

Role Negotiation Model

TIP

Guidelines

Individuals control their own expression of feelings; Open/honest/specific disclosure of expectations; Expectations and agreements are written; Must be willing to give, in order to get; Behavior change is expected for both; Threats and pressures don't work as well as rewards.

Phase I. Individual Prework

1. Create Lists of Expectations

List for each member of team, your expectations: What to do more of, Less of, Continue doing

2. Exchange Lists

Phase II. Setting Expectations

3. A States What and Why

Person A picks a high priority expectation from their list. They state what they expect and why, what the impact is on the work or themselves.

Phase III. Negotiation

4. B Checks Understanding

Person B asks questions and paraphrases their understanding of what is being requested. Ask for concrete examples.

5. Possible Reactions from B

OK (Move to Step 7)
Unclear
OK if...
No, but instead I can do...
No, here's why...
That doesn't agree with what C expects from me.

6. Negotiate Issues

Generate possible ideas to get at impacts, interests of A and B
Combine the best ideas
"If you do X, I'll do Y."
Work toward a solution everyone is willing to try

7. Written Contracts

Who will do what by when
Plan for possible obstacles
Decide what to do if plan falls out
Schedule follow-up

TIP

Watch for Vulnerable Points

Initial sharing of issues could result in anger and defensiveness. Therefore, it requires that no one is allowed a rebuttal, defence or yes or no reply. Argument, discussion or decision making is avoided at this point. People are wise about the issues that can be dealt with. So, they choose the ones they feel can be reasonable resolved. Sometimes people agree to change without conviction. So, all agreements are shared with the whole group to test via questions the good faith effort and reality of the agreement. Superficial negotiation, bad faith, or unanticipated changes in the workplace cause contract violations. That's the reason for a follow-up session.

Role Negotiation Preparation

Purpose: Preparation for One-to-One Role/Responsibilities Discussion

Please Answer These Questions:

1. Expectations you have of yourself. What specific past events, outcomes, or experiences help to serve as examples of what you want most to do more of? Most to do less of? What you want most to continue to do? In what way might your daily behavior be different?
2. Things you've been wanting to do but haven't had the opportunity to really consider or try out. Any particular area of exciting possibility for you in the next year or two? Capability, decision authority, arena of operation, role, responsibility, or project that might be added or expanded?
What support would you want from Harold in order to do this? From others-Who? What?
3. Important role or responsibility issues that need to be resolved. What, if any, past events, outcomes, or experiences come to mind that typify role or responsibility issues? What were the clear consequences of what happened?
4. Expectations you have of the Director What specific past events, outcomes, or experiences serve as examples of behaviors and roles you want him to do more of? Less of? Continue? In what way might his daily behavior be different?
(Questions 5-8 are for Reports That Hired in During the Last 3 Months)
5. How are decisions to be made? Which are mine alone? Which are ones to work in collaboration? With whom?
6. What kinds of feedback do I expect? When? How?
7. What areas do I need to be working on? Immediate objectives to be held accountable for?
8. When, how will we transition? What can the Director do to help make a smooth transition?

These are the parallel set of questions that the Director will respond to in preparation for the One-on-Ones:

1. Expectations you have of [Name] . What specific past events, outcomes, or experiences help to serve as examples of what you want him/her most to do more of? Most to do less of? What you want him/her most to continue to do? In what way might his/her daily behavior be different?
2. Important role or responsibility issues that need to be resolved. What, if any, past events, outcomes, or experiences come to mind that typify role or responsibility issues? What were the clear consequences of what happened?
3. Expectations you have of yourself. What specific past events, outcomes, or experiences serve as examples of behaviors and roles, in relation to [Name], that you want to do more of? Less of? Continue? In what way might your daily behavior be different?

Tips in Responding To Questions

It is most helpful to be concrete, specific and descriptive using examples. In that way, everyone can refer to the same particulars, there will be less need for interpretive judgments, it drops out good and bad and each person can evaluate for themselves the requests that are being made. These details help avoid assumptions. For example, "meet with me once a week is much more actionable than improve our communication.

Also, share the reasons for what you want so that the impacts and consequences are clear, your reasoning can be understood and everyone can gauge for themselves how important this is to you and to the Department.

As you review the responses of the other person, decide what you agree with right away, what is unclear to you about what they wrote and what you disagree with. Select the top two or three items that you feel are important to discuss so you can focus your attention.

Format for Team Presentations After One-on-Ones

Name//Date

Ongoing Responsibilities

Objectives for 1998

Decision Authority Delegated

Leadership
Development