

NEGOTIATION

Negotiation -- Gaining mutual agreement on or acceptance of a decision or course of action from individuals with real or perceived conflicting interests.

Some jobs require people who know when to give in on a point and when to stand firm. They know when to argue their case, raise questions, and make compromises in the best interests of all parties. Negotiation can be between peers and co-workers, supervisor and employee, or involve a citizen, supplier, or other outside agencies.

Though related to Leadership/Influence, Negotiation focuses on the ability to deal with actual differences of opinion and conflicting interests.

Key Behaviors:

- Identifies issues and concerns of both parties.
- Finds solutions that both parties agree on.
- Uses facts to back up a viewpoint.
- Responds to challenges with relevant information.
- Handles controversial situations in a positive way.
- Shares information to establish openness and trust.
- Explores the needs and viewpoints of others.
- Defines specific points of agreement/disagreement.
- Demonstrates understanding of others' needs and priorities.
- Keeps discussion issue-oriented.
- Settles disagreements and/or problems among parties.
- Uses effective influence behaviors (see Leadership/Influence).

Key Words -- rebut, firm, concede, seek, clarify, mutual agreement, organize, information, factual, disclosing, compromise

Dictionary of Dimensions - Table of Contents

MEETING LEADERSHIP

Meeting Leadership -- Using appropriate interpersonal styles and methods to guide a meeting toward its objectives; modifying behavior according to tasks involved and individuals present; keeping meetings on course; developing teamwork and cooperation.

The key to successful meetings is in how they are conducted. The effective meeting leader uses skills to enhance those factors that improve productivity (creating more and better ideas, increasing team spirit and motivation) while reducing those that interfere (hidden agendas, destructive alliances). Successful meetings get the job done and enable people to work together constructively. Participants leave meetings willing to work with each other instead of feeling "sandbagged," "blind-sided," angry, or "run-over" -- feelings often expressed when the supervisor/leader mishandles relationships in a meeting.

Key Behaviors:

- Develops agenda which includes the concerns and needs of others.
- Distributes agendas and relevant information in advance or at the beginning of the meeting.
- Selects appropriate type of meeting to accomplish task.
- Invites appropriate people to participate.
- Opens meeting by clearly explaining purpose and importance.
- Allows each member same chance to speak.
- Asks for suggestions and more information.
- Recognizes each member's suggestions and ideas.
- Deals with difficult relationships well.
- Makes suggestions on how to keep the meeting focused on objectives.
- Closes with summary and ensures that necessary follow-up dates are set.
- Distributes minutes to each participant.
- Uses smaller groups to discuss more difficult issues.

Key Words -- facilitates, informs, coordinates

[Dictionary of Dimensions - Table of Contents](#)
