

INDEX

A

- Achievement documentation, 37, 82–83, 199n18
- Active listening, 151
- African American women. *See* Women of color
- Agreements: consider the small steps you can make toward full, 161–162, 165; contingent, 55–56, 61, 73, 153, 155; getting past stalemate by exploring consequences of no, 162, 165; “reality testing” questions on consequences of no, 92, 98. *See also* BATNA (Best Alternative to a Negotiated Agreement)
- Albright, Madeleine, xx
- “Alexandra’s Case: Responding to an Ask,” 112
- Alexandra’s case: appealing for sympathy or flattery during, 126–127; description of the, 112–113; diverting strategic turn during the, 136–137; integrating interests during the, 144; opening dialogue in the, 178, 179; resistance during, 123; shifting the balance in, 115–116; small wins in, 117; spreading small wins with stories like, 181; transparency through clear criteria in the, 172–173; what we learn about “good reasons” from, 112–114
- “Alicia’s Ambition: Navigating the Negotiated Order,” xxxiii–xxxiv
- Alicia’s case, learning from, xxxv, xxxvi, 54, 95, 133, 171–172, 180
- Allies: based on mutual need, 96; to deliver messages about status quo costs, 94, 95–96, 98; getting past stalled negotiation by bringing in, 162–163, 165; *Knowing Your Value* story about, 93–94; to make your value visible, 39–40; quality of the relationship, 96; setting the table by, 96, 201n2; sponsors, 94–95, 97, 174, 205n36. *See also* Networks; Relationships
- Almaz’s story, 43
- Amari’s story, 108–109, 125, 128
- American Airlines–US Airways merger, 76–77
- Anchoring effect: anchoring on solutions, 61, 64; putting it to work, 73; in workplace negotiations, 53–54, 111–112, 206n2
- Anxiety and stress, 204n24
- Appreciation stance, 150–151
- Ask for It* (Babcock and Laschever), 5, 194n1
- Asks: Alexandra’s Case: Responding to an Ask, 112–114; gender and, 7, 195nn5, 7, 8, 196–197n20, 208n23; gender differences in distinguishing between

Asks: (*cont'd*)

negotiating and, 197–198n4; the “hardest question,” 119–120; “reality testing” questions, 92, 98; second-generation gender issues and small wins when, 116–117; shift the balance to get the other person to question you, 115–116; social costs of asking, xxviii, 7, 37, 90–91, 192nn37, 39, 40; turning asks into negotiations, 15–17, 18–19, 28–29, 64, 78, 112–118, 213n9; when you should question the other person, 114–115. *See also* Invisible work; Responses; “Yes, and...” response

Aspirational collapse, 11, 19, 196n14

Aspirations: definition of, 19; don’t confuse with your bottom line, 19–20; importance of, 12, 196n16; role of information to set, 4–5, 10–12, 19, 196n19

Assumptions: getting past stalled negotiations by exploring, 160–161, 165; questioning existing practice, 170, 175–180; that women won’t relocate, 72, 123, 177, 199n23

Asymmetrical incentives to negotiate: getting the other side to see possible negotiation, 77–78; initiating n-negotiations in an organizational hierarchy, 78; issues to consider for, 77; no preexisting structure of n-negotiations and, 78

B

Babcock, Linda, 5, 92, 189–190n21, 189n17, 191n34, 192n37, 194n1, 195n5, 196nn12, 15, 20, 202n10, 204–205n30, 207nn16, 18

Backlash, negotiating for yourself, xxvii–xxviii, 65, 82, 92, 192n36, 193n40, 195n8, 195n10, 201n18, 202–203n11, 204–205n30

Bargaining power: analyzing in BATNAs, 44–45; considering how BATNAs are related to parties’, 86; defined by the nature of interdependence of parties, 44; interdependent relationship of formal and informal, 86–87. *See also* Parties; Power Barshefsky, Charlene, 119, 120, 132, 133
BATNA (Best Alternative to a Negotiated Agreement): analyzing in Charlotte’s Chance Case, 45; analyzing parties’

interdependence in, 44–45; analyzing the other party’s, 45–46, 199–200n29; in Charlotte’s Chance Case, 87; Cheryl’s Commute Case on locating the other party’s, 60; considering relationship to both parties’ relative bargaining power, 86; in the context of n-negotiations, 41–42; as dependent on the context or situation, 42, 199n26; explore consequences of no agreement in order to reach, 162; getting the negotiations started by identifying your, 80; improving your agreement by improving your, 42–43; introducing the concept of, 34, 41, 198n17; Isobel’s Case on raising the costs of the status quo BATNA of her boss, 87–88; as less clear in n-negotiations, 43–44; in Lisa’s Case, 87; main points on identifying your, 48; in Marisa’s Case, 87; as means to educate instead of as a threat, 92; origins and development of, 198n17; positioning by considering other alternatives, 34; smoothing it out to make it a velvet glove strategy, 91–92, 98. *See also* Agreements; Integrating interests
Bazerman, Max, 187n2, 201n16, 207n15
Beatrice’s story, 4–5
Benchmarking: The What: Claudia’s Case: Getting Good Facts, 13–15; to evaluate information gathered on the what, 11–12; how to apply in order to achieve your bottom line, 19–20; increasing control over a negotiation provided by, 19; main points to remember on, 26; making you feel your ask is “defensible,” 19; Marisa’s Case: Taking a “Yes, and...” Approach, 15, 16–17, 62; n-negotiation use of, 12

Benchmarking rewards, 174–175

Beyond the zero sum: bringing value through, 54–55; using contingent agreements, 55–56, 61, 73, 153, 155; by expanding the range of trades, 55; by paying in another currency, 55–56, 73; by trading on time, 55

Biases: implicit, xxix–xxx, xxxiii, 26, 109, 136, 179–180, 193n46, 213n7, 213n9, 214n19, 215n27; implicit association tests (IATs) to understand unconscious, 193n46. *See also* Second-generation gender issues

