. The authors speculate that personality influences attitudinal outcomes during and after negotiations. Those who choose to negotiate and use collaborative or compromising strategies tend to have more positive reactions. Those who choose to negotiate and utilize accommodating strategies, on the other hand, have a more negative opinion on the negotiation outcome. A competitive approach to negotiation produced an increase in salary while a compromising or accommodating approach was not found to drive a salary increase. Less risk-averse individuals used a competing negotiation style, leading to higher salary

outcomes. Those who were risk-averse utilized an accommodating strategy which tended to result in less gain and left the negotiator feeling negative about the negotiation experiences. Is there potential for backlash from employees, could deny requests, and create a resentful workforce?

To expand their already substantial study, Marks and Harold (2009) look towards another study by Walters, Stuhlmacher, and Meyer (1998) which has a forward focus on gender. The authors found that women were less likely to negotiate salary increases in comparison to men: however when they did negotiate and were significantly more competitive compared to the men in the study. The fact that some of the women in the study were found to be more competitive yet still failed to ask for more at the same rate as is confounding. Perhaps this result might help substantiate Kray and Thompson's theory of implicit gender stereotypes and their influence on salary negotiation outcomes. I wonder if the behavior of the women in the study were viewed as highly competitive because they were acting outside gender stereotypes but taking on more "masculine" qualities during negotiation. It was not clear how competitive behavior was qualified in this study.

Additionally, Marks and Harold (2009) discuss compounded salary inequities but base their findings on the fact that an employee will earn incremental pay increases throughout their career and not make large jumps. This is an assumption that is not entirely aligned with a modern and increasingly millennial workforce. The norms of the contemporary workforce have shifted away from the style of the baby boomer generation

who might spend their entire career working for one company. Pay increases tend to be larger when employees leave one company for another.

Marks and Harold find that negotiation strategies themselves are the drivers of salary increase. Those who are not risk-averse tend to use a collaborative approach when they choose to negotiate. A collaborative style in combination with a competitive strategy equates significant salary gains as well as a feeling of satisfaction and "fairness" throughout the process. Those who were accommodating during the negotiation process felt that the final negotiated agreement was inadequate. Those who are averse to risk may choose not to negotiate if they believe negotiation might jeopardize relationships. Marks and Harold base their risk aversion assessment on Slovic's Risk Aversion Scale (2009). Participants in the study were asked "I am not willing to take risks when choosing a job or company to work for", 1 indicating strong disagreement and 5 indicating strong agreement. It remains unclear why the authors chose to formulate their risk aversion indication question with a negative tone given that a positive or appreciative inquiry might shift the direction of the answers. In my survey, I phrase my questions in a neutral tone leaving space for the participants to offer their experience without being directed or influenced.

The authors recognize that their study looked mostly at monetary negotiation. There are certainly many additional non-monetary benefits that can be negotiated including paid time off, maternity and paternity leave, and schedule flexibility. They found that those who choose to negotiate and use a collaborative approach tend to gain more non-monetary benefits. I would like to see more weight placed on the importance of

non-monetary benefits. Especially for women who tend to be majority caregivers for family and household tasks, a flexible schedule, and maternity leave are highly important elements to any job. In my survey, I look at whether respondents place greater emphasis on monetary or non-monetary benefits when negotiating and whether there are gendered patterns during an ask.

Vicki Kaman and Charmine Hartel's work, *Gender Differences in Anticipated Pay Negotiation Strategies and Outcomes* (1994) looks closely at the pay gap between men and women. The authors test their hypotheses through a study of sample business students who were asked to indicate anticipated pay in a future management training job. These students were also asked if they would negotiate during the hiring process. Participants in the study included 238 upper-level business students at a public university. 127 of these participants were women and the mean age of those in the study was 23.3. The majority of the students were in their final year of study, placing weight on the fact that they were close to graduation and the urgency to secure a job was high.

Participants in Kaman and Hartel's study were asked if they would use any of five negotiating strategy factors, including active negotiation, traditional self-promotion, aggressive negotiation, avoidance, and acceptance. Men and women were found to negotiate at the same rate but male students were able to ultimately obtain higher pay. The authors speculate that this is because of the way that male students negotiate. They go further to state that women will behave less aggressively and try to please the other party in a negotiation setting. Kaman and Hartel look at additional studies from as early

as 1975 as the basis for their conclusion. In my research, I noticed several generational behavioral differences which I will discuss later in the following chapters.

Kaman and Hartel found that in comparison to women, men were more likely to negotiate and self-promote during the hiring process. The authors look at the pay outcome disparity between men and women and suggest the following explanation: men expect higher pay and women set lower goals, despite receiving the same negotiation training as their male counterparts. The difference in pay histories stands out as a highly important foundation in this disparity. As women tend to have lower pay beginning with their first jobs, the early disparity increases the divide as their careers progress.

Building on previous studies Mazei et al. research the context surrounding gender in negotiation (2015). Negotiation outcomes are shown to be driven by the situation surrounding the discussion and the individuals participating in the negotiation. The authors conclude that among their sample, in general, the men's performance is stronger in comparison to the women in the study. However, women in the study who were more experienced or negotiating on behalf of another party tended to garner successful negotiation outcomes. If a negotiator is more experienced they feel less threatened by the process of negotiation. Experience supersedes traditionally viewed gender disparities.

The importance of situational framing is explored to better understand the central drivers within negotiation. How do negotiation outcomes change if something shifts situationally or a new driver is introduced? For example, during negotiation when a woman asks for more as opposed to negotiating for more, outcomes are more favorable

(Smalls et al, 2007). The authors surmise that using polite language (asking) removed the intimidating factors within negotiation from the point of view of the hiring manager.

Many research studies on the topic of gender and negotiation argue that when women do negotiate, they face negative repercussions or are penalized for doing so. Various strategies have been tested, including a combination of asking during negotiation and also expressing concern for the organization to signal concern for the maintenance of inter-organizational relations (Bowles and Babcock, 2012). Simply rationalizing the legitimacy of the ask produced a more successful outcome. Though testing different approaches that could be used during negotiation and providing sample narratives have the potential to offer pragmatic solutions, the authors address a major issue within their research. They were not studying actual compensation negotiations but looking at reactions to a prepared script which was delivered by actors, again a simulation is used as opposed to examples of actual negotiation in the workplace.

Transparency

Kaman and Hartel's (1994) study focuses on a similar field for both men and women in an attempt to identify patterns within one industry and group where people are explicitly trained to negotiate. To create greater transparency and dispel differences in pay between men and women, the authors suggest that job-specific pay range information is consulted. Kaman and Hartel pinpoint the impetus for the pay gap between men and women and how lower comparative pay which starts with an individual's first job

augments the division over time. Their solution is to promote equal pay starting from the beginning of an individual's career, making inequities known and encouraging equality.

Kaman and Hartel's study produces results which they believe indicate that men reported a higher than average probability that they would use active pay negotiation strategies during recruitment. The women in the study reported that they would prepare for an interview and promote desirable attributes including experience and education. The men's pay expectations were significantly higher than women's. The authors clearly emphasize the importance of looking at disparities in pay between men and women as well as understanding the different methods and negotiation approaches and how utilization can be an effective way to equalize pay upon entering the workforce. The authors also suggest the importance of salary transparency, knowledge being a powerful tool in negotiation strategy. Public provision of gender-specific salaries is fascinating but somewhat unrealistic. Since offering different pay to different genders is illegal it would be challenging to gather accurate information. Websites like Glassdoor, which base company information on anonymous self-reporting from current and past employees, offers one plausible venue for ascertaining such information.

Zoë B Cullen (Cullen & Pakzad-Hurson, 2019), a Harvard Business School economist, surveyed gig-economy workers employed by TaskRabbit, a company that connects individuals with employers and private individuals seeking short-term laborers for domestic services such as yard work, furniture assembly, and grocery shopping. Cullen focuses on the effect of pay transparency during hiring and bargaining. Though her findings Cullen concludes that all wages do not rise for all employees when wage

transparency is present. Cullen finds a gendered difference when communicating full transparency in pay. Her findings show that full transparency in pay was not advantageous to the men in her study but does benefit those at the bottom of the pay scale. In most workforces, this population consists of women and people of color. These findings indicate that participants on both sides of the negotiation process look at the process as a zero-sum game: there is a set amount to be had and some groups benefit while others lose.

There have been several recent studies that successfully dispel the common misconception that men ask disproportionately more than women during workplace negotiations. A study looking at 4,600 Australian workers found that women and men have the propensity to negotiate at about the same rate (Artz et al, 2018). The study of Australian employees between 2013 - 2014 used the Australian Workplace Relations Survey (AWRS) to focus on three major questions: (1) if the participant negotiated with an employer, (2) if they had not negotiated, why not, and (3) if participants had been successful during negotiation (Artz et al., 2018). The study (the first of its kind) also looked at numerous variables including age, marital status, and education, and if a job was full or part-time. The dataset provided information about 4600 randomly sampled workers across 840 workplaces. The survey drew the following conclusion: men and women ask equally for promotions and raises but women do not receive promotions and raises in equal frequency compared to their male counterparts.

A popular narrative to account for the stalled advancement of women into senior leadership positions is that high-level roles require long hours which are impossible to

balance for women raising children. If they cannot meet demands within the workplace, their prospects for advancement diminish. Robin Ely and Irene Padavic describe these sorts of arguments as “the work/family narrative” following their 2012 survey of 6,500 Harvard Business School alumni from various industries. 73% of men and 85% of women involved relied upon the work/family narrative to explain why women fail to climb the corporate ladder. The authors point out that this narrative fails to explain outcomes for women who do not have children. The narrative assumes that women (1) will have children (2) will be the primary caretakers and (3) will sacrifice their career aspirations to accommodate domestic responsibilities. Relying upon follow up questions with survey participants, the authors conclude that the underlying issue is overwork, which freezes gender inequality in place (Ely and Padavic, 2020).

In 2019 the consultancy firm McKinsey surveyed 64,000 North American workers and found that the women in their study negotiated for pay raises at a higher rate of 31 percent compared to men’s 29 percent. Disappointingly, the survey found that the women's asks were still likely to be denied. Will behavioral modifications shift the needle if the institutional structure is to blame for the disparity in negotiation outcome? The McKinsey report also highlights the importance of managerial support and sponsorship to promote and propel growth within the workplace. Taking the study further can we surmise that men are more likely to be the recipients of support and sponsorship from leadership compared to their female counterparts?

Based on the literature I’ve reviewed, some recent and some foundational I noticed a need to further research and more in-depth interviews with subjects who are in

the part of the workforce. By focusing on a group within the University I had the opportunity not only to gather data but to conduct follow up interviews to gain greater knowledge into the subject's negotiation process, their tactics, roadblocks, and successes. The literature in this chapter focuses on the themes of gendered stereotypes, outcomes based on aversion to risk, transparency, and aversion to threat. Omitted from the literature in this chapter is a discussion of how race and ethnicity affect negotiation outcomes in the workplace. The pay gap grows increasingly wider for people of color in the workforce. In the next chapter, I will review the literature on stereotyping and bias associated not only with gender but also with race.

CHAPTER 3

TAKEN AT FACE VALUE: STEREOTYPE, BIAS, AND RESULTING BACKLASH
FOR DEVIANT BEHAVIOR

In 2017, the U.S. Census Bureau released the following findings: Asian women were paid 85 cents for every dollar paid to White, non-Hispanic men. Black women were paid 61 cents to the dollar. Native American women were paid 58 cents, and Latinx women were paid 53 cents to the dollar respectively. Undoubtedly, part of this disparity is the result of several factors, including legacies of slavery and colonialism. Here I will focus on negotiation in the workplace. I've negotiated salaries on behalf of clients and offered negotiation tactics during their interviews. During my career pivot to join the higher education workforce, I negotiated a contract for five days for an administrative assistant role. My actions were met with surprise and I couldn't help but wonder why. Doesn't everyone push hard to the very edge to garner the best salary, the highest wages, and the most competitive benefits? Were my reactions throughout the negotiation process atypical? Were external reactions gendered and racialized?

My initial assumption while beginning work on this thesis was that women are simply not asking for more during the negotiation process. This is admittedly a difficult assumption to study or to quantify. I also assumed that if women ask for more remuneration during the negotiation process, they would have a better chance of receiving what they ask for. I also believe, as much of the literature demonstrates, that there is a persistent, systematic wage gap between men and women that exacerbates the

challenges that women face in the negotiation process. This wage gap may be driven by societal norms that devalue women's labor vis-à-vis their male counterparts. Moreover, it may be reinforced by the negotiation strategies that individual workers use. In what follows, I examine the role of race and the effects of racial stereotyping, deviance, and backlash in negotiation outcomes. I hope to use my findings to help shift the narrative surrounding negotiation, as well as break open many of the prevalent (often hidden) reactions and tendencies within the course of workplace negotiations. Outside of race and gender, personality differences, and how individual workers negotiate are highly influential on salary offer outcomes. Moreover, the decision to negotiate is based on one's aversion or inclination towards risk.

Toosi et al.'s 2018 article on gender and race in the workplace "Who Can Lean In? The Intersecting Role of Race and Gender in Negotiations," the authors compare salary amounts requested during negotiation by both White non-Latinx and Asian/Asian American women and men. Their findings show that White women are less confident and tend to accept the first offer as opposed to their male White counterparts whose initial salary requests were higher and tended to continue to negotiate. Asian and Asian American participants in the study showed gendered differences in their negotiations. Women often face negative repercussions should they behave in a manner that is not stereotypically feminine.

Taking the idea further, racial stereotypes foster this same type of reaction and outcome in a negotiation arena (Toosi et al., 2018), as does the theory of gender and race behavioral stereotypical prototyping (Galinsky et al., 2013). For example, racial groups

are feminized or masculinized in addition to the sex of the individual. Highly masculine behavior and Black men are linked, Black women and Asian men are seen as androgynous, Asian woman as highly feminine and White men and women are seen as moderately masculine and feminine.

Do we have a propensity to link gender and race with assertive qualities that could benefit an individual during a negotiation? Several studies have looked more closely at the role race plays within salary negotiations and have developed the following findings: (1) Black applicants are expected to negotiate less when compared to white applicant counterparts, (2) should Black applicants break racialized norms they tend to be admonished for violating behavioral expectations. (Hernandez et al, 2018). Several studies have found that Blacks tend to be racially stereotyped into categories of lazy or inept (Devine, 1989). The presence of an underlying bias may be present in which Black applicants are perceived to be less qualified in comparison to their White applicant counterparts.

It is extremely difficult to gather data from actual live negotiations since there are so many variables involved. Most studies use fictional scenarios and often imagine participants on one side of the negotiation. Toosi et al.'s study asks participants about hypothetical negotiations for fictitious jobs. The participants are rated on the phrasing they use during the negotiation process. The findings of this study demonstrate that White men are the most assertive. Asian women, men, and White women showed the same level of assertiveness. The predictions of this study were not completely aligned with the authors' assumptions based on Galinsky's race-gender prototypes. However, it is

important to note that because this study focused on a sample population that had either little or no experience in the workforce it is difficult to conclude that they would offer the most valuable data.

Additionally, the study asks participants to negotiate for a fictitious job. Should the stakes have been higher, perhaps the results would differ. However, a significant connection is found between race and gender and how much participants asked for monetarily as well as concern over potential retaliatory actions should a salary be deemed too high by the interviewer or hiring manager based on gender or racial biases. Ultimately, within both studies, the authors find that White women, Asian men, and women are disadvantaged concerning negotiation outcomes ultimately receiving less when nothing at all during negotiation. They highlight that gender and race have a measurable effect on negotiation behavior and visibility.

There are several limitations to this study. The focus on participant self-reporting is an issue. Though I believe that this might provide data that is undiluted without the opinion of an interviewer, it would be difficult to find one with minimal bias. The selected racial categories are both broad and limiting. As can be seen in past versions of the U.S. Census, it is increasingly difficult for members of minority groups to select only one box. Consequently, would it not be difficult to attribute behavior to an individual whose background encompasses multiple races and ethnicities? What is clear is that White men remain central while every other population is compared to their behavior.

To explain the racial disparity in negotiation outcomes, numerous studies have focused on behavior and reactions when perceived expectations are violated. There is a

strong connection to a behavioral backlash in negotiation (by both the interviewer and interviewee) when gender norms are violated. Women who behave assertively and men who are not assertive enough are evaluated poorly (Bowels et al., 2007). Retaliation or punishing an individual when behavior is unexpected is called the backlash effect (Toosi et al., 2018). This type of outcome has been studied in terms of how gender impacts negotiation outcomes, but less work has been done in the field of the effect of race.

Expectancy Violation Theory, EVT (Burgoon, 1978) which looks at responses to behaviors that contradict behavioral expectations and social norms, is a framework that could be used when examining the effect of backlash behavior in negotiation outcomes (Hernandez et al., 2018). EVT describes how individuals formulate expectations of how others will act and what happens if an individual's interpersonal behavior and actions contradict the viewers expected behavioral outcomes. The concept of entitlement also comes into play as well since the base ideology of who is deserving and who is not has a strong effect on negotiation outcomes. Sidanius, Pratto, and Bobo's social dominance orientation theory (SDO) explain the predisposition for hierarchical grouping and the idea that those in lower positions are undeserving. Based on a combination of social bias and SDO, black job candidates are perceived by hiring managers to have a low estimation of market salaries for various roles as well as are looked at as less likely to negotiate for higher wages (Hernandez et al., 2018).

