

MPV_COMA
Communication
and Managerial
Skills Training
Lecture 3

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Content

- I. Negotiation
- II. Employee recruitment and selection
- III. Performance appraisal

I. Negotiation

Negotiation

- a careful **exploration** of your position and the other person's position, with the goal of finding **a mutually acceptable compromise** that gives you both as much of what you want as possible.
- People's positions are rarely as fundamentally opposed as they may initially appear

Negotiation process

- I. Preparation
- II. Exploration
 - Needs Identification
- III. Bargaining
 - Argumentation
 - Persuasion
 - Handling Objections
- IV. Closing & Gaining Commitment
- V. Follow- Up

I Preparation

- Preparation is a factor of success or failure.
- Prepare a strategy
 - Flexible paths: could change (evolve) during the negotiation

I Preparation

- Goals
- Trades
- Alternatives
- Relationships
- Expected outcomes
- The consequences
- Power
- Possible solutions

I Preparation

- **Goals:**
 - What do **you** want to get out of the negotiation?
 - What do you think the **other person** wants?
- **Trades:**
 - What do you each have that the other **wants**?
 - What are you each comfortable **giving away**?
- **Alternatives:**
 - What alternatives do you have if you don't reach agreement?
Are these good or bad?
 - How much does it **matter** if you do not reach agreement?
 - Does failure to reach an agreement cut you out of **future opportunities**?
 - And what alternatives might the other person have?

I Preparation

- **Relationships:**

- What is the history of the relationship?
- Could or should this history **impact** the negotiation?
- Will there be any **hidden issues** that may influence the negotiation?
- How will you handle these?

- **Expected outcomes:**

- What **outcome** will people be expecting from this negotiation?
- What has the outcome been in the **past**, and what precedents have been set?

I Preparation

- **The consequences:**

- What are the consequences for **you** of winning or losing this negotiation?
- What are the consequences for the other **person**?

- **Power:**

- Who has what **power** in the relationship?
- Who **controls resources**?
- Who **stands to lose** the most if agreement isn't reached?

- **Possible solutions:**

- Based on all of the considerations, what **possible compromises** might there be?

II Exploration

- **Approach**
 - First impression
 - Development of rapport with the another party
- **Explaining needs**
- **Identifying needs of another party**
- **Establish bargaining climate**

- **Goal:** Improve understanding of the situation
- **Danger:** revealing too much without getting comparable information

II Exploration.

Needs Identification

- **Requires asking probing questions**
 - Open questions:
 - What, how, why, etc.
 - Closed questions:
 - Answer: one or few words, yes/no
 - Alternative questions:
 - Would you like ... or ...? What is better for you ... or ...?
- **Active listening**
- **Synthesis**
 - If I've understood correctly, you.....

III Bargaining

- Offering and discussing specific proposals
 - Argumentation
 - Persuasion
 - Handling Objections

III Bargaining Argumentation

- Choice of arguments,
- Formulation of arguments,
- Structure of the argumentation.

III Bargaining Argumentation

- **Choice of arguments**

- Choose the arguments that correspond to needs and interests of another party.

III Bargaining Argumentation

- **Formulation of arguments**

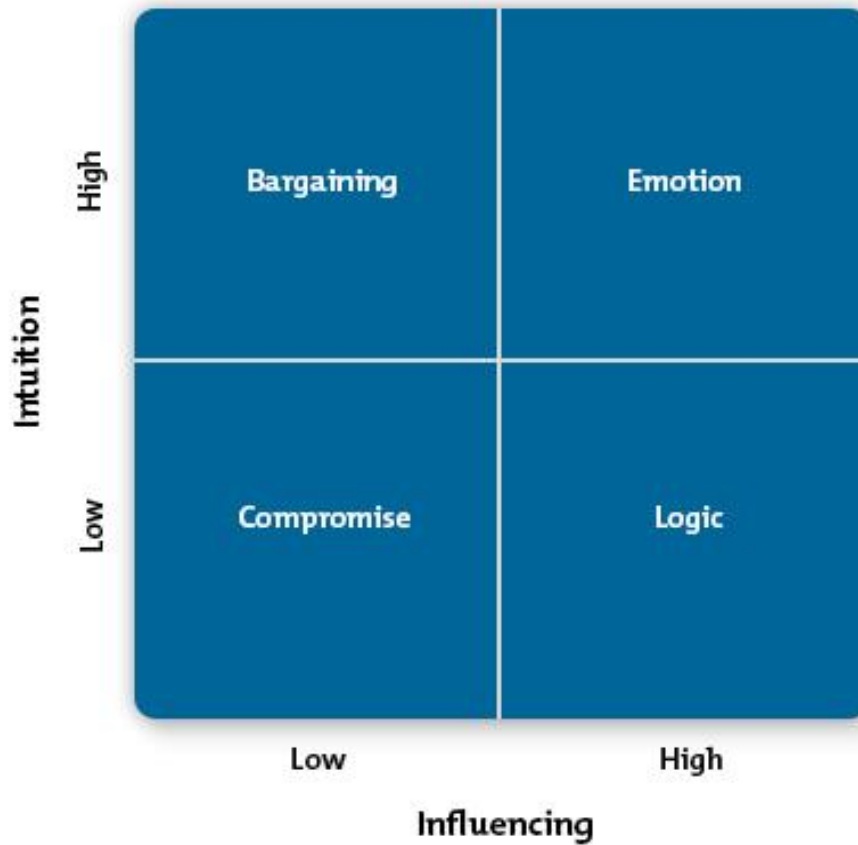
- Information is not enough:
 - Recipient may not realize the benefit,
 - Recipient may not realize all benefits,
 - Information recipients may interpret your argument in a completely different way,
 - You do not convince, you only inform.
- What benefits the proposed solution will bring, what will other party gain?