- Blind-siding, 140
- Body language: building rapport through, 105–106; impact on negotiation by, 207n15; mirroring or unconscious mimicry, 105, 207n14; power poses to feel and act more confident, 89–90, 98. *See also* Communication
- Boston Consulting Group (BCG), 184
- Bottom line: don't confuse your aspiration with your, 19–20; how to apply benchmarking to achieve your, 19–20
- Bowles, Hannah, xv, 12, 92, 188n8, 189n17, 191n34, 192n37, 196nn12, 15, 17, 197n4, 199n22, 203n12, 204nn26, 30, 207nn16, 18
- Brahimi, Lakhdar, 150–151
- Bridging solutions, 55, 56–57, 73
- Brzezinski, Mika, 82, 93–94, 96, 103, 125
- Building rapport: the costs of not, 103; creating routines for, 105–106; importance of, 102–103; the power of schmoozing for, 103–104, 105, 117, 206n12; productive negotiations by, 178–179; scheduling regular check-ins for, 117, 206n10; unconscious mimicry for, 207n14
- C**
- Career development and promotion: as negotiation issue, 173, 175; network role in, xxxii, 24, 194n57, 196n26, 203n18, 213n7
- Challenges: Charlotte's Chance Case on her, 38–39; identify your own, 38; prenegotiation, 78–80; preparing for moves by knowing your personal, 129, 141; putting them in a positive light, 40–41
- Challenging your competence or expertise, 124–125
- "Charlotte's Chance," 34–35
- Charlotte's case: analyzing her BATNA, 45; analyzing the "good reasons" in, 68–69; anchoring in the context of the, 54; circular and linear responses for integrating interests, 52–53; considering small steps you can take toward agreement in, 161; considering the other person's perspective in the, 67–68; correcting strategic turn during, 135; creating moments of learning in, 180; figuring out her value proposition and challenges, 38–41; help from sponsors in, 95; integrating interests during, 144; knowing your challenges preparation in, 129; positioning negotiation, 34–35; possibility of contingent agreement in, 56, 73; questioning strategic turn during, 134; raising the cost of the status quo in, 88; the several BATNAs in, 87; small wins through strategic turns during, 140–141; stonewalling challenge to overcomes in the, 79; strategic move preparation by knowing the who, 129; transparency through clear criteria in the, 172; the trap of countermoves in, 127
- "Cheryl's Commute," 57–59
- Cheryl's case: anchoring on solutions, 61; anticipating José's potential, concerns in the, 60; challenging outdated policies in the, 176; Cheryl's interests in the, 59–60; considering small steps you can take toward agreement in, 161; demeaning your ideas strategic move in, 125; as example of second-generation gender issues and small wins, 72; focusing on the future strategic turn during, 137; generating multiple ideas based on multiple trades, 61; honing an organization's message during the, 177; hypothetical testing questions asked during, 153; identifying the other José's incentive to negotiate, 60; integrating interests during, 60, 144; interruptions used as strategic turn in, 132; the issue to be negotiated in, 57–59; negotiation stance described during the, 147; promoting organization change by sharing stories from, 183; questioning strategic turn during, 134; raising the cost of the status quo in, 88, 95–96; transparency regarding clear rewards during, 175; use what you know about the other person, 61–62; what it teaches us about circular response, 66–71; what we learn about "good reasons" from the, 69–71, 110, 111–112, 130; "Yes, and..." applied to, 62, 64
- Circular questions, 156–157, 165, 211n18
- Circular response: description of the, 52–53; mindfulness and tensions in the, 64–66; what Cheryl's Commute Case teaches us about, 66–71

- Circular response tensions: appreciate the interest of face or image, 66–69, 126–127, 195n3, 201n19, 210n13; relational interests, 66
- “Claudia’s Case: Getting Good Facts,” 13–15
- Claudia’s Case: analyzing “good reasons” in, 68; anchoring in the context of the, 54; benchmarking: Getting Good Facts, 13–15; bridging solutions used in, 56–57, 59; deciding on the best time to negotiate, 17; promoting organization change by sharing stories from, 183; role of networks in, 14–15, 21, 22, 24, 25; threatening moves during, 126; transparency provided through clear communication channels in, 173–174; transparency through clear opportunities provided in, 173; what it teaches us about knowing your counterpart, 21–22, 24
- Clinton, Hillary, xx, 91, 205n33
- Closed-ended questions, 151
- Cobb, Sara, 148, 208nn20, 21, 209n11, 211n18
- Collaboration: activating communally versus acting with agency, 31; cultural expectation regarding women and, 31–32; owning the responsibility that everyone leave satisfied, 31–32; processes to support, 213n12
- Collaborative problem solving: circular questions for, 156–157, 165, 211n18; Margaret’s Mandate Case’s process of successful, 155, 156–158; processes to support, 213n12; questions that promote, 155–156, 165; root-cause questions for, 157–158
- Collective bargaining openings, 101
- Communication: active listening for, 151; avoid closed-ended questions which inhibit, 151; how power impacts, 209n17; questions to promote problem solving, 151–163; small wins that open dialogue and, 170, 178–179; transparency through clear channels of, 173–174. *See also* Body language; Responses
- Compensation: n-negotiations on, 122; providing clear rewards through, 174–175
- Competitive negotiation approach: improvising, 205–206n1; questions asked to further, 210n13
- Compromise as way of dealing with conflict, 50–51
- Conflict: compromise as way of dealing with, 50–51; domination as way of dealing with, 50–51; “governance committees” to resolve, 213n12; transformation of, 211n19
- “Constructive Conflict” (Follett), 50–51
- Context: anchoring functions in case, 54; BATNA as dependent on the situation or, 42; BATNA in the n-negotiation, 41–42; preparing for moves and turns by understanding, 142; shifting gears by enlarging the negotiation, 109, 117
- Contextual questions, 152–153, 165
- Contingent agreements, 55–56, 61, 73, 153, 155
- Cooperative negotiation approach: improvising, 205–206n1; questions asked to further, 210n13. *See also* Mutual-gains problem solving
- Correcting strategic turn, 135–136, 141
- Counter moves: description of, 120; the trap of, 127–128. *See also* Strategic moves
- Counterparts. *See* Understanding Your Counterpart: The Who
- Creative Experience* (Follett), 52
- Creative options: be the person who brings solutions and, 54; bridging solutions, 56, 59, 73; contingent agreements, 55–56, 61, 73, 153, 155; expanding the range of trades, 55; paying in another currency, 55–56, 73; trading on time, 55, 73
- Criticizing style, 125–126
- Cuddy, Amy, 89–90, 204n22
- Curiosity stance, 148–149, 160, 164
- Currency: making negotiation trades by paying in another, 55–56, 73; setting your value, 36–37

D

- Demeaning your ideas, 125
- Diaphragmatic breathing, 204n25
- Difficult Conversations* (Stone, Patton, and Heen), 147
- “Dirty tricks” strategic moves, 123, 208n8, 211n21
- Distributive negotiations, xxvii, 42, 49, 53, 54–55, 152, 191n34, 200n2
- Diverting strategic turn, 136–137, 141
- Documenting achievements, 37, 82–83, 199n18