Backlash behavior is premised on the idea of a perceived threat. If something looks or acts differently than expected why are we conditioned to conclude that there is danger involved? Hernandez et al argue that should a Black job candidate bargain during

salary negotiation, his or her behavior would be construed as deviant and result in hiring managers offering an even lower salary compared to a minority candidate who does not negotiate. The results of the authors' three surveys find that the race of the negotiator dictates the outcome of negotiation. Black negotiators' race clearly influences negotiation outcomes in comparison to their White counterparts surveyed in the studies.

The aforementioned survey is based upon situations where hiring managers or interviewers are White whereas job candidates and interviewees are racial minorities. How might this dynamic shift as workspaces become more diverse? I speculate that the glass ceiling will be very difficult to break despite an increase in minority members of senior leadership. This leads to the importance of social networks when gathering information on aligned and appropriate salary information offered within an organization (Seidel, 2000).

Racial minority groups have looser and fewer ties to hiring companies in comparison to their White counterparts. Connections with current employees within an organization increase the likelihood of candidates negotiating as well as negotiating for a higher starting salary. Based on the fact that minority-owned companies are not the majority (though there were 11 million in the US in 2017) it is less likely for members of a minority group to have connections within an employing organization (Seidel, Polzer, and Stewart, 2000). Not only does having a connection within the hiring organization provide candidates with inside information regarding salary range as well as a potential influence in interviewee selection and hiring decisions (Seidel, Polzer, and Stewart, 2000), there is also the added benefit that should candidates have internal connections

with the company they are interviewed with they are likely to exhibit much more confident behavior as opposed to candidates who have no internal connection. The present changing landscape and move towards diversification within the workforce should result in the balancing of network disadvantages.

There are several additional roadblocks when looking at the role of race in negotiation outcomes. Non-verbal cues such as body language or the misinterpretation of facial expressions or gestures could cause a misguided effect on negotiation outcomes (Semnani-Azad & Adair, 2010). Beginning in the late 1940s various studies were published investigating the relationship and cultural biases between White and Black employees in industrial workplaces. The most widely referenced survey was conducted by Everett Hughes and found that the formation of informal relationships between employees of different races altered stereotypes and shifted negative working relationships. Hughes' work holds up because of the potential in the arena of salary negotiation for influence or lack of momentum by majority groups who fear they might make an inappropriate or unwarranted remark. This type of behavior indicates a need for increased knowledge and awareness for both parties.

I am struck by the need to offer solutions. Towards the end of my Organizational Dynamics coursework, a classmate who is a medical doctor offered a beautiful example of how she offers balance and recognition to her patients and colleagues. My classmate explained that she tries to call patients and co-workers by their names. It's naïve to look at this small gesture as the answer to a larger, systemic and historic issue but to me, this

practice is humanizing and offers recognition and affirmation outside of anything other than an individual's qualities as a person.

Having offered a survey of the literature on the effects of gender, race, and ethnicity on negotiation outcomes, I now present the findings of my research in the following chapter. Using the foundational literature on this topic as a jumping-off point I built a comprehensive survey to help answer questions about approach and outcome during negotiation. I look at the effect that education, experience, race, and gender have on negotiation outcomes to identify patterns. These patterns lay the groundwork for in-person interviews to compile narratives and shared experiences to aid others during their workplace negotiations.

CHAPTER 4

SURVEY DATA ANALYSIS

To learn more about how negotiation structures salaries for men and women I offered some background information on how I constructed my survey, distributed to staff members working at the University in the late summer and early fall of 2019. Now I will discuss the findings in more detail. The 97 individuals who completed the survey were between the ages of 18 and 64 years old. Of these respondents, 45% were between the ages of 25 and 34 and 33% were between the ages of 35 and 44. All survey participants had received a college degree and the majority of participants had completed a master's degree or a doctoral degree, 54%, and 5% respectively. The marital status of the participant pool was split almost evenly.

35% of participants had dependent children in their households. 55% of the participants surveyed responded that they were the primary caretaker of children in the home. The majority of the participants (70%) responded that their household had two incomes. 32% of participants responded that their household income was between \$100,000 and \$150,000 annually. 27% of participants reported that their total household income was between \$50,000 and \$100,000 annually. 64% of survey participants reported that they were primary breadwinners.

The majority of participants surveyed negotiated, 55% compared to 45%. Salary was the most widely requested item during negotiation. 48% of participants responded that they negotiated for a salary increase followed by asks for flexible working hours and

a non-traditional work environment i.e. working remotely. Of the 48% percent surveyed who requested a salary increase during negotiation, 38% received a salary increase based on their asks. If participants chose to reapproach the hiring manager during negotiation and requested an alternative ask, 28% received their second ask including flexible hours, health benefits for oneself and dependents, education benefits, paid time off, and title changes. I did not include negotiation for title changes as an option in my survey, this was an oversight. One's title is an extremely important item to negotiate as it has the potential to act as a signifier of skills and accomplishments. A misrepresentative title which does not portray an individual's competencies or expertise and can act as a detriment to one's job mobility.

According to the responses from the participants I surveyed, education was not shown to be a strong driver of whether individuals tended to negotiate or not. 46% of participants with a college degree did not negotiate during hiring and 43% reported that they negotiated. There was a slight increase from respondents who had a graduate degree. 53% of respondents with a graduate degree negotiated, whereas 43% did not (See table 1).

Table 1. Negotiation and Educational Experience

Before accepting your current professional role did you negotiate with the hirin	What is your highest level of education?			Total
	College..	Doctora..	Graduat..	
I did not negotiate	18	2	20	40
	45.00	5.00	50.00	100.00
	46.15	50.00	42.55	44.44
I negotiated	21	2	25	48
	43.75	4.17	52.08	100.00
	53.85	50.00	53.19	53.33
Prefer not to answer	0	0	2	2
	0.00	0.00	100.00	100.00
	0.00	0.00	4.26	2.22
Total	39	4	47	90

If education was not found to be the determining factor, perhaps externalities such as children in the household might affect whether or not individuals chose to negotiate during the hiring process. 72% of survey participants who reported that they were the primary caretaker of dependent children in the home responded that they negotiated, as opposed to 81% who reported that they did negotiate but did not have dependent children in their household.

When asked to describe the reasons why participants entered into a workplace negotiation many responded that they entered into a negotiation (1) due to their years of experience, (2) to see how much they could obtain, (3) for reasons surrounding self-worth and value. The recurring theme of an employee's value and self-worth tied to a job and by extension the salary they received reminded me of the ceramic and styrofoam cups analogy in Simon Sinek's work *Leaders Eat Last* (2019). Sinek discusses how professional accomplishments are linked to feelings of personal value. Sinek recounts a story told to him by a former Undersecretary of Defense, who looked at two speaking

engagements, one when he held his former position and one after he had left the role. In his position, the former Undersecretary would be given ceramic mugs of coffee during meetings and once he left the position his beverages were self-serviced drunk from styrofoam cups. The former Undersecretary looked at the two cups as metaphors for his two roles, and most importantly was able to separate his self-worth from the roles themselves. Separating oneself from their professional role through behavioral change is challenging, but an important reminder.

A different pattern within the survey responses was negotiation with the person in a leadership role who would ultimately decide if an ask would be received or denied. Numerous responses touched upon past negotiations feeling as if the hiring manager did not hold the purse strings and would be unable to grant requests during negotiation. A participant responded, "I've learned never to accept the first offer. It doesn't hurt to ask and most people are willing to negotiate. You just have to make sure you're really talking with the actual decision-maker." I was fascinated that so many responses from participants touched on the fact that the hiring manager may not wield power to grant requests during negotiation. What was clear across gender lines was that the majority (of those who preferred to answer) of survey participants disliked the negotiation process, 62% and 33% felt at ease (see Table 2).

Table 2. Perception and Gender during the Negotiation Process

During negotiation did you dislike the process or did you feel at ease?	What is your gender?			Total
	He/Him/..	Prefer ..	She/Her..	
I disliked the nego..	7	1	28	36
	19.44	2.78	77.78	100.00
	53.85	100.00	63.64	62.07
I felt at ease duri..	5	0	14	19
	26.32	0.00	73.68	100.00
	38.46	0.00	31.82	32.76
Prefer not to answer	1	0	2	3
	33.33	0.00	66.67	100.00
	7.69	0.00	4.55	5.17
Total	13	1	44	58
	22.41	1.72	75.86	100.00
	100.00	100.00	100.00	100.00

This brings me to an extremely important element during the negotiation process, the use of an advocate. 51% of the survey participants sought advice before meeting with a hiring manager. Participants who sought guidance connected with family members, mentors, and former colleagues to gather advice before or during the negotiation process. Participants who sought advice reported that they received suggestions to (1) negotiate, (2) ask questions, (3) stay flexible, (4) highlight skills and experience, and (5) utilize resources (i.e. look towards public salary ranges).

In the next section of my project, I will go into further detail regarding the use of an advocate during the actual negotiation process as opposed to outreach within one's community before entering into negotiation. I was surprised that only half of the participants who responded to my survey asked for advice before meeting with a hiring manager. Was this response gendered or did it shift generationally? According to my survey results just over 50% of the women surveyed sought advice before meeting with a hiring manager and just under 50% did not. The results were mirrored with the men

surveyed. The results of my survey indicated that gender was not a driver when considering who asks for advice before negotiation in the workplace.

In the next chapter, I dive deeper by viewing negotiation through the lens of in-person follow-up interviews to garner further understanding of the process itself. The most important piece of my research was gathering narratives and experiences from primary sources. By collecting and sharing interviewee's experiences I hope to provide greater insight, patterns, tools, and moments of solidarity for those entering into their own negotiations.

CHAPTER 5
THE NARRATIVES: LEARNING FROM OTHERS EXPERIENCES IN
WORKPLACE NEGOTIATION

The pool of individuals who responded to my survey strongly expressed interest in meeting me to conduct in-personal follow-up interviews. The majority, 50.75% of respondents, provided their contact information and requested a follow-up meeting. To further nuance the results of my survey, I conducted six semi-structured interviews with individuals who represented a range of age, gender, race, sex, and workplace experiences. Five out of the six individuals agreed to have their interviews recorded while one respondent agreed to the interview but not an audio recording. On average, these interviews lasted for 30 minutes. After completing the interviews, I transcribed them to conduct a systematic analysis.

Through the interviews I identified six recurring patterns and themes, (1) fear and assumptions when negotiating during early career, (2) penalization and deviance, (3) the role of an advocate in the negotiation process, (4) generational differences during negotiation and when sharing salary information, (5) negotiation drivers, and (6) tactics and approaches to advance successful outcomes. I discuss each of these patterns and their implications for the gendered dimensions of the negotiation process in turn. There are advantages and disadvantages to interviewing subjects who negotiated in the past since memory is not always reliable, but unlike much of the literature on negotiation which focuses on students who were early in their careers or on negotiation simulations, I

focused on real-world negotiation narratives, interviewees personal experience and how they viewed internal and external factors and outcomes.

Fear and Assumptions during Early Career Negotiation

A pattern of unease surrounding the negotiation process was prevalent in my research. This pattern transcended both the age and gender of the participants of this study. Many interviewees expressed that they did not negotiate in the early part of their careers. Instead, they expressed that they felt grateful and said “yes!” to offers instead of entering into negotiation. A male interviewee in his early-mid career described his negotiation process and the fear he felt surrounding interactions with a hiring manager:

“I think the main fear of negotiating too hard was talking myself out of the position or starting off on a sour note with the people who are potentially going to hire me. In my current position, I was fairly confident that I was going to be the candidate hired, I was pretty much told as much, but I still didn’t want to sour the relationship, by starting off with too aggressive negotiation.”

A female interviewee in her early-mid career expressed that lack of confidence was the reason she did not enter into negotiation until later along in her career after she had held multiple jobs:

“I was also afraid of being perceived as being pushy or asking for too much. It was really scary. It seemed like it would be too difficult of a conversation and I really didn’t want to start off in a job feeling like I

insulted someone or asked for too much. The idea of the conversation made me uncomfortable, and not having confidence and skills. I felt like they were doing me a favor by offering me this job.”

The elements of discomfort about asking for what is desired or needed is a strong deterrent for negotiation, especially in a candidate’s early career, where they may be less versed, practiced, or knowledgeable about negotiation. A female respondent described an experience that she had with a hiring manager where she discussed paid time off available to employees for a new role which she ultimately accepted. “I distinctly remember the hiring manager asking me how important it was to me and I kicked myself as I answered, “it’s not that big of a deal.” Another female interviewee in her early career described the interview process for her current job in the following way: “When I interviewed for the current role and my first job out of college, I did not negotiate. I was just so excited to have a job and had no idea what the going rate for anything was but thought, that sounds lovely!” Her reaction was perhaps due to a lack of experience or knowledge about industry-standard salaries. Both women accepted the jobs that were offered to them and did not negotiate further because they felt like the position and benefits offered were “good enough”.

The same interviewee expressed feelings of singularity while engaging in negotiation during the hiring process:

“You know I think you sometimes think that your situation is so unique that when you ask others it won’t be comparable, which is probably a very naive way of

thinking. I felt that because I was working at a university, I just assumed that their structure was more strict and this is just what they can pay.”

The theme of assumptions was echoed over and over in my interviews: assumptions of what is expected, what is deserved, and what is available. The same respondent quoted above was currently in the process of shifting her approach to negotiation, becoming more confident in her asks and more educated: “I came here when I was 25 and I didn’t realize there were other things you could negotiate for. Obviously now if I don’t get my desired salary, I will request another work from home day, or more vacation days or to shift my schedule from 8 to 4, flexibility in other areas.” This quote speaks to the idea that negotiation is a learned process, one that is cultivated through experience and greater knowledge about what may be possible within a given employment setting. Still, other factors mitigate against negotiation, including the fear of retaliation.

Deviance and Penalization

If a candidate or employee chooses to enter into negotiation, concern over backlash is a prevalent theme. One female interviewee in her late-career described how she felt that a line could be crossed quickly to turn the tide of a negotiation conversation if one were to ask for too much. Another female respondent in her mid-career recounted the circumstances surrounding negotiation for a role which she ultimately declined:

“The hiring manager was essentially offended by me having this conversation. She was very negative during the conversation and was sort

of appalled that I had asked for that number even though I had asked if it was negotiable and she had said yes. Then she said, “No, this is the number that we are offering you, this is the final number,” which was very confusing to me. When I asked if this [the offer] was negotiable, she should have said: “No, this is not negotiable, this is the final number take it or leave it.” So given the conversation and how it went about and the sternness with which she spoke to me, I realized it was not the right environment for me and I declined the offer.”

This subject’s account also opens up another element of the negotiation process: it is two-sided. If a specific employment opportunity does not align with a prospective employee’s expectations about salary or benefits packages, they can decline the offer. Yet as this quote demonstrates, even though the interviewee was explicitly told that the offer was negotiable, they were penalized by the hiring manager for negotiating. One strategy for overcoming such contradictory scenarios may be the use of an advocate in the process of negotiation.

The Advocate

Discussions of how an advocate could be utilized leading up to and during the negotiation was a consistent theme in both my survey responses and interviews. Many of the responses collected in my survey expressed the importance of advocating for oneself during negotiation. I dug deeper and asked in-person interview participants if they believed it was important to have an external advocate during the negotiation process. A

female interviewee in her late-career reported that she had not used an advocate during past negotiations. A male respondent in his early career described a different experience:

“In my first job I wanted to get my foot in the door and I was actually willing to take a pay cut from my previous job in retail. My hiring manager at the time negotiated with HR on my behalf to match my pay from my role (in retail), without me saying anything, I was ready to accept and she kindly negotiated on my behalf. It wasn’t a whole lot, it was a couple thousand, but it meant a lot especially for an entry-level role. She advocated for me and it meant a lot.”

He continued, sharing details about the trajectory of his career and his experience negotiating for a different role within the same department:

“I went to someone higher up in my department who was a mentor to me and I asked if the amount I was going to ask for was reasonable and if they (HR) counter what I should ask for. I don’t want to talk myself out of a job here or start off on a bad note. But I did want to advocate for myself. She advised me to keep going! There was a time when I felt like this (the salary) was fine and she said I think you can go higher than that. It’s like you’re playing a game but only they have the rule books. Someone who’s been through that process can really be a good guide to say “No, they can go higher,” or “They will go higher, they are just trying to lowball you right now,” or “No, this is the highest they can go, they won’t go higher.” And just as a matter of confidence I would say to tell you that you can ask

for more or that you're worth more. It's good to advocate for yourself but it's good to have someone else support the inclinations you have.”

The advocate is used to support, propel, guide, and direct the individual. In the quotes above, the same advocate first represented a prospective employee and later advised him as an employed member of the organization.

