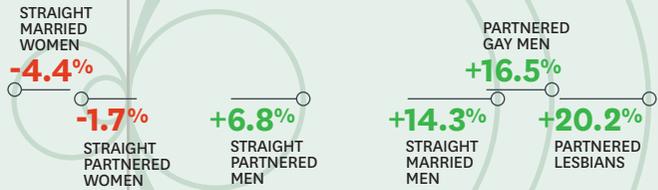


The Gender Wage Gap

The Rewards—and Penalties—of Parenthood

Having children tends to result in higher wages for men, whether they're straight or gay, married or partnered. Women are not so fortunate: Most mothers make less than childless women, according to **Amanda K. Baumle** of the University of Houston, who analyzed 2000 U.S. Census data. Only lesbians get a salary bump from having kids; in fact, gay women's earnings advantage from parenthood is even greater than men's. Baumle's theory: In employers' stereotypical view, lesbians maintain a work trajectory after having children that is more like that of a childless woman or a man. Meanwhile, employers' perception of straight women's competence drops when they have children, Baumle says.



THE KID EFFECT
PERCENTAGE DIFFERENCE IN SALARY FOR EACH GROUP BETWEEN THOSE WITH CHILDREN (SHOWN HERE) AND THOSE WITHOUT. FOR INSTANCE, STRAIGHT MARRIED MOTHERS MAKE 4.4% LESS THAN STRAIGHT MARRIED WOMEN WHO ARE CHILDLESS.

DECISION MAKING by Jennifer S. Lerner and Katherine Shonk

How Anger Poisons Decision Making

You're late for work, and it's pouring rain. In the parking lot, a car speeds around you and takes the last spot near the building entrance. You end up trudging from the back of the lot and get soaked to the skin. You're mad, and you know your judgment at the moment is probably impaired. Worse, the leftover anger will continue to color your decisions at work, our research suggests, without your awareness—not a good thing for anyone trying to steer the best course through the day's business problems.

Many organizations have anger-management programs for their most egregious bullies, but the reality is that the vast majority of employees will experience anger triggered by anything from a family quarrel to a lost parking space—and their work will suffer for it. For example, angry people tend to rely on cognitive shortcuts—easy rules of thumb—rather than on more systematic reasoning. They're also quick to blame individuals, rather than aspects of a situation, for problems.

Companies can effectively work around this human tendency and mitigate the impact of anger-fueled actions in the workplace by introducing accountability. If you expect that your decisions will be evaluated by someone whose opinions you don't know, you'll unconsciously curb the effects of anger on those decisions. When you can't be sure how your evaluator will judge your behavior, you'll pay more attention to the key facts of a situation, which will

then crowd out the (unwanted) influence of your own feelings from past events. This finding has important implications for organizations and their populations of semi-rational, emotion-ridden individuals who endeavor to produce good decisions in spite of themselves.

ANGER'S LINGERING EFFECTS

Participants in a study watched an enraging video and then served as jurors on unrelated fictional tort cases. Those who knew they would have to account for their decisions were better at managing the effects of their anger.

Unaccountable participants	Accountable participants
Judged the behavior of defendants in unrelated cases harshly	Were evenhanded in subsequent decisions
Dismissed the mitigating circumstances in the situations	Based their decisions on the facts of the case
Failed to consider whether their decisions were defensible	Engaged in self-critical thought about the defensibility of their decisions
Blamed others	Corrected for their tendency to blame others

A study conducted by Jennifer S. Lerner with Julie H. Goldberg of the University of Illinois and Philip E. Tetlock of UC Berkeley documented the psychological effects of residual anger. The study found that people who saw an anger-inducing video of a boy being bullied were then more punitive toward defendants in a series of unrelated fictional tort cases involving negligence and injury than were people who had seen a neutral video—unless they were told that they'd be held accountable and would be asked to explain their decisions to an expert whose views they didn't know. After watching the bullying video, the subjects in this accountable group were every bit as angry as the others, yet they judged the defendants' behavior less harshly. Accountability appears not to change what decision makers feel; rather, it changes how they use their feelings—a much more manageable objective for the workplace.

Without revealing their own views, managers should inform employees that they will be expected to justify their decisions on certain projects—not just the outcomes—after the fact. By improving accountability, managers can steer employees toward decisions free from the negative effects of anger. **HBR Reprint F1009C**

Jennifer S. Lerner is a professor of public policy and management at Harvard's Kennedy School and the director of the Harvard Decision Science Laboratory. **Katherine Shonk** is a research associate at Harvard Business School and Harvard Kennedy School.

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