- Domination as way of dealing with conflict, 50–51
- Domination negotiation, 51
- Double-binds: as challenge faced by women, 31, 37–38, 65, 90–91, 95, 201n18, 205n33, 207n16; Hillary Clinton and, 91; the velvet glove strategy to manage the, 90–93. *See also* Second-generation gender issues
- E**
- Ecosystem motivation, 205n32
- “Elena’s Case: Converting an Ask into a Negotiation,” 62–63
- Elena’s case: transparency through clear criteria in the, 172; “Yes, and...” application to, 64
- Ely, Robin, 92, 188–189n16, 191n33, 192n35, 205n32, 215n27
- Emily’s story, 91–92
- Empathy, 148, 203nn13, 19, 209n8
- Empathy-assertiveness framework, 203n19
- Empowerment, 89, 208n20
- Enlisting allies. *See* Allies
- Ethic of care, 31
- Ethiopian marketplace n-negotiations: BATNA in the context of, 42; description of the process of, 3, 4–5; exemplifying that information is power 11–12
- Everyday Negotiation* (Kolb and Williams), 67
- Expectations: gender and salary, 190n26, 190–191n27; how they become self-fulfilling prophecies, 201n16
- Exploring assumptions, 160–161, 165
- Exploring consequences of no agreement, 162, 165
- F**
- “Face” (or image): analyzing the one we present, 69; appreciate the other party’s interest of saving, 66–69, 126–127, 195n3, 201n19, 210n13
- Fairness, 69
- Faith’s story, 92, 96
- Fatherhood bonus, 194n53
- Figuring out what you want: challenge 1: negotiating for yourself and not as an agent, 5–8; challenge 2: your own negotiation history, 8; challenge 3: the negotiation culture around you, 8–9; challenge 4: your organization’s negotiated order, 9–10
- Fili-Krushel, Pat, 94–95
- Firm-specific human capital, 199n26
- Fisher, Roger, 32, 41, 50, 102, 136, 187n2, 198n17, 208n8, 211n21
- Flattery, 126–127
- Fletcher, Joyce, 31–32, 97, 194n54, 198n10, 208n22, 213n9
- Flexibility: examples of negotiations for, 57–62, 84–85; as issue for negotiation, xxiv, xxv, xxxiii, 8, 33, 43, 159, 173, 175; potential for small wins and, 175, 183–184
- Focusing on the future, 137, 141
- Follett, Mary Parker, 50–51, 52, 64, 143
- G**
- Galinsky, Adam, 89, 196n16, 203n13, 203n20
- Gender: definition of, 188–189n16; as essential and stable attribute of individuals, 191n33; N-negotiations and issues related to, 7–8; negotiated order and, xxiv–xxx, 200n31; pronouns and, xvi; work challenges and, 38
- Gender differences: in access to networks and information, xxxii, xxiv, 11, 30, 196n13, 197n25, 212–213n6; in contribution to housework and child care, 193–194n51; in distinguishing between asking and negotiating, 197–198n4; double-binds faced by women, 31, 37–38, 65, 90, 95, 201n18, 205n33, 207n16; in form and function of networks, 205n35; in higher outcomes of salary negotiations, 190n25, 197n25; initiated negotiations and, 190n22, 196nn13, 14, 202n10; negotiation steps that reveal, 198n6; in perception of achievements by others, 199n18; in response to being asked for favors, 195nn5, 7, 8; in salary expectations, 190n26, 190–191n27; in tendency to volunteer, 196–197n20; types of additional work responsibilities requested and, 195n4; varying ability to access negotiation opportunities, 29–30; wage gap related to, xxvi, 189nn17, 18, 19, 20, 214n19. *See also* Women
- Gender-status beliefs: academic tenure system reflecting, 212n2; all organizations

Gender-status beliefs: (*cont'd*)

- have, xxix–xxx; assumption that women won't relocate, 72, 123; description and significance of, 7–8, 195n10; expectation that women are collaborative, 31–32; how they can discipline negotiations, 200n31; hysterical female stereotype, 126; presuming that men are more deserving of rewards, 195n10. *See also* Second-generation gender issues; Women
- Getting Past No* (Ury), 159, 187n2
- Getting to Yes* (Ury, Fisher, and Patton), 32, 41, 50, 136, 198n17, 208n8, 211n21
- Gherardi, Silvia, 132
- "Glass cliff," 164, 172–173, 211–212n29
- Goffman, Erving, 66, 201n19
- "Going to the balcony," 159
- "Good reasons": Alexandra's Case:
 - Responding to an Ask on, 112–114; Cheryl's Commute Case analysis of the, 69–71, 111–112, 130; considering the other person's, 67–68; discovering the other person's, 109–110; putting them to work, 110–111, 118; sometimes called the hidden agenda, 68–69; strategic moves preparation by knowing the other person's, 129–130
- "Good reasons" objections: ceding control, 111; there are likely to be many good reasons, 111; tipping your counterpart off, 110–111
- Gratitude: carefully use, 114; you don't have to be grateful for bad opportunities, 118
- Great Negotiator Award (Harvard Law School), 150
- Griffen, Phil, 103
- Gruenfeld, Deborah, 89, 203n20

H

- "The hardest question," 119–120
- Harvard Law School, 150
- Heroes of our own stories stance, 147
- Hewlett, Sylvia Ann, xxxi
- Horton, Tom, 76–77
- Hostage negotiations, 101–102, 202n4
- Hulse, Rebecca, 119
- Human capital (firm-specific), 199n26
- Hypothetical testing questions, 153–154, 165
- Hysterical female stereotype, 126

I

- Ideal worker concept, xxxi, xxxvii, 194n53, 199n23, 200n31
- Identity: gender as essential and stable attribute of, 191n33; taken during negotiation, 192n35
- If-then questions, 154–155
- Iger, Robert, 76
- Image (or face), 66–69, 126–127, 195n3, 201n19, 210n13
- Implicit association tests (IATs), 193n46
- Implicit bias, xxx, 193n46, 214n19. *See also* Biases; Second-generation gender issues
- Indra's story, 179–180
- Information: gathered from within your negotiated order, 10; gender differences in access to networks and, 30; making your value visible by sharing, 81–83; prepare to be mindful by being open to new, 73; putting information to work, 25–76, role in setting aspirations, 4–5, 10–12, 19, 196n19; transparency of wage and salary, 174–175; transparency through clear communication and, 173–174; on the what: benchmarking the what, 11–17, 26; on the who: your counterpart, 11, 20–24, 26, 67–71, 109–114, 118, 129–130, 142
- Information is power: Ethiopian marketplace negotiations exemplifying, 11–12; putting to work the fact that, 25–26
- Integrating interests: Cheryl's Commute Case on, 60, 144; circular response and the linear response, 52–53; differences in n-negotiations, 144; Follett's notion of, 51, 143–144; preparing to problem-solve by, 51–52; understand the different interests but beware of the trap, 52. *See also* BATNA (Best Alternative to a Negotiated Agreement)
- Interests: benchmarking the "what," 11–17, 19–20, 26; dispute resolution factors of rights, power, and, 197n1; integrating, 51–53, 60; mindfulness as extending understanding beyond substantive, 65–66; related to face or image, 66; relational, 66, 73; understanding your counterpart and their, 11, 20–24, 26, 60. *See also* Perspectives; Trades
- Interruption strategic turns, 131–132, 141, 209n18. *See also* Silence