I spoke with a female in her early mid-career, whose current role at the university represented a shift in the direction of her career. She described the process during which she accepted the university's offer as follows:

“What I was offered initially was in the center of the range provided for the job, which is why I didn't push. I wasn't going to negotiate and my hiring manager was surprised. I didn't have experience negotiating, I never really had to and I was really excited for my current job. The rate was, um, fine so I took it, and she (the hiring manager) called me back and said she was disappointed that I didn't try to negotiate, that they wanted to hire someone who brought a lot to the table and could stand up for themselves. So she said to think about that and come back to me to talk. So I wrote down all the reasons and chose a number and what not and then she relayed this to HR. I've been in the role for about a year, not quite a year and a half. She's always encouraging me to take on new learning opportunities and encouraging me to have more student-facing time, take on more outside my role and look out for me if other opportunities arise.”

The encouragement and support this subject experienced is uncommon and the outcome was tremendous. The hiring manager in this instance considered negotiation to be both advantageous to the employee as well as a desirable skill set. Instead of controlling the negotiation, the hiring manager allowed the employee to advance her own negotiation outcome.

Another female interviewee in her early mid-career who had also recently made a successful career pivot recounted her experience with a supervisor who took on the role of an advocate as she negotiated for a new position;

“I thought about this so much after my last negotiation that was successful. Immediately afterward, I was like that couldn’t have happened without my hiring manager, she was such an advocate for me. She never once said I think that’s enough or I think we should stop here. Every single time she said ok I’ll go back to HR and ask again...Each step of the way she did what I was asking for and each step of the way she kept asking and also said to me there’s nothing you have to lose, to keep asking or to try another tactic...I started as a temp extra. If you don’t have an advocate it won’t actually happen. The non-advocate could have said to me no this isn’t going to work or no we’ve done two rounds that’s enough. Every single time she said you have nothing to lose except time, they aren’t going to renege the offer. Maybe I would potentially start a week later. If you don’t ask you’ll never know. I’m very grateful.”

As such accounts make clear, the presence or absence of an advocate can have a significant impact on the negotiation process. In situations where individuals are expected to advocate for themselves, fear of retaliation or misguided assumptions about what sort of remuneration may be possible within the organization can impede their efforts to enter into negotiations.

However, the existence of an advocate is by no means guaranteed. When advocates do intervene, they bring with them knowledge of the institution and can serve as a buffer between the employer and prospective employee, thereby eliminating some of the challenges of self-advocacy. Yet, sometimes, as recounted in the story above, hiring managers may wish to protect the interests of the employer, thereby penalizing job candidates who choose to negotiate. In many ways, the presence or absence of an advocate can simply be a matter of chance.

Generational Differences When Strategizing Workplace Negotiation and Sharing Salary Information

One of the questions that I asked my interviewees was to describe a time in their career where they sought advice before negotiating. I asked them to explain the reasons why they had chosen a particular individual in situations where they asked for advice. I noticed a stark generational difference within the interview subject pool with regards to their approaches in negotiation strategy, particularly when it came to seeking advice from others. One female interviewee in her late-career explained that she would never seek advice from a friend and never discuss salary with friends or colleagues. She would ask

her husband or father for advice before negotiating in the workplace. In stark contrast, a male subject in his early career described a very transparent conversation with his predecessor, where they spoke candidly about the salary she received while in the role. This information helped to set a benchmark for the interviewee. Armed with this information, he was able to negotiate within a salary range he knew the hiring manager could accommodate.

A female interviewee in her early mid-career described a workplace where salaries are more transparent, which helped to propel her personal negotiations;

“I’m based in one department and I know what my peers are making in my department and I know that the other department tends to have a little bit of higher salaries. I also felt emboldened to keep pushing knowing that the people I would be working with, in this external department, I knew there might be some leverage there. You always hear women should tell other women what they make, but to be totally honest the person who told me what they make was my male boss when I was negotiating to be at the same level. He also shared with me in confidence, this is what I know some other people are making. I found it so helpful and really appreciated it.”

The idea that transparency in salaries can be a driver for negotiation instead of information that is kept close to one's chest is enlightening. The transparency the interviewee experienced with her male boss was rare. A female interviewee in her early career explained that she has never been private about her salary; “When I first graduated

from college I was doing a lot of freelance work and I did seek out someone who was just a few years ahead of me (and asked) how do you even talk about salary.” She learned that sharing was a way to help others through the difficult process of negotiation. If someone was not aware of the industry-standard salaries for different roles, especially in early career they would be ill-equipped to enter into negotiation.

These observations suggest that greater transparency about earnings and benefits, whether at the individual level (through conversations with colleagues) or at the institutional level (easily accessible, standardized information provided by the University), may have a positive impact on an individual employee’s decision to enter into negotiations. Yet, transparency alone does not necessarily guarantee any particular outcome. As I explore in the next section, there are other drivers, both internal and external, that impact negotiation decisions.

Negotiation Drivers

When I began conducting in-person interviews, I was focused on discovering what drove employees to negotiate. Were they driven to ask for internal reasons (ambition) or driven by externalities (i.e. supporting a family)? A female interviewee in her mid-career described what pushed her to negotiate in the workplace;

“I’ve negotiated because I think it is important for women to negotiate salary, given the research on women losing out on a lot of money throughout their lifetimes by not negotiating for salary. I think it’s just very important to not lose out on money because you might feel awkward in the conversation, I’d rather ask

then know that I lost out on a lot of money throughout my lifetime. Knowing that each salary that I make really stems from that first one.”

The interviewee is referring to the well-documented gender pay gap between men and women, as outlined in previous chapters, and how difficult it can be to overcome if an individual accepts a lower salary early on in their career, whose impacts are compounded over time. In the case of this interviewee, she was primarily concerned with her career trajectory when considering her options for negotiation and advancement. While recognizing that the negotiation process could be awkward, she stressed that it was important to weigh the costs and benefits of not negotiating. She risked exponential financial losses over time had she not negotiated at all.

Such considerations are common. In the next section, I turn to the different strategies and tactics employed by individual employees, which help advance their ability to negotiate successfully in situations where they face a cost-benefit calculation that may otherwise impede their ability to enter into such conversations with future employers.

Tactics and Approaches to Advance Successful Negotiation Outcomes

Sharing others' experiences, both positive and negative was one of the primary motivations for this research project. Though experiences are often singular, there are similarities and patterns in the roadblocks faced by many people during the negotiation process. A female interviewee in her mid-career discussed how she approached negotiation through a mixture of research and resources, educating herself so that she would be equipped with facts about salary ranges before entering into negotiation:

“I think primarily for me it’s been speaking to mentors and then also looking online to see what the salary is at different places for this particular type of job. Looking at all the resources that are available through career services websites that could help me narrow down a feasible number that wouldn’t be laughed at.”

Another female respondent in her early mid-career described how she prepares herself to enter into negotiations:

“I highlighted the experience I did have when I thought it was more than adequate for the job description. I used a written argument rather than over the phone. At least at the time, I wasn’t very confident negotiating with someone face-to-face. So I thought I would write it down instead.”

By identifying her weaknesses, the interviewee devised tactics to overcome them.

Another female respondent in her early career described how she would approach future negotiations and reflected on her prior experience during the hiring process:

“Basically [I had] no tactic the first time around. And the second time around I plan on being more educated in our industry standards, how much people are making outside of the University, how much people are making inside of the University, and also just place my value forward, I’ve done this, this and this. That is why I’m worth this raise.”

A female interviewee in her early mid-career went into detail, describing a lengthy negotiation process where she relied heavily on an advocate to help advance her requests

as well as highlight her accomplishments. This interviewee was also deliberately methodical in her research.

“I started with what I felt like was baseline, what I first did was made a list for myself to then share with the hiring manager, my new boss and that included some basic things, like how I’d already been in that department. I thought that was a strength. I knew how a lot of things worked in that department so I could immediately start the job the day that it was effective. I also emphasized my years of experience and an advanced degree. That helped me get through two rounds of negotiations and my tactic was that I came up with the rationale and I gave that to the hiring manager as opposed to the hiring manager coming up with those things. I mean, she said to me, “I’m your advocate in this.” She said she would be willing to push as much or as little as I want. Each round of negotiating she said to me there’s no reason that she felt she needed to stop.”

The same respondent recounted the next steps she took during her successful negotiation process for her current role:

“I said we are working with this other department and I asked the hiring manager to come up with an org chart of the project so not just lumping me in, not just looking at here’s where all Associate Directors are, but here’s the org chart of all the people working on this project and showing where I am in comparison to other people working on this project in the other department. That’s where we were successful, the word that HR kept

using was equity or parity, it was basically that they wanted to make sure that the salary ranges were all the same. When I came back I said, actually on this project they are not the same, because I didn't know what these other people were making but I knew they had to be making more. People on this project are making this much more and this position (my position) is doing the same work as these people should be paid more. That's when HR said ok we will go back and look at this and do a reclassification."

The utilization of an organizational chart was an excellent tactic. The interviewee used a comparative example which clearly showed other employees' job descriptions and correlated their salaries to make a case for the salary range requested. Though this situation is ideal and the interviewee was able to gather an enormous amount of information with the help of her advocate, her approach and delivery were difficult to deny.

The respondent also emphasized how she paid attention to subtle cues and the language employed by hiring managers to negotiate more successfully: "Listening very actively when getting feedback from HR and sticking to the words that they are using and looking for and trying to speak that language back to them. It's all about the equity compared to the other people in that same position." Not only was the subject able to leverage her ask by comparing her position and salary request to others currently employed within the organization but she also paid close attention to her approach and word choice during the actual negotiation process, a tactic which ultimately proved quite effective.

A very specific approach could be used when looking at health insurance coverage. Many of the subjects I met described how their partners or parents (if they are under the age of 26) may cover the cost of their health insurance. If a spouse, partner, or parent is employed by another company that covers the family's health insurance, the covered partner has the potential to use the savings to their company as leverage in the negotiation process.

Many employers offer the benefit of partial health insurance coverage. A bottom-line saving is represented if the company is not responsible for the employer portion of the insurance premium. For example, if the \$200 per month insurance coverage amount is not required by an employee because they have external coverage, this represents a \$2400 annual savings to the company. There is potential to bring these savings into negotiation. Could a portion of the savings be added to the new hire's salary, leaving the remaining portion as savings to the organization's budget? I see this tactic as a financial benefit to both parties as well as a signal to the hiring organization that the potential hire considers the financial interest of the company.

The six themes I identify through my interviews, (1) fear and assumptions when negotiating during early career, (2) penalization and deviance, (3) the role of an advocate in the negotiation process, (4) generational differences during negotiation and when sharing salary information, (5) negotiation drivers, and (6) tactics and approaches to advance, help to create a collection of experiences which may be valuable to others going through their negotiation processes. Are there patterns in this collection of narratives that mirror a personal experience? What relationships can be forged or cultivated, is there

someone, potentially in a position of power whose advocacy would be beneficial to advancement? What stereotypes and potential roadblocks should a negotiator be aware of? What tools can you gather to aid in producing a favorable outcome? All of the accounts included in my project are singular and outcomes may be specific to each individual's experience and there are patterns and similarities in each narrative.

CHAPTER 6

STRATEGIES AND CONCLUSIONS

My initial assumptions while beginning work on this project were that women are simply not asking for more during the negotiation process. This is admittedly a difficult idea to study or to quantify. I also believed that if women were to ask for more remuneration during the negotiation process, they would have a better chance of receiving what they ask for. As much of the literature demonstrates, I knew that the persistent, systematic wage gap between men and women exacerbates the challenges that women face in the negotiation process. This wage gap may be driven by societal norms that devalue women's labor vis-à-vis their male counterparts. Moreover, it may be reinforced by the negotiation strategies that individual workers use.

If an individual is fortunate enough to have an advocate during the negotiation process, their chances of successfully receiving what they ask for increase exponentially, but the key element is luck. Relationships with advocates can be forged over time but if an individual is negotiating externally with a new team or company, whether or not a preexisting member of the staff will advocate for the interests of the employee is a matter of chance. It is important to consider why an advocate would decide to support or not to support an employee or colleague during the negotiation process. In supporting the employee, the advocate may be working against the interests of the institution, organization, or company. One can assume that most organizations strive to pay their

employees at the lower end of a negotiated range. Does the advocate choose to support an employee who may be joining their team because they want to uplift or build trust? Do they choose to advocate because someone did or did not advocate on their behalf? A hiring manager or other members of an organization in positions of power could easily choose not to sponsor an employee's ask or their upward trajectory in order to protect the interests of their organization. As we saw in chapter five, generational differences have an important effect on negotiation strategies. One avenue for future research would be to explore whether age impacts whether or not an individual will act as an advocate in the workplace.

My findings indicate that sharing strategy and salary information is extremely important for successful negotiation outcomes. This method relies heavily on the behavior of others and not simply on the negotiating parties. If other individuals are unwilling to share information, the negotiating party is left in the dark. My research indicates a generational difference in salary sharing and asking for advice during workplace negotiations. Do these findings hold true with regards to advocacy? Further research on this subject could involve interviewing both parties involved in a negotiation process to gather reactions and reflections from both sides as opposed to only one.

In conclusion, the most important element of negotiation is the ask itself. Should you ask? My research, and the work of many other scholars indicates that you must. In addition to this overarching point, there are several tools and tactics gathered in this project to assist during negotiation in the workplace. Potential employees should always

conduct research before entering into a negotiation. This research could include industry standards and internal organizational examples of salary ranges. An element to asking which is not always considered is that salary isn't the sole bargaining chip. Flexible hours, non-traditional working environments, health and education benefits, paid time off, reporting structure, and title are all negotiable. Employees should consider the structure of other departments within an organization. In chapter 5, I illustrated this point in my discussion of an interviewee's use of an organizational chart to justify pay and positioning.

During negotiation, consider your approach. What are potential traps of stereotype or bias that you or the hiring manager might come across that could potentially derail negotiation conversations? Consider what language and stylistic approach might resonate with the hiring manager. If both parties address each other in a manner that does not resonate with the other, the interaction will end in disconnect. Consideration of strengths and weaknesses is an important factor. In chapter 5, I wrote about an interviewee who crafted her negotiation on paper. She was aware that her written skills would be stronger than approaching the hiring manager in person and planned accordingly.

Gather your tools, conduct research, expand your network, share, and support others. Maintain awareness of the structural and societal obstructions faced within workplace negotiation and use this information to your advantage. Recognition and understanding of potential roadblocks in the negotiation process is the first step to overcoming them. The experiences recounted and analyzed in this capstone will

hopefully offer a guide for others to drive successful negotiation outcomes. Research about an organization and new roles are not limited to asks. Consider who may be able to advocate on your behalf or offer mentorship. The importance of an intermediary is paramount. Look towards your networks for information, leverage, and connections. This step comes with the caveat that networks have to be available and have to be built. Limited access to networks because of social structures or because one is in the very early stages of their careers may be roadblocks.

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APPENDIX A

COMPENSATION NEGOTIATIONS IN THE WORKPLACE SURVEY QUESTIONS

Please take a moment to complete a brief exploratory study being completed to fulfill the Capstone requirement for the Master of Science in Organizational Dynamics (MSOD) program at the University of Pennsylvania. The purpose of this survey is to investigate and better understand compensation negotiations in the workplace. The responses will be aggregated anonymously.

Please feel free to share this email and survey link within your network to those who meet the subject criteria.

If you would like to receive a copy of the study findings, please contact me and I will share the data with you. Many thanks for your consideration!

What is your age?

- 18 - 24 years old
- 25 - 34 years old
- 35 - 44 years old
- 45 - 54 years old
- 55 - 64 years old
- 65 - 74 years old
- 75 years or older

What is your gender?

- She/Her/Hers
- He/Him/His
- They/Them/Their
- Prefer not to answer

With what ethnicity do you identify?

- White
- Hispanic or Latino
- Black or African American
- Native American or American Indian
- Asian / Pacific Islander
- Prefer not to answer

- Other _____

What is your highest level of education?

- High School degree
- College degree
- Graduate degree
- Doctoral degree
- Prefer not to answer

Your Household

Please answer the following questions about your household.

What is your marital status?

- Single
- Married
- Divorced
- Separated
- Widowed
- Prefer not to answer

Do you support children in your household?

- Yes
- No

Display This Question:

If do you support children in your household? = Yes

How many dependent children do you support in your household?

Display This Question:

If do you support children in your household? = Yes

What are the age(s) of the dependent children in your household?

Display This Question:

If do you support children in your household? = Yes

Are you the primary caretaker of dependent children in your household?

- Yes
- No
- Prefer not to answer

How many incomes does your household have?

- 1
- 2
- More than 2
- Prefer not to answer

What is your total household income?

- Below \$50,000
- \$50,000 - \$100,000
- \$100,000 - \$150,000
- \$150,000 - \$200,000
- \$200,000 - \$250,000
- \$250,000 - \$300,000
- Above \$300,000
- Prefer not to answer

Are you the primary breadwinner in your household?

- Yes
- No
- Prefer not to answer

Your Employment

Please answer the following question about your current and past employment.

Are you currently employed?

- Yes
- No
- Prefer not to answer

Display This Question:

If are you currently employed? = Yes

What is your current job title?

How many years of work experience do you have?