III Bargaining Argumentation

- **Structure of the argumentation**
 - Good use of strong arguments:
 - Not beginning
 - Not end
 - Prepare!!!

III Bargaining.

The Persuasion Tools Model



III Bargaining. Persuasion skills

- **Active listening** – be aware of objections coming from another party
- **Effective communication** – understand needs and requirements to transform them into benefits
- **Patience** – not to push idea faster than receiver can process
- **Accepting and willingness to deal with conflict**

III Bargaining. Handling Objections

- <https://www.youtube.com/watch?v=rePnYdjfHaE>

III Bargaining. Handling Objections

- Listen,
- Make sure you understand (why?),
- Respond – testing potential solution/scenario,
- Confirm – yes/no?,
- Continue.

III Bargaining.

Bargaining climate

- Degree of cooperation, friendliness, formality
- Positive climate – control temper, active listening
 - Stating own needs less provocative than attacking opponents
 - Small favors improve climate, large favors can be considered as bribes (cultural context)
- Climate changes throughout negotiation

Negotiation process.

IV Closing & gaining commitment

- When outcome is reached, review the steps to be taken next.
- Be sure that everyone understands outcome and follow-up steps – vital for successful negotiation!
- Summarize in written and get signatures of both parties if necessary.

Negotiation process.

V Follow-up

- Ensure that appropriate steps and procedures agreed are being followed:
 - Follow-up phone calls & emails

II Employee recruitment and selection

Employee recruitment and selection

IA Job analysis

- Job description

- Personal specification

IB Competency analysis

- Competency framework

II Recruitment

III Selection

IV Job offer

IA Job analysis

- Systematic obtaining of detailed and objective information about a job, task or role
- Basis for job description and person specification
- **How?**
 - Observation
 - Analysis interview
 - Duties and skills analysis (computer)
- **Result:** Skills deployed, equipment used, environment
- **Problem:** inaccuracy, when jobs change
=>Regular updating

IA Job analysis

- **Sources of information** used to perform the job,
- **Mental processes** used to perform the job,
- **Methods** used,
- **Output** expected,
- Types and levels of **relationships** with others,
- Physical and social **context**,
- Other job characteristics and activities.

IA Job description

- Tasks that make up a job,
- Statements of reporting lines,
- Areas of responsibility, and
- Performance criteria.

IA Job description

- Job title,
- Grade/ rate of pay,
- Main location,
- Supervisor's name/post,
- Subordinates,
- Summary of the main purpose of the job,
- List of principal duties with descriptions,
- Reference to other documents (collective agreements).

IA Person specification

- Human attributes or personality traits considered necessary for a person holding the position
 - Impact on others (appearance, manners, etc.),
 - Personality attributes and abilities,
 - Acquired qualification and relevant experience,
 - Motivation,
 - Adjustment (stability, resilience (to stress), etc.).

IB Competency analysis

- Person-based, rather than job-based
- People with consistently impressive performance
- **How?** Personality questionnaires and interviews
- **Result:** person profile/specification, depends on job role

- **Problems:**
 - Recruiting similar type of people,
 - Refers to past, not future.

IB Competencies

- Communication,
- Achievement/results orientation,
- Customer focus,
- Teamwork,
- Leadership,
- Planning and organizing,
- Commercial/business awareness,
- Flexibility/ adaptability,
- Developing others,
- Problem solving,
- Analytical thinking,
- Building relations.

II Recruitment

- Proactive vs. reactive recruitment
- Time between position opening and applicant hired
 - **Proactive** – concerted effort to find employees
 - E.g. Direct mail to prospective applicants
 - **Reactive** – waiting for applicants to apply
 - E.g. employee referral

II Recruitment

- Draft the ad, describing the position and the key qualifications required
- Post the ad in the mediums most likely to reach your potential job candidates

Traditional recruitment sources

- **Employment agencies**
 - Access to large labor pool/ Costly
- **Direct mail**
 - Personalized/ Time intensive
- **Employee referrals & Job posting**
 - Moral booster, inexpensive/ Demotivator if didn't get hired, lost time
- **Campus recruiting**
 - Select top students/ Hard to assess potential
- **Advertising**
- **Web posting or newspaper inserts**
- **Job fairs**
- **Former applicants**
- **Government agencies**
- ...