Invisible work: claiming value for, xxxi–xxxii; how allies can point out your, 94, 98; Isobel's Inducements Case on her, 80–81, 85–86, 91, 97; raising the status quo costs by quitting, 98; second-generation gender issue and small wins related to, 96–97; strategies for revealing, 213n9; women often asked to do, 96–97. *See also* Asks; Value visibility

Iron fist strategy: the power of relaxing and positive mood for, 90, 98; use power poses to feel and act more confident, 89–90, 98; prime yourself to feel powerful using the, 89, 98

"Isobel's Inducements," 80–81

Isobel's case: getting negotiations started, 80–81; help from sponsors in, 95; integrating interests during, 144; on making her value visible, 85–86, 97; promoting organization change by sharing stories from, 183; putting good reasons to work in, 110; raising the cost of the status quo in, 87–88, 92–93; resistance during, 123; small wins in, 116; smoothing out her BATNA in, 91; transparency through clear criteria in the, 172

K

Kanter, Rosabeth Moss, xxiv, 188n9

Kassebaum, Nancy, xxix

Katherine's Case: on raising the status quo costs, 88, 92–93; velvet glove moves made in, 91, 92–93

Kissinger, Henry, 30, 19cn

Knowing Your Value (Brezinski), 93

Kristin's story, 108

L

Langer, Ellen, 64

Laschever, Sara, 5, 194n1

Lax, David, 96, 187n4, 198nn7, 12, 201n2

Lean In (Sandberg), xxiv, xxv, 188n10

Learning moments, 46, 140–141, 179–180

Ledbetter, Lilly, xx, xxi

Linear response, 52–53

"Lisa's Case," 84

Lisa's Case: the BATNA in, 87; making Lisa's value visible during, 85; prenegotiation strategic moves during the, 84–85; promoting organization change by sharing stories from, 183; raising the

costs of the status quo in, 88; smoothing out the BATNA in, 91; velvet glove moves made in, 91

Lucas, George, 76

Lucy's story, 182–183

M

Making your value visible. *See* Value visibility

"Margaret's Mandate," 145–146

Margaret's case: circular questions asked during the, 156–157; contextual questions asked during, 152–153; different forecasts as not preventing an agreement in the, 155; enrolling stance taken in, 150; explore consequences of no agreement during the, 162; getting past stalled negotiation by bringing in others, 163; hypothetical testing questions asked during, 153–154; if-then questions asked during the, 154–155; naming what's happening to get past stalled negotiation, 160; negotiation stance in the, 148, 149; questions that promote collaborative problem solving during the, 155; root-cause questions asked during the, 157–158; second-generation gender issues and small wins during the, 163–164; shaping stance to the circumstance in, 145–146; a stance of appreciation taken in, 151; successful problem-solving collaboration during the, 158

"Marisa's Case: Taking a 'Yes, and...' Approach," 16–17

Marisa's case: anchoring in the context of the, 54; BATNAs of the, 87; benchmarking: Taking a "Yes, and..." Approach, 15, 16–17; correcting strategic turn during, 135–136; getting pointers from her network to prepare to negotiate, 17–18; honing her organization's messages during the, 178; if-then questions asked during the, 154; relocation decision to be made in, 72; role of networks in, 17–18, 24, 25; spreading small wins with stories like, 180; what it teaches us about knowing your counterpart, 22–24

McGinn, Kathleen, 191n34, 196n15, 205–206n1, 208n5

Meera's story, 107

MESOs (multiple equivalent simultaneous offers), 154, 210n15. *See also* Opening offers

Meyerson, Debra, 136, 179, 212n2

Mia's story, 128, 137

Mikulski, Barbara, xxix

Miles, Edward, 152, 198n6, 210nn12, 13

Mindfulness: analyzing the "face" we present, 69; appreciate the interest of "face" or image as, 66; appreciating the other party's concerns, 67; as appreciating the process and not the outcome, 65; considering the other person's good reasons for saying no, 67–71, 109–114, 118, 130; extending your understanding of concerns beyond substantive interests as, 65–66; how good positioning sets up for, 71–72; Langer's work on premature cognitive commitment, 64; putting it to work, 73; remembering our relational interests as, 66; tensions in the circular response and, 64–66; as way to escape double bind, 201n18

Miriam's story, 177

Mirroring actions (unconscious mimicry), 105, 207n14

Mnookin, Robert, 148, 195n3, 203n19

Moments of learning, 46, 140–141, 179–180

Motherhood penalty, xxxi, 192n35, 194n53

Moves. *See* Strategic moves

MSNBC morning show, 95

Multiple equivalent simultaneous offers (MESOs), 154, 210n15

Mutual-gains problem solving: anchoring functions in, 53–54, 73; be the person who brings the solutions, 54; Cheryl's Commute Case as example of, 57–59, 59–62; creative options for, 54–59, 73; different forecasts need not prevent an agreement, 155; enlarging the pie concept to understand, 200n2; integrating divergent interests for, 51–53, 60; mindfulness used in, 64–72, 73; moving beyond the zero sum using, 54–59; n-negotiations application of, 49–50; open-ended questions to promote, 152, 153, 165; various descriptions as a win-win approach, 49; "Yes, and..." response applied to, 62, 64. *See also* Cooperative negotiation approach; Problem-solving negotiation