- 0 to 3 years
- 3 to 5 years
- 5 to 7 years
- 7 to 10 years
- 10 to 15 years
- More than 15 years
- Prefer not to answer

Display This Question:

If are you currently employed? = Yes

What is your current annual salary?

- Below \$25,000
- \$25,000 - \$50,000
- \$50,000 - \$75,000
- \$75,000 - \$100,000
- \$100,000 - \$150,000
- \$150,000 - \$200,000
- \$200,000 - \$250,000
- Above \$250,000
- Prefer not to answer

Display This Question:

If are you currently employed? = Yes

How long do you foresee yourself staying in your current position?

Display This Question:

If are you currently employed? = Yes

Before accepting your current professional role did you negotiate with the hiring manager or accept the initial offer?

- I negotiated
- I did not negotiate
- Prefer not to answer

Before accepting a past professional role did you negotiate with the hiring manager or accept the initial offer?

- I negotiated
- I did not negotiate
- Prefer not to answer

What items do you consider negotiable?

Display This Question:

If before accepting your current professional role did you negotiate with the hiring manager or acce... = I negotiated

Or before accepting a past professional role did you negotiate with the hiring manager or accept the... = I negotiated

Which of the following items did you ask for during negotiation?

Please select all that apply.

- Salary increase
- Flexible hours
- Non-traditional workspace (i.e. working remotely)
- Health benefits for yourself
- Health benefits for spouse or dependents
- Education benefits
- Paid time off
- Other, please fill in the blank

Display This Question:

If before accepting your current professional role did you negotiate with the hiring manager or acce... = I negotiated

Or before accepting a past professional role did you negotiate with the hiring manager or accept the... = I negotiated

Which of the following items did you receive during negotiation?

Please select all that apply.

- Salary increase
- Flexible hours
- Non-traditional workspace (i.e. working remotely)
- Health benefits for yourself
- Health benefits for spouse or dependents
- Education benefits

- Paid time off
- Other, please fill in the blank

Display This Question:

If before accepting your current professional role did you negotiate with the hiring manager or acce... = I negotiated

Or before accepting a past professional role did you negotiate with the hiring manager or accept the... = I negotiated

Which of the following items were not received during a negotiation?

Please select all that apply.

- Salary increase
- Flexible hours
- Non-traditional workspace (i.e. working remotely)
- Health benefits for yourself
- Health benefits for spouse or dependents
- Education benefits
- Paid time off
- Other, please fill in the blank

Display This Question:

If before accepting your current professional role did you negotiate with the hiring manager or acce... = I negotiated

Or before accepting a past professional role did you negotiate with the hiring manager or accept the... = I negotiated

If your initial ask was rejected by the hiring manager did you ask for an alternative?

Please select all that apply.

- Salary increase
- Flexible hours
- Non-traditional workspace (i.e. working remotely)
- Health benefits for yourself
- Health benefits for spouse or dependents
- Education benefits
- Paid time off
- Other

Display This Question:

If before accepting your current professional role did you negotiate with the hiring manager or acce... = I negotiated

Or before accepting a past professional role did you negotiate with the hiring manager or accept the... = I negotiated

Did you receive the alternative ask during negotiation?

- Yes
- No
- Prefer not to answer

Display This Question:

If before accepting your current professional role did you negotiate with the hiring manager or acce... = I negotiated

Or before accepting a past professional role did you negotiate with the hiring manager or accept the... = I negotiated

What were some of the reasons that drove you to negotiate with a hiring manager?

Did you seek advice prior to meeting with a hiring manager?

- Yes
- No
- Prefer not to answer

Display This Question:

If did you seek advice prior to meeting with a hiring manager? = Yes

Who did you seek advice from?

Display This Question:

If did you seek advice prior to meeting with a hiring manager? = Yes

What advice did you receive?

Display This Question:

If before accepting your current professional role did you negotiate with the hiring manager or acce... = I did not negotiate

Or before accepting a past professional role did you negotiate with the hiring manager or accept the... = I did not negotiate

What were some of the reasons you decided not to negotiate with a hiring manager?

Display This Question:

If before accepting your current professional role did you negotiate with the hiring manager or acce... = I negotiated

Or before accepting a past professional role did you negotiate with the hiring manager or accept the... = I negotiated

Did you feel like you were penalized because you negotiated?

- Yes
- No
- Prefer not to answer

Display This Question:

If did you feel like you were penalized because you negotiated? = Yes

In what ways did you feel you were penalized?

Display This Question:

If before accepting your current professional role did you negotiate with the hiring manager or acce... = I negotiated

Or before accepting a past professional role did you negotiate with the hiring manager or accept the... = I negotiated

Do you believe the outcome of your past negotiations would have been/or was changed because of collective bargaining?

- Yes
- No
- Unsure
- Prefer not to answer

Display This Question:

If before accepting your current professional role did you negotiate with the hiring manager or acce... = I negotiated

Or before accepting a past professional role did you negotiate with the hiring manager or accept the... = I negotiated

During negotiation did you dislike the process or did you feel at ease?

- I felt at ease during the negotiation process
- I disliked the negotiation process
- Prefer not to answer

How have your past negotiation experiences (or lack of) shifted the approach you might take when negotiating in the future?

Is there anything else you would like to share before completing this survey?

Would you be willing to participate in an in-person follow-up interview?

- Yes
- No

Display This Question:

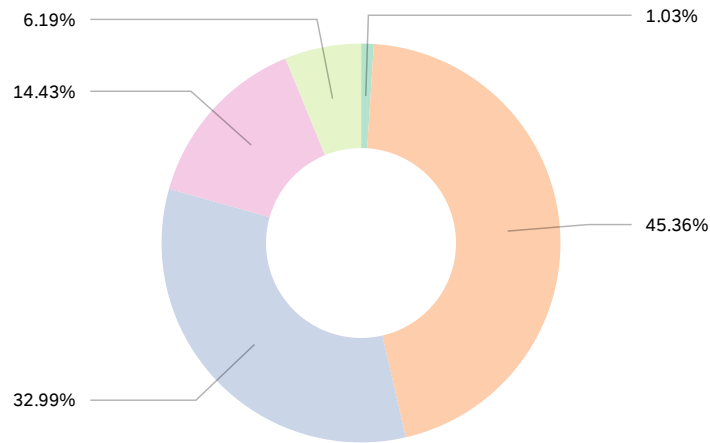
If would you be willing to participate in an in-person follow-up interview? = Yes

Please share your email address

APPENDIX B

COMPENSATION NEGOTIATIONS IN THE WORKPLACE SURVEY RESPONSES

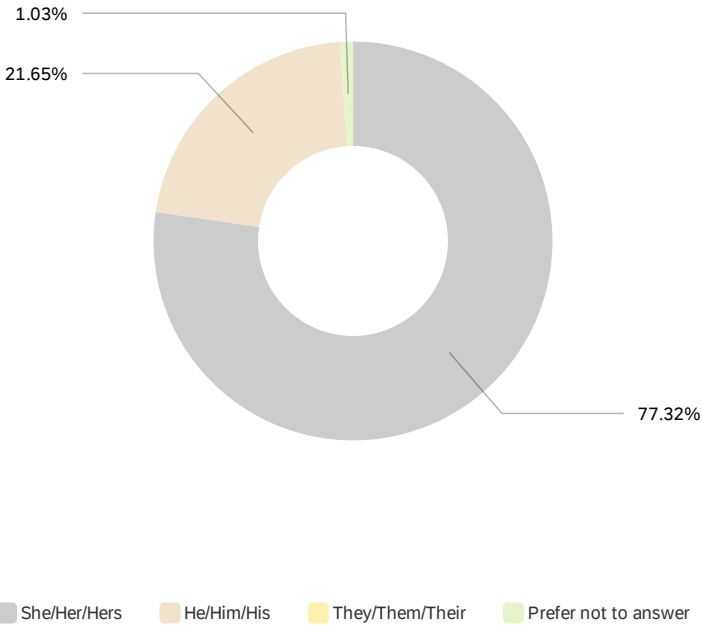
1 - What is your age?



18 - 24 years old 25 - 34 years old 35 - 44 years old 45 - 54 years old 55 - 64 years old 65 - 74 years old 75 years or older

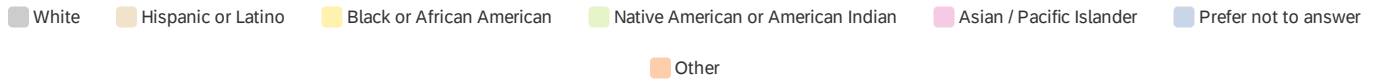
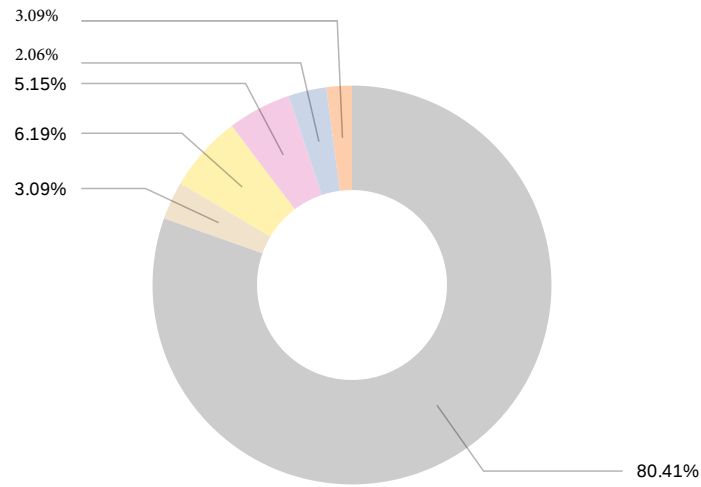
1	18 - 24 years old	1.03%	1
2	25 - 34 years old	45.36%	44
3	35 - 44 years old	32.99%	32
4	45 - 54 years old	14.43%	14
5	55 - 64 years old	6.19%	6
6	65 - 74 years old	0.00%	0
7	75 years or older	0.00%	0

2 - What is your gender?



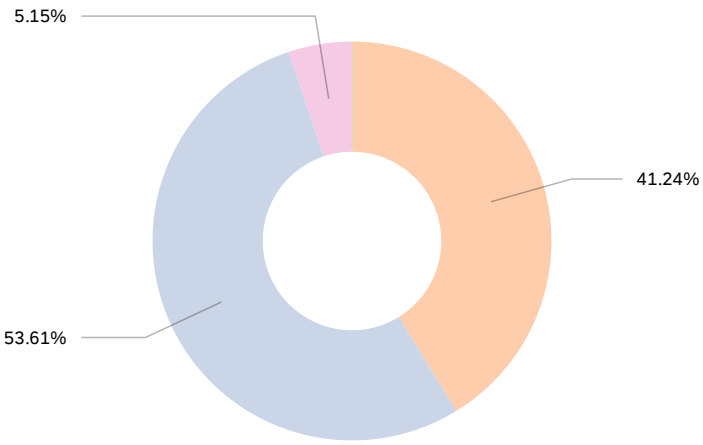
1	She/Her/Hers	77.32%	75
2	He/Him/His	21.65%	21
3	They/Them/Their	0.00%	0
4	Prefer not to answer	1.03%	1
			97

3 - With what ethnicity do you identify?



3	White	80.41%	78
6	Hispanic or Latino	3.09%	3
7	Black or African American	6.19%	6
8	Native American or American Indian	0.00%	0
9	Asian / Pacific Islander	5.15%	5
11	Prefer not to answer	3.09%	3
10	Other	2.06%	2

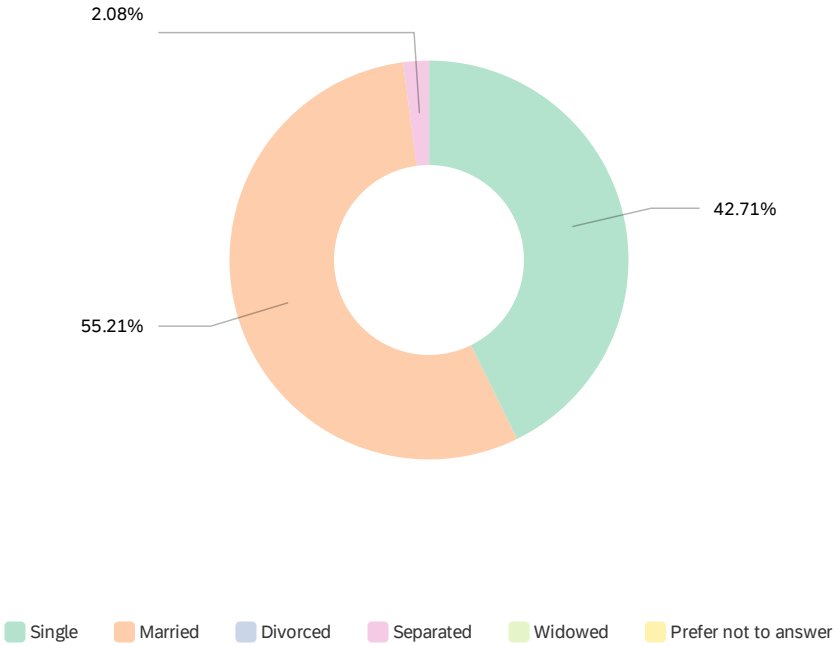
4 - What is your highest level of education?



■ High School degree
 ■ College degree
 ■ Graduate degree
 ■ Doctoral degree
 ■ Prefer not to answer

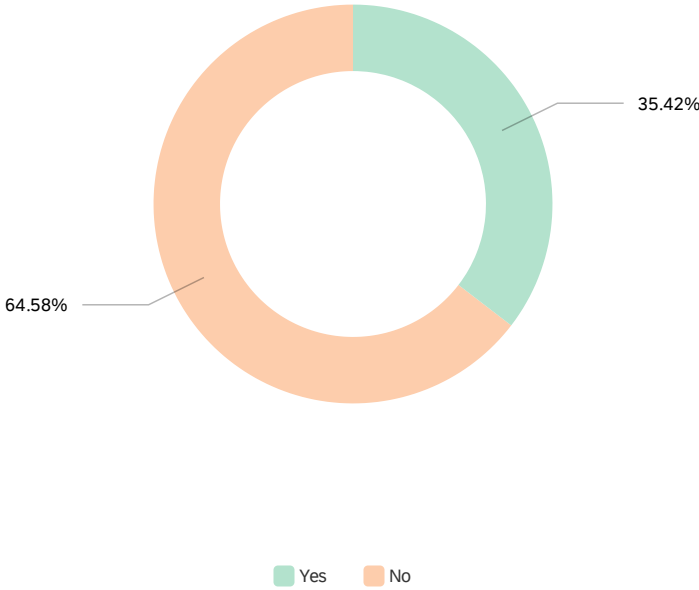
1	High School degree	0.00%	0
2	College degree	41.24%	40
3	Graduate degree	53.61%	52
4	Doctoral degree	5.15%	5
5	Prefer not to answer	0.00%	0

5 - What is your marital status?



1	Single	42.71%	41
2	Married	55.21%	53
3	Divorced	0.00%	0
4	Separated	2.08%	2
5	Widowed	0.00%	0
6	Prefer not to answer	0.00%	0
			96

6 - Do you support children in your household?



1	Yes	35.42%	34
2	No	64.58%	62
			96

7 - How many dependent children do you support in your household?

two

2

2

1

2

3

1

2

2

2

Two

2

3

1

2

1

2

4

1

1

2

2

How many dependent children do you support in your household?

1

1

2

2

2

2

2

2

1

3

1

8 - What are the age(s) of the dependent children in your household?

8 and 11

16, 13

3 (boy/girl twins)

2

2 y/o, 4 y/o

9, 5, 3

14

17 15

3 and 6

11 5

16 and 18

2, 5

5, 10, 13

24

6 and 9

<1 year

20 and 19

2,9,12,20

10

13

5, 11

14, 12

What are the age(s) of the dependent children in your household?