III Selection process

- Develop a series of phone-screening questions
- Review the resumes you receive and identify your best candidates
- Screen candidates by phone
- Select candidates for assessment
- Assess your potential candidates for their skills and attributes
 - Psychometric and personality tests
 - Work activities testing & simulation exercises
 - Assessment centers

III Selection

- Schedule and conduct candidate interviews
- Select the candidate
- Run a background check on the individual to uncover any potential problems not revealed by previous testing and interviews

- Then, make your offer to the candidate

Selection interview.

Positive impression

- Allot sufficient amount of time for interview,
- Be polite,
- Be prepared,
- Display sense of pride in and involvement with company,
- Exhibit enthusiasm and interest,
- Stay focused on the applicant during interview
- Remain professional at all times.

Employee recruitment and selection

- <https://youtu.be/1Z1vgw0EWWQ>

Common recruitment mistakes

- Failing to define the position being offered,
- Underestimating the importance of corporate culture,
- Taking sole responsibility for hiring,
- Failing to prepare for the interview,
- Providing an inappropriate setting for the interview.

Job applicant's view. Finding Career Direction

- **Talent-based approach:**
 - Who Am I?
 - What Do I Want to Do?
 - How Do I Get Hired?

Finding Career Direction

1. Discovering who you really are

○ **Exploring Your Talents**

- What do you consider to be your greatest accomplishment?
- When have other people considered you to be most successful?
- When have you enjoyed your work most?
- For what would you take a very strong stand?

○ **Personality tests**

- E.g. Keirsey test <http://www.16personalities.com/>

Finding Career Direction

1. Discovering who you really are

- **"Who I Am" Statement**

- What your talents and strengths are
- The talents you achieve most with
- The activities you get most satisfaction from
- The type of activity the psychometrics you've completed guide you towards

- **Personal SWOT analysis**

Finding Career Direction

2. Finding out what you want to do

- Exploring the Options You Know About
 - jobs that would suit someone with the talents and interests in your "Who I Am" statement
- Career Tests
 - Holland Codes <https://www.123test.com/holland-codes-career-tests/>
- Thinking Further
- Choose 5-6 top choices
- Perform career research

Finding Career Direction

3. Answering “How do I get hired?”

- Long-term vision in terms of your career
- Career plan (steps to take to accomplish long-term goal)
 - What qualification should you get?
 - What experience should you build?
 - Which organization will give you the best start?
- Implementation plan
 - Short-term goals
- Contingency plans
 - “What-if” analysis

Job applicant's view Selection interview.

- https://www.youtube.com/watch?v=PZdj_oqQrhbU&list=PL51B13391A176E8F5

III Performance appraisal interview

Performance appraisal

- a method by which the job performance of an employee is documented and evaluated.

Performance appraisal.

Benefits

- Facilitation of communication,
- Enhancement of employee focus through promoting trust,
- Goal setting and desired performance reinforcement,
- Performance improvement,
- Determination of training needs.

How performance appraisal interview should **not** look like?

- https://www.youtube.com/watch?v=09bp_4Muh8

Preparation. Manager

- Choose neutral territory,
- Let employee confirm date, time, place and content,
- Give employee at least 1 week for preparation,
- Prepare a comprehensive overview of employee's performance,
- Facts, concrete evidence.

Preparation. Manager

- **Pay attention:**
 - Goals, stated during previous appraisal interview,
 - Real successes and failures and their consequences,
 - Conditions of successes and failures,
 - Any changes in job description,
 - Relationship with other employees,
 - Personal development and self-education.
- **Use forms provided by company**

Preparation. Employee

- Do prepare!!!
- Use form from previous appraisal

Appraisal process

- Open and relaxed atmosphere
- Mutual respect
 - Goal is to gain agreement, it is not the situation where manager commands and employee obeys
- Engage employee in discussion

Appraisal process. Manager

- **DO**

- Prepare
- Listen and ask questions
- Concentrate on performance, not personality
- Be concrete regarding successes and failures
- Gain commitment regarding goals and further actions

- **DON'T**

- Press your ideas
- Be destructive

After appraisal. Manager

- Control improvement,
- Observe for problems.

How to do Effective Performance Appraisals

- <https://www.youtube.com/watch?v=E34Zt1cEpFA>

Biggest Mistakes Bosses Make In Performance Reviews

- Too vague,
- Everything's perfect – until it's not and you're fired,
- Recency effect,
- No preparation,
- No recognition,
- Not being truthful with employees about their performance,
- No follow-up,
- No discussion around the report's career ambitions.

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