N

n-negotiation stances: of appreciation, 150–151; of curiosity, 148–149, 160, 164; enrollment through role reversal, 149–150; Margaret's Mandate Case example of enrolling, 150; open dialogue, 178–179; role reversal, 149, 164

n-negotiations: appeals for sympathy and flattery during, 126–127; asymmetrical incentives to negotiate, 77–78, 202n10; BATNA in the context of, 41–42; BATNAs as less clear in, 43–44; benchmarking for, 11–17, 19, 26; challenges to getting them off the ground, 78–80; changing the organization's negotiated order using, 24–25; Charlotte's Chance Case on constructing her, 34–35; comparing to capitalized N-negotiation, x–xi, 3, 6–7, 32, 43, 52, 75–76, 101–102, 111, 129, 143–144, 169, 201–202n3, 207n15, 211n21; compensation as common topic of, 122; Elena's Case converting an ask into a, 62–63; Ethiopian marketplace, 3, 4–5, 11–12, 42; feeling empowered during, 208n20; framing for problem solving in, 54, 143–144; gender issues related to, 7–8; getting past bumps in the road or stalled, 158–163, 165; getting the other side to see possibility of a, 77–78; getting them off the ground, 76–77; how openings work differently in a, 101–102; initiating in an organizational hierarchy, 78; integrating interest differences in, 144; interdependent relationship of formal and informal power in, 86–87; mutual-gains problem solving application to, 49–50; negative perception of women who engage in, 192n36; negotiation-launching techniques for, 75–98; no one-size-fits-all approach for women in, 192n37; nonverbal cues during, 105–106; positioning by "constructing," 32–33; potential for opening up new areas of negotiation, 159; recognizing opportunities for work-related, 185; second-generation gender issues and small wins of, 24–25; sources of resistance during, 122–124; stances that help in, 148–151; "Yes, and..." initial response during, 15, 16–17, 18–19, 62. *See also* Negotiation process

- N-negotiations: benchmarking the what about, 11–17, 19, 26; comparing lower-case n-negotiation to capitalized, 3, 6–7, 32, 43, 52, 75–76, 101–102, 111, 129, 143–144, 169, 201–202n3, 207n15, 211n21; distributive, xxvii, 42, 49, 53, 54–55, 152, 191n34, 200n2; familiarity of, 6. *See also* Negotiation process
- Naming: to get past stalled negotiation, 159–160, 165; used as strategic turn, 132–133, 141, 142
- NBC News, 94–95
- Negotiated order: challenge of getting good information about, 10, 29–30; codes of your organization's, 7, 9–10; definition of, xxii; gender and, xxiv–xxx, 200n31; how each negotiation adds and shapes the, xxiii–xxiv; how n-negotiations can create small wins and change your, 24–25, 169–185; negotiation opportunities embedded in the, 28–29. *See also* Negotiation culture; Your organization
- Negotiating mistakes: bargaining down, 30; letting expectations limit your options, 30–32; missing opportunities to negotiate, 29–30
- Negotiation culture: expectation that a woman will be collaborative, 30–31; how it impacts ability to negotiate, xxxviii–xxix, 8–9; of your organization, 9. *See also* Negotiated order
- Negotiation history: challenges related to your own, 8; training each other what to expect or not expect through past, 8
- Negotiation-launching challenges: the agenda is hijacked, 79; Isobel's Inducements Case on overcoming, 80–81; the other party refuses to negotiate likely in an understated way, 79; you are stonewalled, 79
- Negotiation-launching techniques: asymmetrical incentives to negotiate, 77–78; as dependent on the N-negotiation context, 75–76; enlisting allies, 93–96; getting n-Negotiations off the ground, 76–77; an “iron fist in a velvet glove,” 89–93; making your value visible, 81–83, 85–86, 97; putting them to work, 97–98; raising the costs of the status quo, 86–89; second-generation gender issues and small wins, 96–97
- Negotiation opportunities: description of problems and, xxiii; don't bargain yourself down, 30; don't let expectations limit your options, 30–32; don't miss out on, 29–30; embedded in the negotiated order, 28–29; main points to remember about, 47; second-generation gender issues and small wins, 46–47; tennis partner's story on, 27; two examples of, 28; “women don't ask” notion of missed, 29. *See also* Positioning to negotiate
- Negotiation prep: challenges of figuring out what you want, 5–10; learn all you can about the what, 11–17, 19–20, 26; learn all you can about the who, 11, 20–24, 61–62; second-generation gender issues and small win, 24–25; two steps required for, 4–5. *See also* Prenegotiation techniques
- Negotiation prep challenges: negotiating for yourself and not as an agent, 5–8; the negotiation culture around you, 8–9; your organization's negotiated order, 9–10; your own negotiation history, 8
- Negotiation process: benchmarking during the, 11–17, 19–20, 26; body language impact on, 207n15; Ethiopian marketplace, 3, 4–5, 11–12, 19–20, 42; feeling empowered during, 208n20; feelings of anxiety and stress impact on, 204n24; gender differences in initiation of the, 190n22, 196n13, 14, 202n10; improvising cooperative or competitive, 205–206n.1; navigating past bumps in the road or stalemates, 158–163; obstacles to compliance during, 208n6; out-of-keeping acts during the, 208n5; second-generation gender issues and small wins in managing, 163–164; setting the table, 96, 201n2; value of schmoozing to the, 103–104, 105; winner's curse during the, 19–20. *See also* n-negotiations; N-negotiations
- Negotiation program for women (Ethiopia), 3–4, 11, 177
- Negotiation stance: helpful n-negotiations, 148–151; heroes of our own stories, 147; Margaret's Mandate Case on, 145–146, 148, 149, 150, 151; one story, different versions, 147–148; shaping your, 145–146
- Negotiations* (Strauss), xxi–xxii