10

1

2 years and 19 years

6 and 9

13 and 19

4/6

2, 5

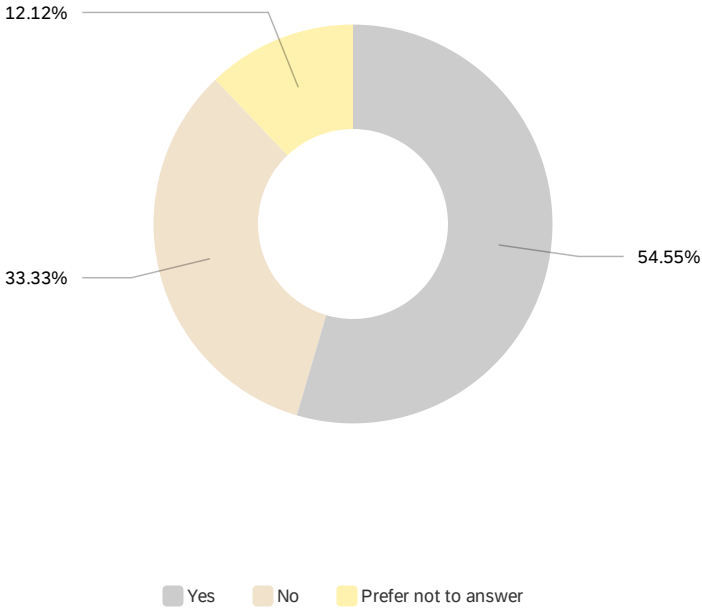
1.5 year and 4.5 years

3 months

19, 16, 12

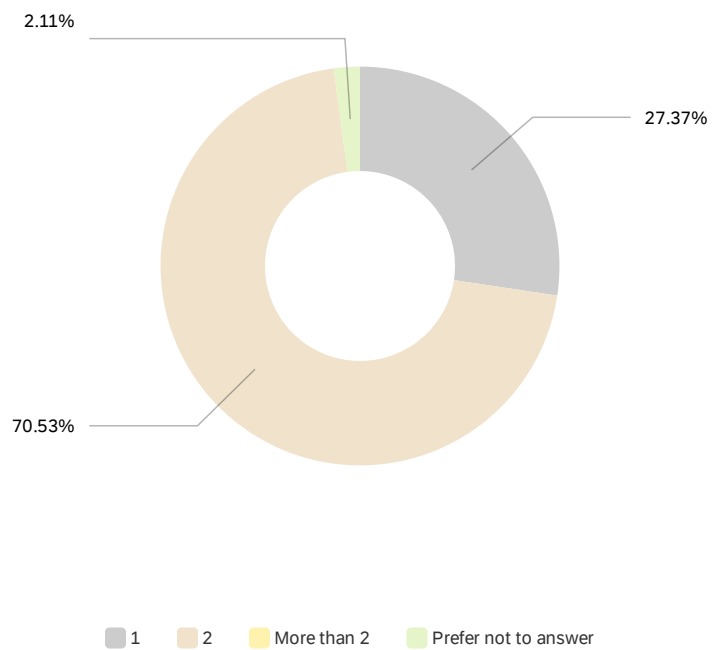
20

9 - Are you the primary caretaker of dependent children in your household?



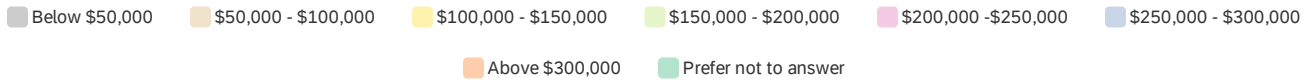
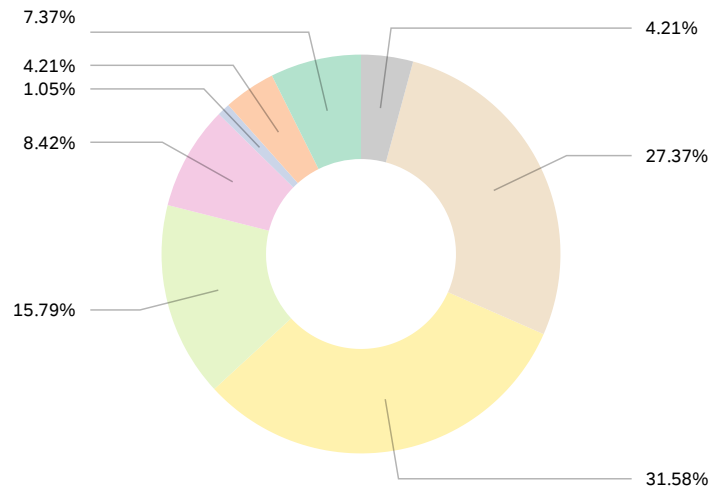
1	Yes	54.55%	18
2	No	33.33%	11
3	Prefer not to answer	12.12%	4
			33

10 - How many incomes does your household have?



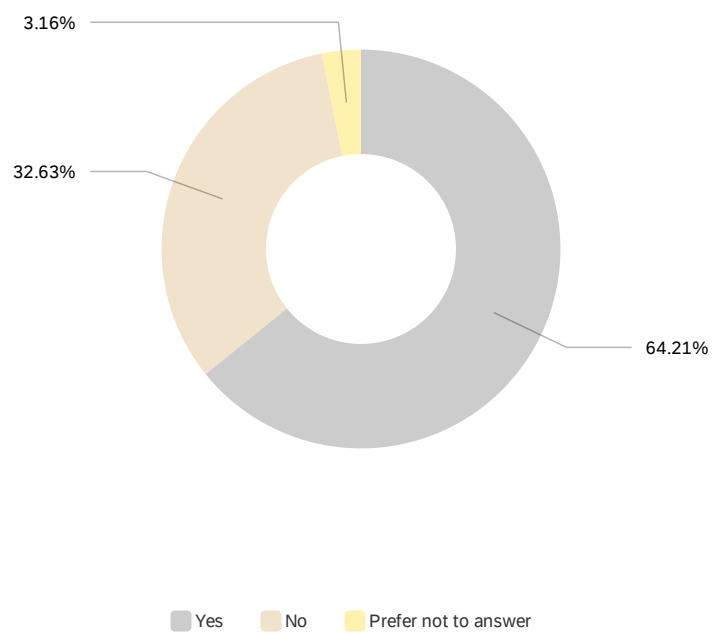
1	1	27.37%	26
2	2	70.53%	67
3	More than 2	0.00%	0
4	Prefer not to answer	2.11%	2
			95

11 - What is your total household income?



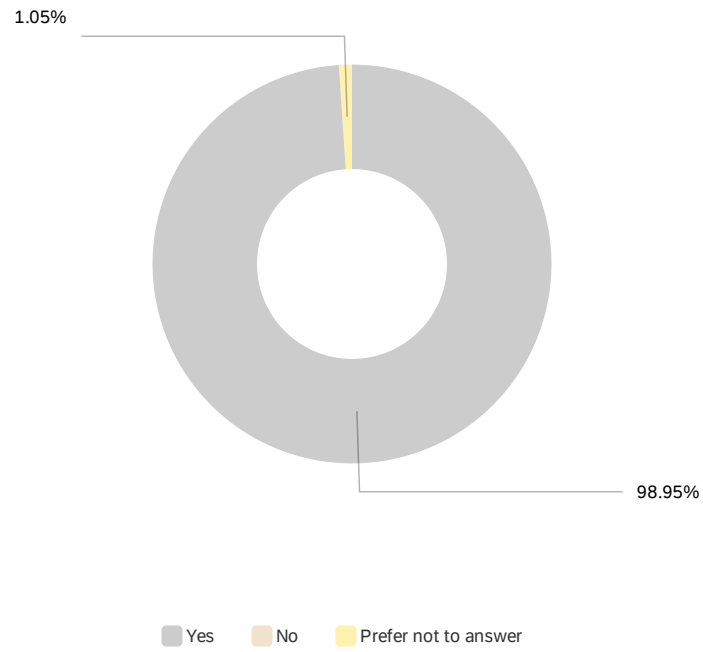
1	Below \$50,000	4.21%	4
2	\$50,000 - \$100,000	27.37%	26
3	\$100,000 - \$150,000	31.58%	30
4	\$150,000 - \$200,000	15.79%	15
5	\$200,000 - \$250,000	8.42%	8
6	\$250,000 - \$300,000	1.05%	1
7	Above \$300,000	4.21%	4
8	Prefer not to answer	7.37%	7

12 - Are you the primary breadwinner in your household?



1	Yes	64.21%	61
2	No	32.63%	31
3	Prefer not to answer	3.16%	3
			95

13 - Are you currently employed?



1	Yes	98.95%	94
2	No	0.00%	0
3	Prefer not to answer	1.05%	1
			95

14 - What is your current job title?

work at penn

senior executive director

program manager

admin coordinator

Web Editor

System Director

Senior Video Producer

Senior Training and Development Consultant

Senior Project Manager

Senior Associate Director

Senior Associate Director

Regional Director

Program manager

Program Manager

Program Director

Program Coordinator

Office Manager

Office Manager

Manager

IT Support Specialist B

IT Director

IT Director

What is your current job title?

HR Coordinator

Faculty & Staff Coordinator

Executive Director

Executive Director

Event Manager

Director, Fundraising

Director of Operations

Director

Director

Director

Director

Director

Director

Director

Deputy Chief Advancement Officer and Chief Administrative Officer

Coordinator

Chief Executive Director

Center Coordinator

Associate Research and Education Director

Associate Director, Development and Alumni Relations

Associate Director, Development and Alumni Relations

Associate Director, Client Relations

Associate Director of Development

Associate Director of Development

What is your current job title?

Associate Director

Associate Director

Associate Director

Associate Director

Associate Director

Associate Director

Associate Director

Associate Director

Associate Director

Associate Director

Assistant Director, Housing Assignments & Operations

Assistant Director of Development

Assistant Director

Assistant Director

Assistant Coach

Assistant Chief of Staff - Division of Recreation & Intercollegiate Athletics

Administrative Manager

Administrative Director

Administrative Coordinator

Administrative Coordinator

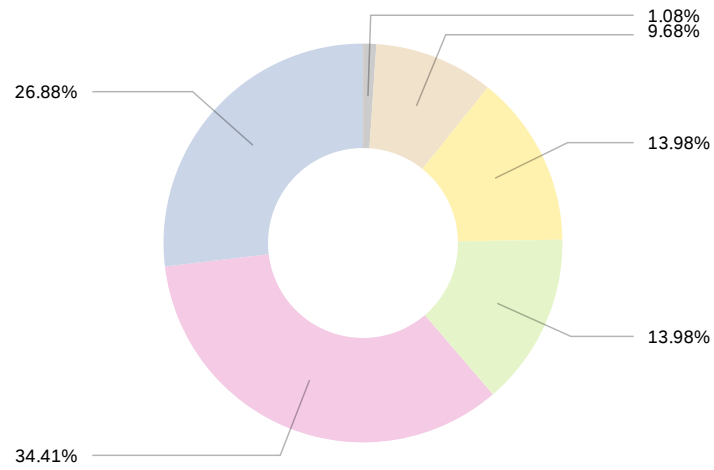
Administrative Coordinator

Administrative Assistant V

Academic Coordinator

Academic Advisor & Registrar

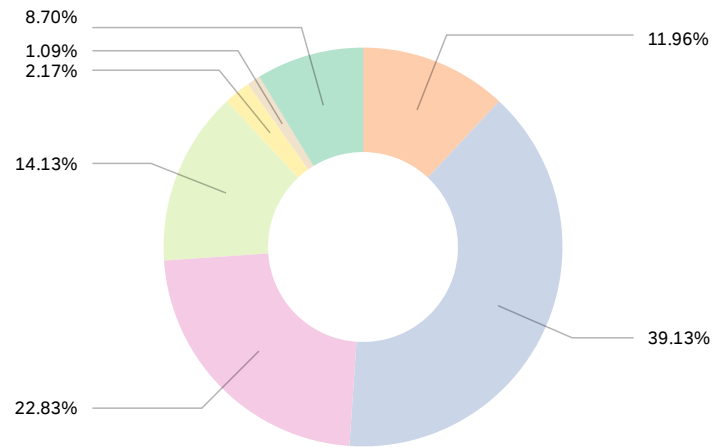
15 - How many years of work experience do you have?



0 to 3 years
 3 to 5 years
 5 to 7 years
 7 to 10 years
 10 to 15 years
 More than 15 years
 Prefer not to answer

1	0 to 3 years	1.08%	1
2	3 to 5 years	9.68%	9
3	5 to 7 years	13.98%	13
4	7 to 10 years	13.98%	13
5	10 to 15 years	34.41%	32
6	More than 15 years	26.88%	25
7	Prefer not to answer	0.00%	0

16 - What is your current annual salary?



1	Below \$25,000	0.00%	0
2	\$25,000 - \$50,000	11.96%	11
3	\$50,000 - \$75,000	39.13%	36
4	\$75,000 - \$100,000	22.83%	21
5	\$100,000 - \$150,000	14.13%	13
6	\$150,000 - \$200,000	2.17%	2
7	\$200,000 - \$250,000	1.09%	1
8	Above \$250,000	0.00%	0
9	Prefer not to answer	8.70%	8

17 - How long do you foresee yourself staying in your current position?

How long do you foresee yourself staying in your current position?

1-2 more years

4 years

until I am not keeping the students at the center of everything I do

at least until my youngest is in college.

5 more years, maximum (could exit sooner)

At least the next year, I hope to move into an Associate Director position soon.

Unknown

A couple of years because of the salary

Unknown

8-10 years

currently in position for 7 years- looking for advancement and increase in salary

6-12 more years

1-5 years.

I am actively interviewing.

3 years

2 years

Five years

1-2 years

3 years

3 years

Not long.

6 months - 1 year

How long do you foresee yourself staying in your current position?

1-2 more years

12-18 months

Getting out as soon as I can!

1-2 years

2-3 years.

3 years

Until I retire in 3-5 years

don't know!

3 years

5-7 years

1-2 more years

8-12 more months

+1 year

5 years

2-4 years

Not sure

1-2 years

2 years

Potentially until retirement, I would consider leaving for the right opportunity but I need to factor in the tuition benefits.

I would like to leave now

2-3 years

3-5 years

No more than 3 years

For the foreseeable future (many years)

How long do you foresee yourself staying in your current position?

I want to leave as soon as possible.

Six Years

2 more years

Been here for 3, staying another 1 or 2.

At least a few more years.

3

5 years

At least two more years

3 years

1-4 months (already in same dept. 3.5 years-1 promotion)

1-2 years

2-3 years

2-3 years

2-3 years

1-2 years

forever

2 years

3 years

3-4 years

less than one year

2-3 years more

5 yrs

No current plans to leave.

5 - 10 years.

How long do you foresee yourself staying in your current position?

1 Year

One more year

1 more year

At least 1 to 1.5 years

3 years

Unsure

Currently seeking a new role or a promotion

3 years

3 to 5 years

8 months

3

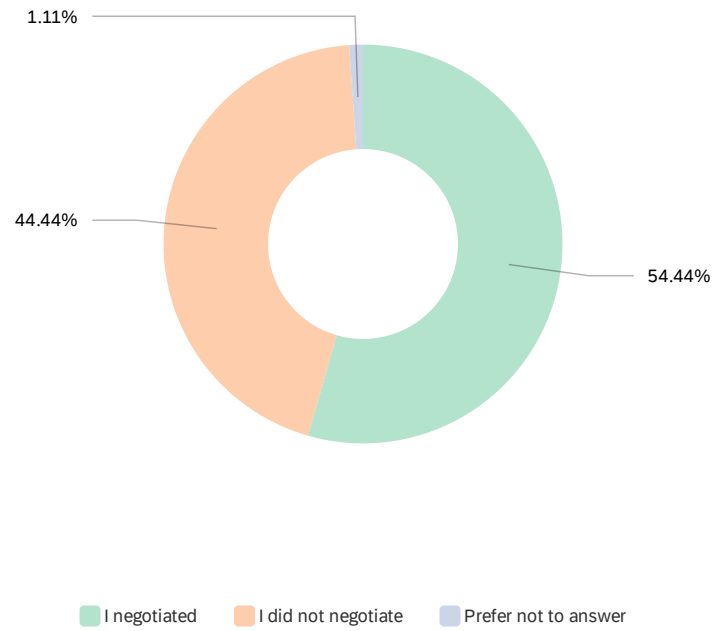
2 years

5 years or more

10 years

1 year

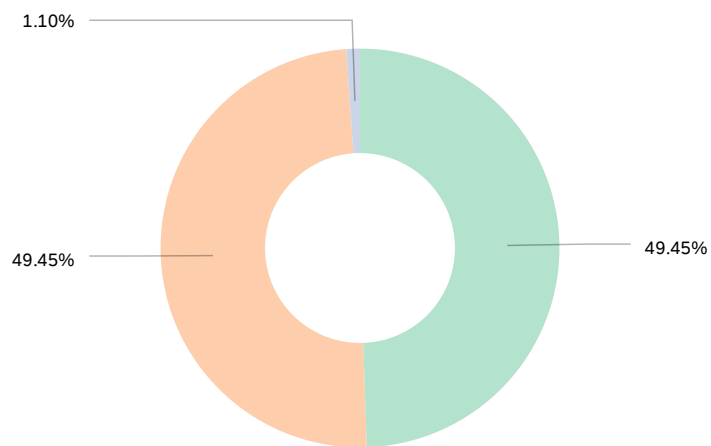
18 - Before accepting your current professional role did you negotiate with the hiring manager or accept the initial offer?



1	I negotiated	54.44%	49
2	I did not negotiate	44.44%	40
3	Prefer not to answer	1.11%	1
			90

19 - Before accepting a past professional role did you negotiate with the hiring manager

or accept the initial offer?



