

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.