- Negotiators: description of the, xxii; efficacy (having agency) versus accommodation (being communal), 31; raising the stakes with reluctant, 86; study comparing average negotiators with expert, 209n1. *See also* Parties
- Networks: Claudia's Case on gathering information through, 13–15, 21, 22, 24, 25; disproportionate hiring of male managers due to informal, 213n7; gender differences in access to information through, xxxii, xxiv, 11, 30, 196n13, 197n25, 212–213n6; gender differences in form and function of, 205n35; Marisa's Case on gathering information through, 16–18, 24, 25; role in career development and promotion, xxxii, 24, 194n57, 196n26, 203n18, 213n7; role in gathering information for negotiating by, 24–25, 174; value to women of women's, 214n14. *See also* Allies; Relationships; Sponsors
- Nongovernmental organizations (NGOs): participation in negotiation program for women in Ethiopia, 3; revising the dominant narrative to better serve the needs of the, 181; study on perception of time as unlimited resource by, 181
- Nonverbal cues: building rapport through, 105–106; mirroring, 105; power poses to feel and act more confident, 89–90, 98
- O**
- Obama, Barack, 175, 189n18, 214n16
- Ombudsman, 174
- One story, different versions stance, 147–148
- Open-ended questions: contextual, 152–153, 165; hypothetical testing, 153–154, 165; promoting mutual-gains problem solving, 152, 155, 165; reciprocity, 154–155, 165; WH (who, whose, what, when, why, which and how), 152
- Opening dialogue, 170–171, 178–179
- Opening offers: creative options and anchoring effect of the, 54–59, 73; “Yes, and ...” response to, 15, 16–17, 18–19, 62, 64. *See also* MESOs (multiple equivalent simultaneous offers); Trades
- Openings: building rapport during, 102–106, 178–179; collective bargaining, 101; discovering the other person's “good reasons,” 67–71, 109–114, 118, 130; use gratitude carefully, 114; hostage negotiations, 101–102, 202n4; importance of a good, 101; n-negotiations, 102; putting to work, 117–118; second-generation gender issues and small wins during, 116–117; shift the balance to get the other person to question you, 115–116; shifting gears, 106–109; similarities between responding to an ask and, 114–116; when you should question the other person, 114–115
- Opportunities for negotiations. *See* Negotiation opportunities
- Organizational citizenship behavior, 208n23
- Organization change: creating moments of learning for, 179–180; personal stories used to promote, 182–183; recognizing opportunities for n-negotiations to promote, 185; revising dominant narratives as needed for, 181; spreading wins with stories, 180–183. *See also* Small wins
- Organizations. *See* Your organization
- Out-of-keeping acts, 208n5
- Overconfidence, 199–200n29
- Overseas assignments, 72, 123, 177, 199n23
- P**
- Parker, Doug, 76–77
- Parties: the agenda is hijacked by the other, 79; appreciating their concerns, 67; bargaining power of each of the, 44–45; BATNA and analysis of the other, 45–46; being stonewalled by the other, 79; feeling empowered, 208n20; integrating interests of both, 51–53, 60; refusal to negotiate likely in an understated way, 79; understanding the “good reasons” of the other, 67–71, 109–114, 118, 130. *See also* Bargaining power; Negotiators; Understanding Your Counterpart: The Who
- Patton, Bruce, 32, 41, 50, 102, 136, 187n2, 198n17, 208n8, 211n21
- Perspectives: appreciating the other person's concerns and, 67; considering their good reasons for saying no, 67–71, 109–114, 118, 130; prepare to be mindful by being open to new, 73. *See also* Interests

- Policies and practices: challenging outdated, 176; honing an organization's messages, 177–178; questioning assumptions about existing, 170, 175–178; showcasing an organization's deep bench, 176–177
- Positioning to negotiate: BATNA (Best Alternative To a Negotiated Agreement), 41–46; Charlotte's Chance Case on, 34–35; “constructing” n-negotiations, 32–33; how it can set up for mindfulness, 71–72; main points to remember about, 47; N-negotiations and established, 323; the other person's role, 33–34; putting positioning to work, 47–48; second-generation gender issues and small wins, 46–47; taking stock of your value, 36–41; your role as negotiator, 33. *See also* Negotiation opportunities
- Power: adverse relationship between empathy and high level of, 203n13; dispute resolution factors of rights, interests, and, 197n1; how communication is impacted by, 209n17; information is, 11–12, 25–26; iron fist strategy to exercise, 89–90, 98; link between sense of control and, 202n8; negotiating behavior and different power primes, 203n20; physical effects of feeling more powerful, 204n22; of a positive mood, 90; as product of social relations between two actors, 200n30; velvet glove to carefully wield, 90–93, 98. *See also* Bargaining power
- Power dynamics: avoiding the trap of countermoves, 127–128; cultivating your repertoire of turns, 130–140, 141; preparing for strategic moves, 128–130, 141–142; putting moves and turns to work in, 141–142; second-generation gender issues and small wins related to, 140–141; shifting negotiation, 124; strategic moves that change, 124–127
- The Power of a Positive No* (Ury), 7
- Power poses, 89–90, 98, 204n22
- “Powering up” tricks, 89–90, 98
- Premature cognitive commitment, 64
- Prenegotiation techniques. *See* Negotiation-launching techniques
- Private-sphere ethic of care, 31
- Problem-solving collaboration: circular questions for, 156–157, 165, 211n18; Margaret's Mandate Case's successful, 158; questions that promote, 155–158, 165; root-cause questions, 157–158, 165
- Problem-solving negotiation: anticipating the resistance to, 144; creative options for, 54–59, 73; description of problems and opportunities for, xxiii; domination versus compromise options in, 51; Follet's study of, 50–51; framing for n-negotiations, 54, 143–144; integrating divergent interests approach to, 51–53; navigating past bumps in the road or stalemates, 158–163; putting problem-solving techniques to work, 164–165; questions used to promote, 151–158; second-generation gender issues and small wins in, 163–164; shaping your stance to the circumstance, 145–151. *See also* Mutual-gains problem solving
- Problem-solving stance: going into the negotiation, 147–148; Margaret's Mandate Case on shaping, 145–146; shaping your, 145
- Professional development opportunities: as negotiation issue, 173, 175; network role in career development and promotion, xxxii, 24, 194n57, 196n26, 203n18, 213n7
- Program on Negotiation (Harvard Law School), 150
- Promotion: as negotiation issue, 173, 175; network role in, xxxii, 24, 194n57, 196n26, 203n18, 213n7
- Pronouns and gender, xvi

Q

- Questioning strategic turn, 133–135, 141
- Questions: Alexandra's Case: Responding to an Ask, 112–114; contextual, 152–153, 165; hypothetical testing, 153–154, 165; open-ended, 152–155; posed for competitive or cooperative reasons, 210n13; preparing for the “hardest,” 119–120; problem-solving through the use of, 151–158; promoting collaborative problem solving, 155–158; promoting mutual-gains problem solving, 152, 155, 165; promoting problem solving by using, 151–158; “reality testing,” 92, 98; reciprocity, 154–155, 165; shift the balance to get the other person to ask you, 115–116; WH (who, whose, what,

Questions: (*cont'd*)

when, why, which and how), 152; when to ask the other person, 114–115

Quindlen, Anna, 91

R

Raising the status quo costs: the fine line of making your value visible and, 88–89; have allies deliver messages about the, 94, 95–96, 98; Isobel's Case on, 87–88; Katherine's Case on, 88; for reluctant negotiators, 86–87; risks in, 87–88; stop doing “invisible” work, 98; using an “iron fist in a velvet glove” for, 89–93

Rapoport, Rhona, 180, 212n2

Rapport routines: establishing and creating your own, 105; nonverbal cues, 105–106; phone conversations and small talk, 206n12; scheduling regular check-ins with your work colleagues, 206n10; schmoozing in well-established relationships, 105