I negotiated I did not negotiate Prefer not to answer

1	I negotiated	49.45%	45
2	I did not negotiate	49.45%	45
3	Prefer not to answer	1.10%	1

20 - What items do you consider negotiable?

vacation time, salary, start date, benefits

title, salary, benefits, flexibility in work arrangements, responsibilities

salary, vacation days, flexibility, reporting line

salary, time off, telephone costs, education costs, relocation costs, housing, extra benefits

salary, start date, location of office/working from home

salary, pto

salary, moving expenses, access to technology (tablet, laptop, etc.), support for professional conference attendance, hours/flex time, time-off

salary, days off, benefits

salary, PTO, work hours, to some extent job responsibilities

salary flexible work options training

salary

salary

salary work schedule

salary start date work location

salary

salary

salary

pay and time off

pay and schedule

my time in the office, my salary, my hours

flexibility, salary, office structure

depends. Anywhere base salary, work hours, work from home policies. In a smaller firm, time off and benefits can be on the table more than at a large bureaucratic insitution

What items do you consider negotiable?

certain job duties and salary

Work hours, pay, work conditions (somewhat)

Work hours and salary

Title, salary, flexible hours/schedule

Time and Money, Leadership Roles, Mentorship

Start date

Salary. For a past job I negotiated work from home, some schedule flexibility, etc., but primarily just salary.

Salary. And moving forward, maternity leave time.

Salary. Quality of life issues (flex-time, technology and telecommuting options. Bonus (sign-on and performance). Educational training stipends.

Salary, work schedule, educational benefits

Salary, work schedule

Salary, work from home/PTO days, work laptop/phone, health benefits, school benefits, commute,

Salary, work from home, vacation time.

Salary, vacation days, bonus.

Salary, time out of the office, title, reporting lines (dual versus solid), number of reporting employees, organizational structure

Salary, time off, working from home/offsite

Salary, time off, work hours

Salary, time off, benefits.

Salary, start date, work from home ability

Salary, start date

Salary, schedule flexibility, option to work from home

Salary, schedule

Salary, moving costs

Salary, flexible working arrangements, Title

What items do you consider negotiable?

Salary, flexible work schedule

Salary, flexible work arrangements like working from home, PTO depending on the organization.

Salary, benefits, time off, working from home,

Salary, ability to work from home, flexibility with working schedule.

Salary, Vacation Time and working remotely as an option

Salary, PTO, retirement benefits, some aspects of health benefits, work schedule

Salary, Benefits, PTO, Title, Flexibility (location), Work life balance

Salary and time off

Salary and flexible schedule.

Salary and flex time

Salary and benefits

Salary Start Date Office Location Phone Number Desk Chair

Salary Professional members Money for professional development Vacation time Move expenses (if applicable)

Salary PTO time Work from home

Salary

Salary

Salary

Professional Development allotment amount

Payment, PTO, Flexible Work Schedules

Pay, vacation, hours

Pay Time off Working from home School reimbursement

It's a rule I set for myself out of college - I negotiate something with every offer I get. I considered the workload I was taking on, the knowledge and experience I was bringing to the role, and marketplace competitive salaries.

It depends on the workplace. Salary is the most obvious, but I would also consider vacation days, "soft perks" (like remote work), bonuses, opportunities for growth (e.g., promotion contingent on performance). In my experience, it has been made clear during the hiring process which of these is on the table, since workplaces have different degrees of flexibility depending on existing structures. (For example, in one position with union contracts, there was virtually no negotiating, except to challenge whether your starting step was accurately selected based on prior experience.)

What items do you consider negotiable?

I would have asked for \$55, 000.00 annually.

I mostly negotiated on the salary but i also considered negotiating on the vacation time.

I always thought that if I even tried to negotiate anything the managers would just move on to the next candidate.

Depending on the circumstances, salary and flexible hours.

Compensation. Start date. Vacation time during an introductory period when you are unable to typically take time off. Having flexible work options. At Penn, I don't think there is much more you can negotiate.

Compensation, Vacation Time, Flexible Work Schedule

Base salary, vacation days, working from home, professional development

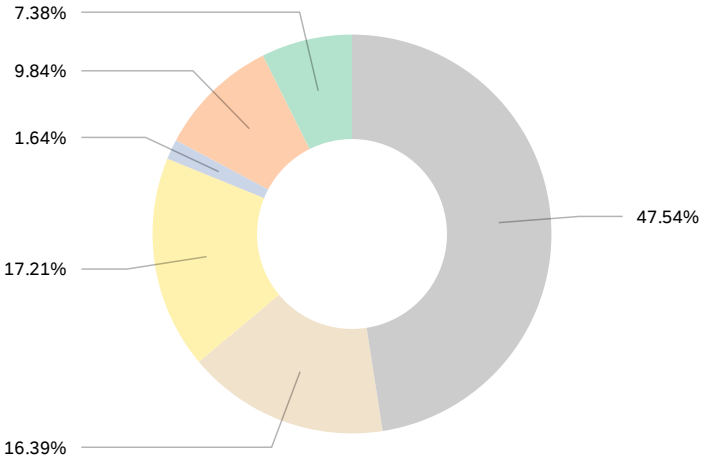
Base salary

At Penn, not many. Maybe salary and a flexible work arrangement.

Anything. Everything.

All

21 - Which of the following items did you ask for during negotiation? Please select all that apply.



Salary increase
 Flexible hours
 Non-traditional workspace (i.e. working remotely)
 Health benefits for yourself
 Health benefits for spouse or dependents
 Education benefits
 Paid time off
 Other, please fill in the blank

1	Salary increase	47.54%	58
2	Flexible hours	16.39%	20
3	Non-traditional workspace (i.e. working remotely)	17.21%	21
4	Health benefits for yourself	0.00%	0
5	Health benefits for spouse or dependents	0.00%	0
6	Education benefits	1.64%	2
7	Paid time off	9.84%	12
8	Other, please fill in the blank	7.38%	9

I was getting married so I asked for an advance on my time off before my probationary period ended

Moving expenses and having the company provide me with a tablet/phone

keep my phone number, office location, desk chair

title

Professional organization fee - this was turned down as a direct expense but salary was added to essentially cover the cost

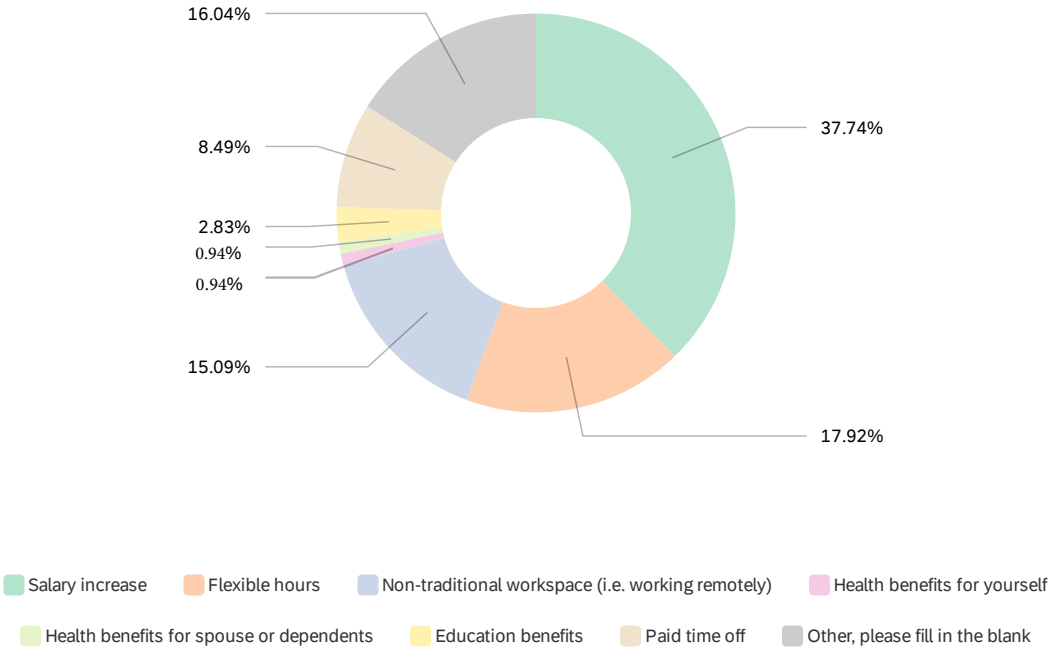
Title and reporting lines

Title Change

technology

requested who to report to

22 - Which of the following items did you receive during negotiation? Please select all that apply.



1	Salary increase	37.74%	40
2	Flexible hours	17.92%	19
3	Non-traditional workspace (i.e. working remotely)	15.09%	16
4	Health benefits for yourself	0.94%	1
5	Health benefits for spouse or dependents	0.94%	1
6	Education benefits	2.83%	3
7	Paid time off	8.49%	9
8	Other, please fill in the blank	16.04%	17

Other, please fill in the blank

Moving expenses and technology

kept my phone number, office location, desk chair

none

Nothing

n/a

No changes/ no movement

The others in this list were already included.

none

none

nothing

Title and organizational structure/reporting lines.

None

Just to note, these responses apply to multiple positions. I didn't get all of these at my current position.

None.

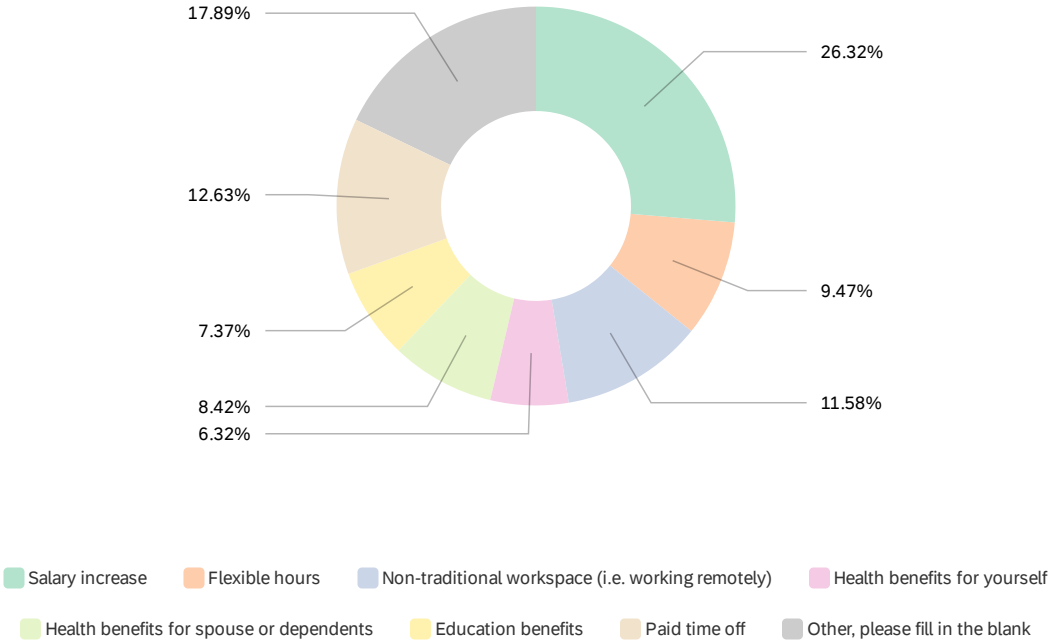
Title Change

technology

desired reporting line

23 - Which of the following items were not received during a negotiation? Please select

all that apply.



1	Salary increase	26.32%	25
2	Flexible hours	9.47%	9
3	Non-traditional workspace (i.e. working remotely)	11.58%	11
4	Health benefits for yourself	6.32%	6
5	Health benefits for spouse or dependents	8.42%	8
6	Education benefits	7.37%	7
7	Paid time off	12.63%	12
8	Other, please fill in the blank	17.89%	17

Other, please fill in the blank

Salary was not increased as high as I had hoped for.

I did get the requested salary.

I received my request

Nothing

None- also needs to be option for none

Received but not through negotiation

These items were never negotiated, and thus never received, but not for lack of effort

NONE

I only asked for a salary increase and got it.

na

n/a

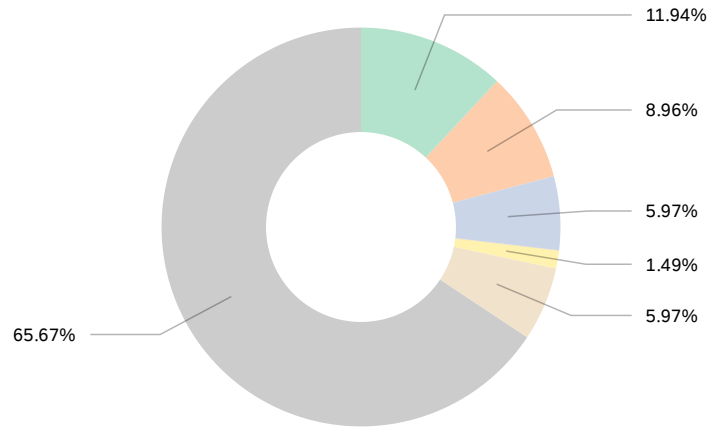
Received what I asked for

Received all items!

received everything I ask for

24 - If your initial ask was rejected by the hiring manager did you ask for an alternative?

Please select all that apply.



■ Salary increase
 ■ Flexible hours
 ■ Non-traditional workspace (i.e. working remotely)
 ■ Health benefits for yourself
■ Health benefits for spouse or dependents
 ■ Education benefits
 ■ Paid time off
 ■ Other

1	Salary increase	11.94%	8
2	Flexible hours	8.96%	6
3	Non-traditional workspace (i.e. working remotely)	5.97%	4
4	Health benefits for yourself	0.00%	0
5	Health benefits for spouse or dependents	0.00%	0
6	Education benefits	1.49%	1
7	Paid time off	5.97%	4
8	Other	65.67%	44

Other

Asked for difference in a bonus - also rejected

Comp time for the nights/weekends I work events

Didn't ask, as my negotiation requests were met.

I asked and received a new title

I did not ask for an alternative.

I didn't ask.

I received my request

N/A

N/A

N/A

N/A

N/A

N/A

N/A

N/A- also should be option for this choice, too

NA

NONE

No

No

No

No

No

None.

Nothing

Asked for difference in a bonus - also rejected

Comp time for the nights/weekends I work events

Didn't ask, as my negotiation requests were met.

I asked and received a new title

I did not ask for an alternative.

I didn't ask.

I received my request

N/A

N/A

N/A

N/A

N/A

N/A

N/A

N/A- also should be option for this choice, too

NA

NONE

No

No

No

No

No

None.

Nothing

Other

Parking space

Pay for my GMAT Test and materiels

Received what I initially asked for

Salary was non-negotiable by inst'n, but there was flexibility in title and structure

access to technology

i did not ask for an alternative, there did not seem to be alternatives that were negotiable

n/a

n/a

n/a

n/a

n/a

n/a

no

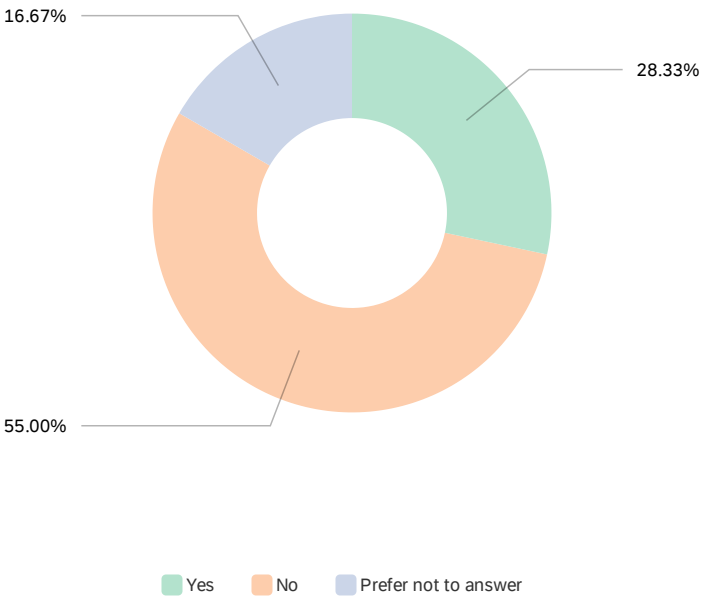
no further negotiation

none

none

was given University policy

25 - Did you receive the alternative ask during negotiation?



1	Yes	28.33%	17
2	No	55.00%	33
3	Prefer not to answer	16.67%	10
			60

26 - What were some of the reasons that drove you to negotiate with a hiring manager?

I wanted to make more; I believe you should always for more/negotiate at the start of an offer

To see if I could get more

i have a lot of experience as well as a masters.

I assume that a first offer is just that, and that folks leave room for negotiation in their initial offers. I had additional expenses that would be required for me to spend out of pocket and thought it was worth exploring what the company could do. The worst they could say was "no".

I was "low balled" during my initial offer. I knew this so I pushed back. I still feel my salary is low for the amount of work I am responsible for but I worked out a more flexible schedule and decided my "cost of living" was a value add that I was receiving by accepting my role.

I believe that every person should negotiate at least salary because you are leaving money on the table.

I believed that I deserved more money than what was offered.

I was offered a lower salary than my peers.

knowing what the salary range was for others in the area in my field and the companies financial situation

Did not think the initial offer was the highest they planned to be able to pay. Wanted a specific office . Wanted to keep my phone #. Needed to keep my desk chair - custom for me

The original salary offer was very low.

I related my experience and skillset to job expectations.

The pay was not ideal

Saw others receiving similar benefits and thought I could make the case for myself.

I wanted a higher salary than was offered to match the industry average.

my sense that it was the norm to do so (but I wasn't too sure about that either)

Knowing my worth

I wanted a higher salary so that I could live comfortably after just purchasing a home.