“Reality testing” questions, 92, 98

Reciprocity building, 66, 206n11, 209n17, 210n16, 210–211n17

Reciprocity questions, 154–155, 165

Relational interests, 66, 73

Relational malpractice, 198n10

Relational work, 194n54

Relationships: building rapport to build, 102–106, 117; developed with allies and sponsors, 97; a negotiation stance of appreciation related to, 150–151; quality of your ally, 96; schmoozing in well-established, 105. *See also* Allies; Networks

Resistance: anticipating problem-solving, 144; sources of, 122–124; strategic moves and, 122

Responses: circular, 52–53, 64–71; domination versus compromise options for, 51; use gratitude carefully in your, 114–115; linear, 52–53; preparing for your “hardest question,” 119–120; silence as a, 119, 120, 132, 141; similarities between opening moves and, 114–116; when to question the other person, 114–115; when to shift the balance to get other person to question you, 115–116; “Yes, and...” 15, 16–17, 18–19, 62, 64, 118. *See also* Asking; Communication; Strategic turns

Rewards, 174–175, 195n10

Rhode, Deborah, 92, 205n32

Rhonda's story, 178

Rice, Condoleezza, xx

Role play: to build empathy for other person, 209n8; for preparing for negotiation, 149–150, 164–165, 207n17, 210n9

Root-cause questions, 157–158, 165

“Rosalie's Case,” 121–122

Rosalie's case: appealing for sympathy during, 127; challenging competence or expertise strategic move in, 125; creating moments of learning in, 180; “good reasons” in, 130; honing an organization's message during the, 177; integrating interests during, 141; naming strategic move during, 135; preparing for surprise issue in the, 140; promoting organization change by sharing stories from, 183; questioning strategic turn during, 134–135; showcasing an organization's deep bench in the, 176–177; small wins through strategic turns during, 140–141; strategic move preparation by knowing the who, 129; transparency through clear opportunities provided in, 173; the trap of countermeasures in, 127

S

“Safe-identity workspaces,” 182, 215n27

Salary. *See* Wage and salary transparency

Sally's story, 94, 95

Sandberg, Sheryl, xxiv, xxv, 37, 109, 188n10

Scarborough, Joe, 93–94, 96, 103

Schmoozing: building rapport through the power of, 103–104, 105; use gratitude carefully, 114; in well-established relationships, 105; Yiddish *schmeusen* or *shmoos* for conversing or, 104, 206n11

Sebenius, James, 96, 119, 128, 133, 187n4, 198nn7, 12, 201n2

Second-generation gender issues: Cheryl's Commute Case as example of, 72; explanation of, xiii, xxvii, xxviii; impact on men, xiii; invisible work and, 96–97; likelihood others won't recognize problems of, 53, 123, 169; potential to change through small wins, 24–25, 46–47, 72, 96–97, 116–117, 140–141,

- 163–164. *See also* Biases; Double-binds; Gender-status beliefs; Small wins
- Setting the table, 96, 201n2
- Shapiro, Dan, 102
- Shifting gears: looking for opportunities for, 106; moves for successful, 106–109
- Shifting gears strategies: connecting to what is happening in the organization, 108, 118; enlarging the context for negotiating, 109, 118; look for ways to repurpose an existing meeting, 118; picking the right time and place, 107, 118; providing an update on a new role, 108–109
- Shifting the balance, 115–116
- Silence, 119–120, 131–132, 138, 141.
See also Interruption strategic turns
- Small wins: accumulating big gains from the power of, 184–185; Cheryl's Commute Case as example of, 72; getting past stalled negotiations, 163–164; how negotiating can change negotiated order and create, xiii, 24–25, 214–215n21; implications of building, 183–185; Lucy's story to build on, 182–183; mechanisms to disseminate, 179–183; negotiation-launching techniques and role of invisible work, 96–97; in openings and when asking, 116–117; opportunities and positioning, 46–47; as powerful because they are achievable, 24; recognizing opportunities for n-negotiations to promote, 185; storytelling as a simple way to build on, 180–185; strategic moves and turns, 140–141; three categories of, 170–179; Weick's introduction of the idea of, 197n28. *See also* Organization change; Second-generation gender issues
- Small wins categories: increasing transparency, 170, 171–175; opening dialogue, 178–179; questioning assumptions about existing practices, 170, 175–178
- Small wins mechanisms: creating moments of learning, 179–180; spreading wins with stories, 180–183
- Social capital, 205n36
- Social costs of asking, xxviii, 7, 37, 90–91, 192n37, 39, 40
- Solutions: be open to new, 73; be the person who brings the, 54; bridging, 56–57, 59, 73; Cheryl's Commute Case anchor on, 61; creative options for, 54–59, 73. *See also* Trades
- Sponsors: as particularly valuable for women, xxxii–xxxiii, 94–95; value of enlisting, 94–95, 97, 174, 205n36. *See also* Networks
- Stakeholders value messages, 82
- Stalled negotiation tips: ask for advice, 160; bring in others who can help, 162–163, 165; consider small steps you can take, 161–162, 165; explore assumptions more deeply, 160–161, 165; explore consequences of no agreement, 162, 165; name what's happening, 159–160, 165; for navigating past the bumps, 158–159; second-generation gender issues and small wins, 163–164; take a break, 159, 165. *See also* Problem-solving negotiation; Stonewalling
- Stance. *See* Negotiation stance
- Star Wars (film), 76
- Status quo costs. *See* Raising the status quo costs
- Stone, Doug, 147
- Stonewalling, 79. *See also* Stalled negotiation tips
- Storytelling/stories: changing your organization with personal, 182–183; Lucy's case on how small wins built on story, 180–183; as organization change tradition, 180–181; revising the dominant narrative as needed, 181; as a simple way to build on small wins, 181–182; spreading small wins through, 180–181
- Strategic moves: appealing for sympathy or flattery, 126–127; challenging your competence or expertise, 124–125; changing power dynamics using, 124–127; criticizing style, 125–126; demeaning your ideas, 125; description of, 119; “dirty tricks,” 123, 208n8, 211n21; the “hardest question,” 119–120; how to turn, 120–130; preparing for, 128–130, 141–142; resistance to, 122–124; second-generation gender issues and small wins for, 140–141; threatening moves, 126. *See also* Countermoves
- Strategic moves preparation: importance of, 128–129; know the other person's “good reasons,” 67–71, 109–114, 130; know

Strategic moves preparation: (*cont'd*)
 what you know about the person you are dealing with, 129; know your challenges, 129

Strategic turns: additional ways to create a, 137–138; Charlene Barshefsky's silence as a, 119, 120, 132; correcting, 135–136, 141; cultivating your repertoire of, 130–131; diverting, 136–137, 141; focusing on the future, 137, 141; hear how you say what you say when making, 139–140; incorporate your own style into, 139; instead of countermoves, 120; interruption, 131–132, 141, 209n18; naming, 132–133, 141, 142; prepare for surprises, 140, 141–142; putting them to work, 141–142; questioning, 133–135, 141; recognize possibilities for, 138–139; Rosalie's Case on, 121–122; second-generation gender issues and small wins for, 140–141; silence, 119, 120, 132, 141. *See also* Responses

Strauss, Anselm, xxi–xxii

Stress and anxiety, 204n24

Stuck negotiations. *See* Bumps in the road

Sturm, Susan, 174, 212n3, 212–213n6, 213–214n13

Sympathy appeals, 126–127

T

Taking a break, 159

Tanya's story, 108

Tempered Radicals (Meyerson), 136, 179

Tennis partner's story, 27

Tenure system, 212n2

Threatening moves, 126

Time-based trades, 55

Trades: establishing your value proposition for, 36–41, 54–55; expanding the range of, 55; generating multiple ideas based on multiple, 61; paying in another currency, 55–56, 73; shifting from a single issue to contingent agreements, 55–56, 61, 73, 153, 155; time-based, 55. *See also* Interests; Opening offers; Solutions

Transparency: clear communication channels for, 173–174; clear criteria for, 171–173; clear opportunities for, 173; how small wins increase, 170, 171–175; on rewards and wage and salary information, 174–175

Trust: nonverbal cues creating, 105–106; other criteria for, 106; productive negotiations by building, 178–179

Turns. *See* Strategic turns

U

Unconscious mimicry (mirroring), 105, 207n14

Understanding Your Counterpart: The Who: Cheryl's Commute Case application of, 61–62; collecting information about, 11; discovering their “good reasons,” 67–71, 109–114, 118, 130; importance of knowing your counterpart, 20; main points on, 26; preparing for strategic moves by, 129, 142; using what you know about your counterpart, 20–21; what Claudia's Case teaches us about knowing, 21–22, 24; what Marisa's Case teaches us about knowing, 22–24. *See also* Parties

Ury, William, 7, 32, 41, 50, 92, 136, 159, 187n2, 197n1, 198n17, 208n8, 211n21

US Airways–American Airlines merger, 76–77

US Capitol Building, xxviii–xxix

V

Value proposition: challenge 1: to figure out your value, 37–39; challenge 2: plan to make your value visible, 39–41; collect records of your achievements, 82–83; converting a distributive or win-lose game into a, 54–55; Lisa's Case on presenting her, 84–85; relay value messages from other stakeholders, 82; setting your value currency, 36–37; tailoring the value message to its recipient, 82

Value proposition strategies: anticipate the other person's power moves, 83; Isobel's Case on, 85–86; Lisa's Case on, 84–85

Value visibility: challenge of increasing your, 39–41; how allies can increase your, 94, 98; increasing your own, 81–83, 213n9; Isobel's Case on making her, 85–86; second-generation gender issues and small wins related to, 96–97; strategic moves to make your, 83–84, 97; tailoring the value message to its recipient, 82. *See also* Invisible work

Velvet glove strategies: double bind of the, 90–93; linking your action to the good of the company, 92–93; “reality testing”

questions on consequences of no agreement, 92, 98; smoothing out your BATNA to make it a, 91–92, 98

Vulnerabilities: charlotte's Chance Case on her, 38–39; identify your, 38; preparing for moves by knowing your personal, 129, 141; putting them in a positive light, 40–41

W

Wage and salary transparency, 174–175, 189n18, 214n15

Wage gap, xxvi, 189nn17, 18, 19, 20, 214n19

Wage negotiations: backlash against women in, 204–205n30; gender differences in outcomes of, 190n25, 197n25; gender differences in salary expectations, 190n26, 190–191n27

Warren, Elizabeth, 93, 205n33

Weick, Karl, 197n28

WH (who, whose, what, when, why, which and how) questions, 152

The What. *See* Benchmarking: The What

Wheeler, Mike, 104, 205–206n1

The Who. *See* Understanding Your Counterpart: The Who

“Why” questions, 152

Winner's curse, description of, 19–20

Women: associated with communal traits, 192–193n39; assumption that they won't relocate, 72, 123, 177, 199n23; cultural expectation of collaborative behavior of, 30–32; double-binds faced by, 31, 37–38, 65, 90–93, 95, 201n18, 205n33, 207n16; ecosystem vs. egosystem motivation benefits for, 205n32; hysterical female stereotype of, 126; less likely to access negotiation opportunities, 29–30; marketplace negotiations by Ethiopian, 3, 4–5; negative perception of those who negotiate for themselves, 192n36; network role in career development and promotion of, xxxii, 24, 194n57, 196n26, 203n18, 213n7; perception of those engaged in male tasks, 192–193n39; placed in the “glass cliff” to fail, 164,

172–173, 211–212n29; sponsors as particularly valuable for, xxxii–xxxiii, 94–95; tendency to feel responsible for everyone, 31–32; US Capitol Building metaphor on workplace culture and, xxviii–xxix; value of women's networks to, 214n14; wage gap of, xxvi, 189nn17, 18, 19, 20, 214n19; ways to document accomplishments by, 199n21. *See also* Gender differences; Gender-status beliefs

“Women don't ask” notion, 29, 189n17, 190n22, 195n4, 196n12, 208n23

Women of color, xxvi, xxviii, xxxii, 77, 90, 116, 189n19, 192–193n39

Workplace negotiations. *See* N-negotiations

Y

“Yes, and ...” response: benefits of answering with a, 18–19; Cheryl's Commute case application of, 62, 64; Elena's case application of, 64; Marisa's case using the, 15, 16–17; remember the value of, 118. *See also* Asks

Your counterpart. *See* Understanding Your Counterpart: The Who

Your organization: connecting your negotiation to what is happening in, 108, 118; getting good information from within negotiated order of, 10; implications of building small wins in, 183–185; increasing transparency in, 170–175; negotiation culture of, 9; opportunities to address gender equity in, 212nn2,3,4; questioning assumptions about existing practices of, 170, 175–180; small wins that open dialogue in, 170, 178–179; transparency through clear opportunities provided by, 173; understanding that it is not gender neutral, xxix–xxx; your own negotiation history within, 8. *See also* Negotiated order

Z

Zero sum. *See* Beyond the zero sum

Zuckerberg, Mark, 109