The idea that you should always negotiate/ask for more during an initial job offer

Personal goal to self. Marketplace data showing competitive salary.

Comparative salaries

What were some of the reasons that drove you to negotiate with a hiring man...

unfair salary for amount of time spent in the workforce, long distance for daily commute

I've learned never to accept the first offer. It doesn't hurt to ask and most people are willing to negotiate. You just have to make sure you're really talking with the actual decision-maker.

comparative salaries and increasing responsibility

This was my chance to express what I felt I deserved to take the position

I thought I didn't want the job

Dvagadfgf

wanted higher salary

I didn't feel like the initial offer was commiserate to my experience and work ethic.

I was being low balled.

Equity, desire to be more marketable in future

Familiarity with hiring manager (as I worked for the organization before) allowed me to feel more comfortable asking. I also took into consideration the level of work, combined with my contextual/historical knowledge of the institution, and thought reasonable to ask for a higher salary.

I felt the salary was low.

Encouragement from family/friends, a desire to make more and pay down student loans

Wanted to confirm my work hours so I could have a life after work and be a mom.

me vs them

It was actually a collaboration (between myself and mt hiring manager) so we could negotiate with Penn HR for a better salary structure.

Initial offer was much lower than expected

The offer given did not take into account the overtime I was being paid in my past role and was a lower rate than what I had made the year prior.

I wanted more money, and Wharton seems like they have a lot of it.

My current role was in a lower salary grade than my previous role. I tried to negotiate for a higher salary, but Central HR said you can't make more in a lower grade. So I accepted the offer with the salary, but with the promise of a flexible work schedule, which I have enjoyed in this role.

Workload over the year increased tremendously.

Previous job salary higher, previous incumbent salary higher, cost of living when moving

In all my initial offers, I haven't felt that the compensation matched my qualifications, especially in terms of my education. In one situation, my years of experience clearly qualified me to start at a higher step on their scale than initially offered.

What were some of the reasons that drove you to negotiate with a hiring man...

internal hire

Offer was too low

I was offered a higher salary for a different position.

I took on additional responsibilities in my role as well as increased hours. I sought a title change to reflect this as well as an increased hourly wage to be commensurate with the new title.

Previous experience, comps, equity amongst my team

not feeling a salary was high enough based on market rates

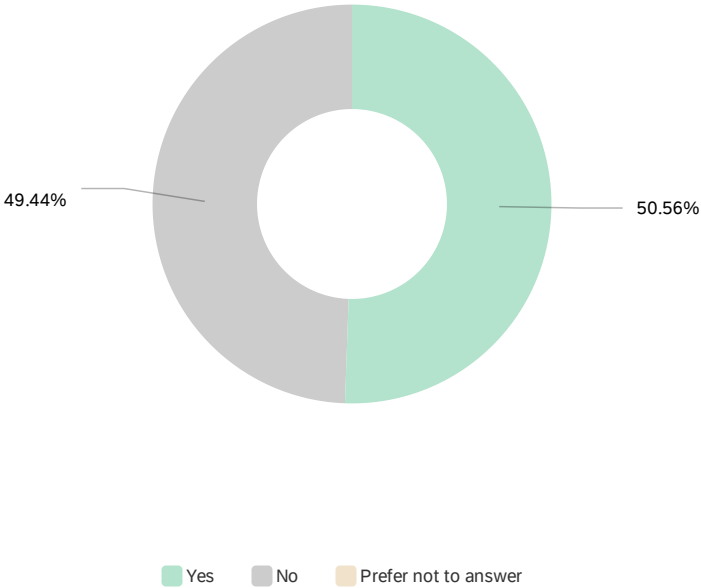
My personal value and needing to ask for the things that were important to me

1. Encouragement from a previous boss 2. personal understanding of self-worth/value. 3. I wasn't actively looking to take on a new job, so I felt I had little to lose.

Past experience. I knew what I wanted out of the role.

Wanting more compensation and pro, knowing women are historically paid less than men, my many years of experience.

27 - Did you seek advice prior to meeting with a hiring manager?



1	Yes	50.56%	45
2	No	49.44%	44
3	Prefer not to answer	0.00%	0
			89

28 - What were some of the reasons you decided not to negotiate with a hiring manager?

I was very young at the time. I was not yet 30 and did not have much work experience previous.

I received more than expected in the initial job offer.

I did negotiate.

In my past job change, it was not by choice and I was told the salary would remain the same (not up nor down) and that was non-negotiable.

Inexperience, unawareness, no guidance.

The hiring manager did not have the final say. It was HR.

Much higher than my previous job salary

I made my salary demand ahead of time and they offered what I asked so I did not need to negotiate

Salary and title already outlined in job description

The working relationship was already strained with the person I was in communication with about the role and it was a "choose your battle" dynamic; I also have access to the financials of our Division and I felt it was a fair offer and also knew my role was paid more than many of my peers.

The salary was on par with market value

Didn't know how, didn't think it was appropriate, wasn't sure how to go about it.

I had been unemployed for a long time seeking a job and was grateful for the opportunity. Also, the offer was higher than anticipated.

My most recent job changes have been within the same organization so I perceived less room for negotiation particularly on salary than were I changing between organizations but perhaps I was wrong about that.

I thought the salary was fair, and I didn't think there was more money I could get.

I felt like I did not have the opportunity

N/A

In white collar world I felt like I was on my own in the job search. No collective support between the employee (me) and the company.

Too timid

They offered what I asked for and I knew it was more than they paid the person previously in this role.

N/A

What were some of the reasons you decided not to negotiate with a hiring ma...

Avoiding awkward conversations

I thought the offer was good and I was too scared to jeopardize the position by negotiating.

dasdfadsf

not comfortable

under the impression that negotiations would not work or off the table i.e. for example, in medicine, people and women especially have had unsuccessful monetary negotiations

I'm still relatively new to the workforce, and so I don't feel I have a lot of bargaining power. I also find that sometimes I'm unsure of my qualifications, and therefore, am hesitant to ask for more out of fear of losing the offer entirely.

I did negotiate originally but was denied.

I decided not to in my current position because they offered me more money than I requested and it was a large portion more than what I was currently making.

N/A

It's been my experience as an employee and a hiring manager that proposed salaries in Hire Ed are non negotiable.

At the time I honestly never thought about negotiating. It wasn't something that I learned about or even know how to do until later in my work experience.

I only went in with an ask for more money, and got an increase on the initial offer.

Great offer

I didn't negotiate with my most recent position, because I had already had a number of candid conversations with my current supervisor about compensation and knew I was likely taking a pay cut. I also know she worked really hard to get the offer that she did (had to be approved by HR), and that further negotiation would likely not be fruitful.

Didn't want to give a negative impression.

The hiring package matched what I expected.

I was a temporary employee for over ten years with no benefits at the University of Pennsylvania through Apple One and I was desperate to acquire a permanent position.

Was desperate for employment after a 6-month period of being jobless; The salary far exceeded what I made previously as a barista and fully-funded grad student; I felt I would have no leverage in the negotiation

In my current position I was promoted from a previous role to this current role. We're grant funded and I already knew what the salary would be based on funds we had available. Central Penn HR accepted our proposal. Had they not I would have negotiated to get to the base salary we were hoping for.

Worried that they would move on to the next best candidate (there were over 120 applicants) if I asked for a higher salary

What were some of the reasons you decided not to negotiate with a hiring ma...

For the times I did not negotiate it was because I was being hired for an entry level position and felt the salary offered (middle of the institution's grade level bracket) was fair or because I was offered a salary higher than what I was considering negotiating for.

At the time they said that the offer was firm and had no wiggle room.

At the time I felt my offers were fair considering my education and work experience. I also did not know any better and did not know how to negotiate or what to ask for.

I was not empowered to do so - didn't even understand it was an option to negotiate - was not clear on the process of hiring manager vs. f&a/hr in the process - am extremely regretful I did not negotiate

I did negotiate.

I didn't think it would make a difference

thought i shouldn't ask for more

new job wanted to get it right from the start

29 - Who did you seek advice from?

my family members and a mentor

Former co-workers, family, and my husband.

From mentors in my field.

others in my field friends who worked for company

HR

Previous managers and executives

Family

My HR liaison (we have a close relationship) and my therapist

My mentors

Peer

Father and mother.

academic advisor

Past colleagues and supervisors, research on internet, family/friends,

Friends that are in the same industry/positions

Former colleague who had served in the role previously

Mentors/ coaches

other employees

I took a class on negotiations.

other company employees mentor

Parents, previous bosses, current employees

My husband

Friends

Who did you seek advice from?

Senior colleagues who have gone through the process before

teachers, coworkers, family

Family

A former colleague who was still with the organization.

Family members and colleagues in the industry.

Spouse, former co-workers

I discussed this with my hiring manager

Colleagues in industry on salary expectations

Other professionals - friend, father

Friends, family co-workers.

Mentor

Friends, family

Spouse

former colleagues

Family, mentors

Friends and family.

Friends, Family and informal college alumni network (Facebook group)

Fellow Colleagues

My sister

My former boss.

past colleagues

Colleagues, other women

30 - What advice did you receive?

to ask up front for what I wanted

to ask the question b/c there would be no downside to a question being asked.

that it's ok to negotiate

taught how to frame negotiations, taught to negotiate how my time was being spent as well as money

salary ranges and flexibility with time off

make a clear case and continue to follow up

always negotiate even if you're happy with the offer; overshoot the amount so that you settle for a happy medium

What my bottom line should be

Together, we landed on a number to ask for compensation. When we both were brainstorming, and came up with the same number at the same time, I knew it was a reasonable ask.

To thank the hiring manager for their generous offer, explain the situation and ask if we could come to a number that made us both feel comfortable.

To stand my ground but be flexible. To ask for alternatives if other Benefits were rejected. To keep confident

To proceed as I did.

To negotiate salary if possible, but that the position I was potentially entering was still a great position for the job and I should always take the tuition benefit into consideration.

To negotiate my salary from the initial offer

To ask for a higher salary. The initial offer wasn't much more than I was making at the time, yet involved much more responsibility and many more duties.

That it's difficult to get an increase in salary once you begin in the role so push as hard as you can on the front end to try and get as much as possible. I will also say that when I hit a stalemate in salary negotiations I was told that it was either time to accept or pull myself out of the running. I was pregnant but had not disclosed that yet and felt that I had to take the salary as provided which is significantly under market.

Talked about the opportunities and ways to work around my dissatisfaction with the process (I was promoted but it wasn't a very pleasant experience)

She told me to not undervalue my skills and experience

Shared their successful strategy

Resources to check the average salary of individuals with my job as well as encouragement to request fair compensation.

What advice did you receive?

Research the culture and see if it fits what you are looking for.

Prove that you are worth more.

Positive advice to negotiate salary requirements and what I should be making as well as positive reinforcement to negotiate flexible hours when needed

Negotiate, respond promptly

Negotiate! You won't receive if you don't ask. Be respectful. Be reasonable. Be unemotional.

Negotiate your value added experiences.

Negotiate at offer time, you won't have another opportunity

My position was created to fill a gap to oversee the entry level staff as well as support the director level. We discussed the overall needs of the staff and office operations to determine the overall structure and responsibilities for the Manager position. The hiring manager then negotiated with Penn HR.

Look up comps, come up with a list of reasons why I deserve these things.

Just go for it, there's no harm in trying. Be confident and firm.

It doesn't hurt to negotiate, you won't know what they are willing to offer if you do not ask. Be respectful but firm with what you need in order to be successful in the role.

I typically asked exactly what salary amount to go back with and negotiate.

I received advice to try and negotiate the pay.

Helped me know my market value to see if I was getting a reasonable salary offer

General negotiating

Friends, family

For the Salary Requirements section of the application, ask for what you want. What's the worst the hiring manager can say?

Ask high see if they will meet it.

Ask for what you feel is appropriate. Be prepared for adjusting asks and be prepared to hear no.

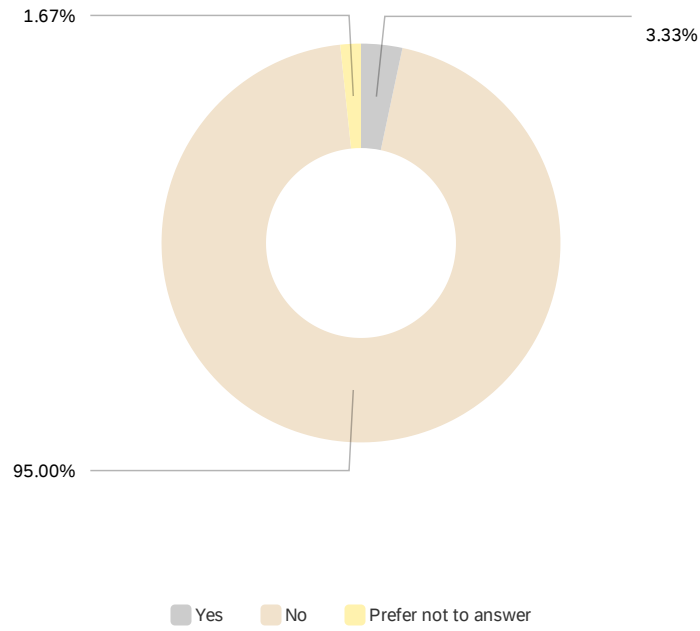
Ask for more money, always.

Ask for more money

Always negotiate

All they can say is, no. Always ask.

31 - Did you feel like you were penalized because you negotiated?

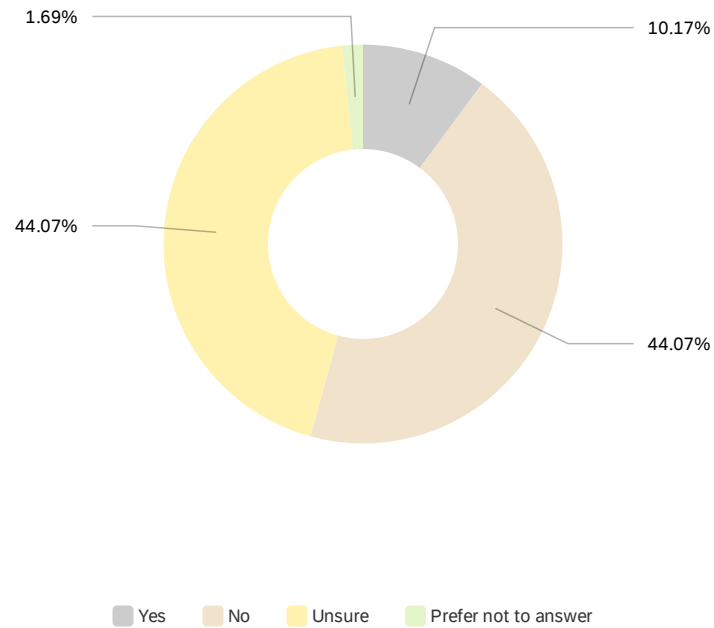


1	Yes	3.33%	2
2	No	95.00%	57
3	Prefer not to answer	1.67%	1
			60

32 - In what ways did you feel you were penalized?

the hiring manager thought that it was a sign of a problem that I felt that the commute to work was long (after an initial learning phase) and that she felt that I should be in the office to do my work - even though most of the work was on a computer and could be completed anywhere.

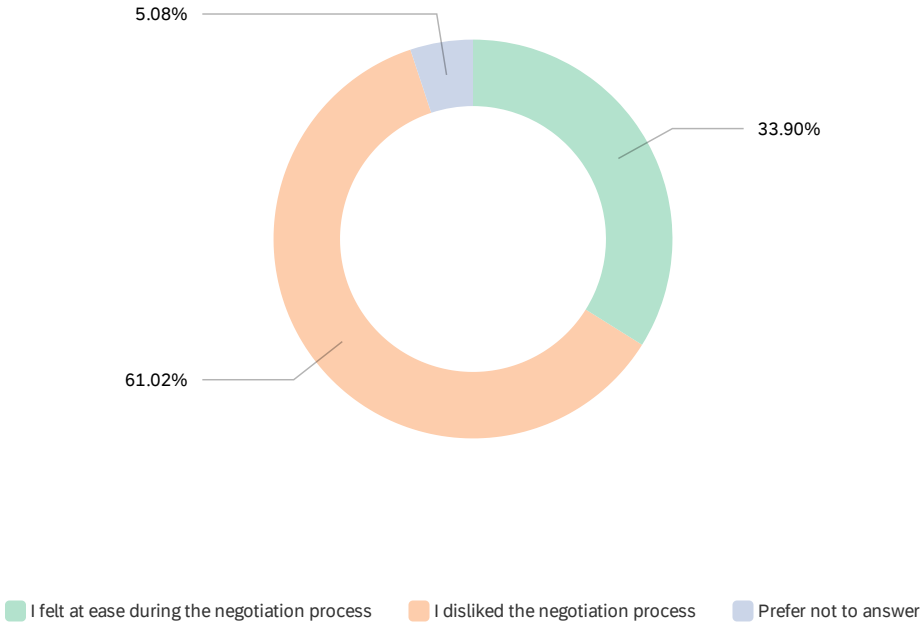
33 - Do you believe the outcome of your past negotiations would have been/or was changed because of collective bargaining?



1	Yes	10.17%	6
2	No	44.07%	26
3	Unsure	44.07%	26
4	Prefer not to answer	1.69%	1

59

34 - During negotiation did you dislike the process or did you feel at ease?



1	I felt at ease during the negotiation process	33.90%	20
2	I disliked the negotiation process	61.02%	36
3	Prefer not to answer	5.08%	3
			59

35 - How have your past negotiation experiences (or lack of) shifted the approach you might take when negotiating in the future?

- Reinterpret a demand or ultimatum – Instead of taking a “take it or leave it” attitude, advocate for a “put our heads together” negotiation
- Prepare for talks – Assess each side’s interests and no-deal options, imagine possible agreements, and think about moves and countermoves
- Address the underlying concern – Honestly address the concern behind a difficult situation
- Acknowledge and reframe – After acknowledging a question, reframe it in reciprocal terms, and shift to a more positive focus
- Brainstorm and decide – By brainstorming, you can often find unexpected solutions to difficult negotiations

yes

yes

yes

wish I had negotiated more, but always felt reluctant because was worried I would come off as greedy or self-interested

no, if the items that you want are non negotiable and they are important, it is a good way to decide if you should work at a place that does not consider what you are trying to achieve by negotiating a package. When I was able to walk away I walked away, I have been on the opposite side however and had to take a job that I did not have success in my negotiations.

n/a

my past experiences negotiating, in addition to a change in life experience and life circumstances, would motivate me to negotiate more in the future.

it hasn't - it depends on who you are negotiating with and how desperate of a situation you are in.

i've become slightly more comfortable with negotiating since

i have learned to be more direct in asking for what i want and i understand the value of competitive analysis.

absolutely. i am so grateful to other women sharing their experiences with hiring, negotiation, and salary overall and will approach the matter much more proactively when the time comes!

Yes. I think now, because I have successfully negotiated once (somewhat), I will feel more confident attempting it in the future. My new outlook has become, "the worst they can say is 'no', but I'll never know if I don't ask".

Yes. I now know that negotiation is standard and good practice and will definitely negotiate the next time I get a job offer.

Yes-I now realize I should always negotiate, even though it doesn't come naturally for me. I'm a non-confrontational person. In addition to negotiating my salary at one job, I did a lot of price negotiation for wedding services and was often challenged, but I realize there's not much bad that can come from negotiation. And any discomfort is fleeting and there really is no harm in asking. I think it's important to be respectful, though.

Yes, having been on the other side of this process, I now will use a different approach and no longer be afraid to negotiate

Yes, I would like to think in the future I will negotiate on behalf of myself.

How have your past negotiation experiences (or lack of) shifted the approach...

Yes, I once tried to negotiate with a higher ed organization and they emailed to tell me that they were withdrawing the offer.

Yes

Won't ever like it but it's an expected part of the process

Possibly.

Perhaps, I feel that I would still negotiate the main points (salary/job duties/time) for the new position. It is challenging to negotiate with the Penn HR and evidence needs to support the negotiating points. It is possible that I would change my strategy to be prepared with supporting evidence to gain advantage with negotiations (if feasible).

Past negotiations have not ended in the way I wanted to I came much more prepared the last time and have been more patient in waiting for them to look into other possibilities

Now, I will always negotiate. I have learned that most of the time people usually are able to get what they ask for and that the worse thing that can happen is you'll get "no" as an answer.

Now that I negotiate with providers on pay regularly, I will absolutely negotiate more strongly in the future for more time off and more pay

No.

No previous experience but intend to negotiate in the future

No

No

My first experience was poor but the hiring manager did not want to build a healthy work environment. It was a fear culture and she definitely penalized me for trying to negotiate. Moving forward I have learned that a hiring manager's response to negotiations is a major "tell" in regards to the culture in their work place. My current workplace, welcomed the negotiation and was happy to make sure that I felt valued when joining the organization - this is what I will look for in the future.

Must fight harder for what you think you deserve

Knowing salary range prior to applying helps.

I've learned to negotiate hard going into a new job...that's much easier than negotiating once you are in a role.

It's difficult within higher education where you are not provided with the opportunity to negotiate and an offer is already approved/set in stone. I would like to approach negotiating non-traditional options such as workspace/hours but have no idea where to begin.

It's always worth it to ask. They cannot retract an offer.

It's not so much about negotiating terms when hired as after hired that gets tricky. You earn an advanced degree or have children and you're pushing to change the terms of your employment. Honestly, this is hard and it all depends on if you have a supportive boss or not.

It's important to know my value. That is the starting point for me and I did not always know this. At times in the past, I was in a strong negotiating position but did not know it. If I know I command more in the market, now I'm not afraid to share that with a hiring manager.

How have your past negotiation experiences (or lack of) shifted the approach...

It makes me realize everyone should negotiate

In the past I did not negotiate or I was told this is all we can give you. That taught me to be upfront about what I want from the beginning so that I am not disappointed

In the future, I would be more aggressive with my ask and push harder on what I want.

If I feel a future job offer is inadequate, I will definitely attempt to negotiate.

I've felt more comfortable asking for things when I already knew the hiring manager but I also think I've been less successful when negotiating requests related to internal opportunities as opposed to when I was an external candidate. I often feel that the company doesn't feel it needs to give everything to internal candidates in the same way they do for external folks. I've tried to poll peers in similar roles in other locations to strengthen my requests instead of only providing internal comparisons.

I would seek more qualitative benefits and incentives. Also, focus on advancement opportunities outside department and globally within organization.

I would negotiate in the future. I realize that negotiating your starting salary is crucial because you cannot rely on regular or substantial raises without changing positions.

I would negotiate in the future

I would more readily negotiate again based on past experiences. I believe you only build confidence and comfort with negotiation through practice, so I will continue to have these conversations when I consider it appropriate. I am also no longer applying for entry level positions, so I feel more confident in my professional skills and worth.

I work at penn

I wish I had negotiated a better salary in my past roles because I feel this has hindered my salary mobility as I've gotten older.

I wish I could be more determined about demanding a better wage but through a long, long career and many job changes it is something I never learned

I will push a bit harder for what I really think is needed for me.

I will feel comfortable in asking for a higher salary during negotiations.

I will definitely consider negotiating any future job offers now that I have more experience and am more savvy regarding hiring practices.

I typically do get something when I negotiate - like several roles ago, I negotiated to receive tuition reimbursement sooner than the one-year wait time per the firm's typical hiring practice.

I try to force myself to ask, even though I think it may not work out

I think I am a bit more confident now and have more experience.

I negotiate for a living but when you're negotiating for yourself to advocate for yourself it may be more nerve-racking

I need more practice in approaching the negotiation from multiple angles.

I learned early on it's a must

How have your past negotiation experiences (or lack of) shifted the approach...

I know it's not smart to not negotiate, so I always advise others to negotiate but never do so myself.

I know in the future that despite knowing what others make, I need to advocate for myself from the beginning on salary, title and schedule (there's always room to make an adjustment in one of not all three areas). If nothing, it establishes a boundary and sets an expectation going into a new position that I will always explore something before just accepting it. I wish I had negotiated in the previous situation but I was under a lot of stress and didn't feel the relationship could endure a potentially tense conversation. I see now that the conversation doesn't need to be tense. It can be respectful and clear. If anything I could even negotiate that after 6 months we review the salary, title and schedule and consider changes at that point, once I've demonstrated capability.

I have learned that I am the only one who is going to advocate for me. If I'm not my own champion/cheerleader no one else will be.

I have decline a job before because when I negotiated, the hiring manager was very rude and spoke down to me. That was an indication of the type of relationship I would have with the person and I thought it was a bad sign so I declined it. As such, I typically like to see how the hiring manager responds to my request to negotiate.

I didn't negotiate when I first came to Penn because they offered me considerably more than I asked for. I don't see that happening again, though, so I plan to negotiate in my next role.

I didn't negotiate for my first job and I regretted it, so now I try to push myself out of my comfort zone to advocate for myself.

I am more likely to negotiate the salary of any future jobs than I was in the past. However, I will still grapple with my concerns that negotiating might be seen as being ungrateful or remove me as a candidate for a position.

I am more likely to negotiate now.

I always negotiate now. There's no reason not to.

Having a successful negotiation (getting something out of it) has made me more confident about doing it.

Because I have always been able to get a higher salary after negotiating, I will continue to do so for every new offer.

Be an honest broker, know what you want going into the negotiation table, be pleasant and firm, do my research about the institution and the hiring manager.

At Penn, I will always negotiate for the highest salary possible, because my experience has been that once you are in a role, it is near impossible to be reclassified or promoted. So, it's smart to ask up front. I've learned my lesson :)

As I become a more seasoned professional, I find myself feeling more confident to ask for what I want because I feel more stable in both my current position and career path. I don't feel as vulnerable, nor do I feel the same push to keep climbing through an org chart or get a better title as quickly as possible.

Always speak up.

Always negotiate and be patient

Always negotiate

Always ask

Absolutely.

How have your past negotiation experiences (or lack of) shifted the approac...

I think that at Penn it is very difficult to negotiate.

36 - Is there anything else you would like to share before completing this survey?

thank you for your efforts on data gathering on this topic! empowerment and equity here we come!

no

no

no

no

no

no

n/a

n/a

n/a

Yes, I really appreciate this survey. I am very curious about this topic and have been exploring this in my positive psych classes at Penn. I really wonder if it's the case that administrative staff members at Penn have to leave their roles (that they like) to gain financial growth. I also don't understand why there is such a pay disparity between roles in similarly structured departments. I also don't understand why some folks get promoted in their current roles, while most don't. My whole department has been in their roles for 4-7 years with very little mobility. We all are interviewing elsewhere for more pay. Thank you for looking at this data. I'd love to see your findings!

Stuart Diamond's book on negotiation is excellent. I've taken a lot of his advice to heart.

Recognize your value and shortcomings. You can negotiate improvements thru furthering your skillset and education.

One thing that always bugged me is the potential employer asking for salary history. To me if I were to say no they would move on to someone else. I see there is a trend to deem this as "none of their business". I think if I didn't have to stumble over this throughout my career I would have done much better in compensation.

No

No

No

No

No

No

Is there anything else you would like to share before completing this survey...

No

No

N/A

N/A

N/A

N/A

It's so hard! Gives me so much anxiety.

It took a long time for me to be comfortable not just saying yes to an offer.

It has been my experience that your negotiating power increases with your value to the organization and proven work results. You don't have a great deal of leverage early in your career.

I work at penn

I think negotiation skills are essential and I wish I had valued their importance earlier on in my career. I also believe women negotiate less than men--I'm interested to see the way this survey comes out!

I think gender def. impacts negotiations. My worst experiences have been with female bosses who don't have children. My best experiences have been with a male boss who was a parent himself. I also had a female boss who had a family and she was supportive. Its luck of the draw! which is what makes negotiations so challenging.

I have since learned women typically do not negotiate salaries. I have learned a lot since accepting my job. I have negotiated my salary during reclassification procedures and absolutely intend to negotiate my salary in future. I also mentor others to advocate for themselves when it comes to financial offers so they don't make the same mistake I did years ago!

I feel my gender has played a part in the success of my negotiation skills. I am not as assertive as I believe a male counterpart would be and therefore likely make less. I am trying to be more contentious of this bias going into future negotiations.

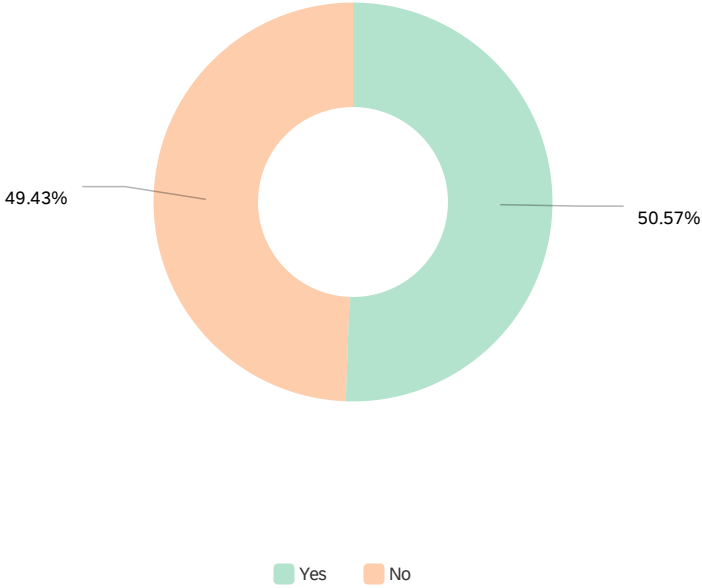
I am currently planning on trying to negotiate a raise based upon my years of service and also the change to the salary grade system during the Workday rollout.

I always support women/ anyone negotiating - if you don't ask, you don't know what you could get. It's scary but if you are polite, respectful, professional and well prepared, it can't hurt to ask.

I advise friends on negotiating; everyone should negotiate at least a first attempt.

At Penn, it is extremely hard to negotiate because they list the salary range, which is completely unrealistic. So when you use the range to negotiate, a hiring manager might think you're being ridiculous to request an amount, but the range would suggest that the amount should be possible. Also, I've tried to negotiate a second time after a few years of being in a position and HR agreed, but it was not really an increase; it was more like an extra cost of living increase. That was disappointing.

37 - Would you be willing to participate in an in-person follow-up interview?



1	Yes	50.57%	44
2	No	49.43%	43
			87

APPENDIX C

UNIVERSITY OF PENNSYLVANIA INFORMED CONSENT FORM

Title of the Research Study: *Ask and You Shall (Maybe?) Receive*. This study investigates compensation negotiations in the workplace.

Principal Investigator:

Dawn Teele, Ph.D.

Investigator Conducting This Study:

Caitlin Adkins

Thank you for agreeing to be interviewed for this research study. We appreciate your participation and the provision of your thoughts and experiences.

Purpose: This is an exploratory study being completed to fulfill the Capstone requirement for the Master of Science in Organizational Dynamics (MSOD) program at the University of Pennsylvania. The purpose of this survey is to investigate and better understand workplace compensation negotiations.

Permission to Record the Interview: We are asking for your permission to audio record this interview. If you give us your permission to audio record this session, we will have a transcript made of your interview from the recording. Transcripts of the interviews will enable us to comprehensively analyze the interviews for similarities, differences, and themes. When we send the recording for transcription, your name will not be associated with the transcription; to protect your privacy, we will have a code number associated with each recording. The transcripts will also be identified by a code number, rather than a name. If you do not want your interview recorded, please let us know. We would still like to interview you, and the researcher interviewing you will take notes during the interview. As with the transcript, your name will not appear on the interviewer's notes.

Duration: Participants will be asked to speak with the investigator for 1 hour. Participants may choose to end the interview at any time. Participation in this survey is completely voluntary.

Confidentiality: Everything you say during the interview will be kept strictly confidential. The only people who will have access to the recordings and transcripts are the main researchers (Caitlin Adkins and Dawn Teele). The results of this research study may be used in reports, presentations, and publications, but at no time will you be

identified. In order to maintain the confidentiality of your records, the only document linking your identity to the recordings or transcripts will be kept in a password-protected file on a computer belonging to Caitlin Adkins. If we use quotes from the interviews, we will remove any part of the quote that could identify the person who made it.

Risks: There is minimal risk associated with taking part in this study. As in any research, there is some small possibility that you may be subject to risks that have not yet been identified.

Benefits: There are a number of possible benefits from participating in this study. First, by participating in the interview you may become aware of things that you have gained or learned from working in your organization. Secondly, by providing your thoughts, reactions, and learnings you will be helping graduate students, researchers, and the field of organizational dynamics by contributing your experience during the negotiation process.

Withdrawal Privilege: Participation in this research study is completely voluntary. If you decide at any point that you want to withdraw from this study, you may do so at any time. Participant data will be deleted and/or destroyed in electronic and hard copy once they withdraw from the research study.

Voluntary Consent: If you have any questions about this consent form, your participation in this research study, or other questions, you can contact Caitlin Adkins at adkinsc@upenn.edu. She will be glad to answer any of your questions.

By signing this form below you provide your consent to be interviewed. Keep in mind that your participation is completely voluntary,

By signing this form below you provide your consent to participate by writing an X next to your preferred option.

_____ be interviewed and to have the interview recorded.

_____ be interviewed and NOT have the interview recorded.

Participant's Signature

Date

Participant's Printed Name

APPENDIX D

COMPENSATION NEGOTIATIONS IN THE WORKPLACE IN-PERSON INTERVIEW QUESTIONS

How would you classify the current stage of your career, early, mid, or late?

What were some of the reasons that drove you to negotiate with a hiring manager?

What are some of the tactics or approaches you used when negotiating to result in a successful outcome?

Was there a time in your career when you didn't negotiate?

What were the reasons that held you back/deterred you?

Was there a time in your career when your ask during negotiation was rejected?

Why do you believe your ask was denied?

Throughout your career, did you seek advice from anyone before negotiating? (If yes, how/why did you choose that person) (If no, why not?)

Do you think it is important to have an advocate during the negotiation process? (why/why not?)