Negotiation

Author Note

Negotiation

The two main approaches to any form of negotiation and they are integrative strategy versus distributive strategy (Gaertner & Ahlert, 1992). The two models of communication can be used in different contexts depending on which strategy can meet the goal set by the negotiator (Walton & Gershenfeld, 2004). Usually we can encounter distributive form of negotiation any time we are purchasing the car and integrated negotiations is something that we get involved with in ongoing basis, for example when we get to work early so that we get an off in the afternoon.

**Which approach to take?**

In my opinion I believe distributive bargaining can be a better strategy than integrative strategy. Distributive bargaining is very important especially when it comes to negotiations that are competitive and which involve distribution of fixed resources, and in this case the fixed resource is time (Luecke, 2010). The two parties in question are of the opinion that the resources are limited and they cannot be able to enlarge what is available for use, and it is win lose situation in that the one side gains at the other’s expense.

In the case with Michelle the stake are high and the dispute cannot be solved in any other way than through zero sum. The budget by the company is limited to the number of hours available and the seniority in terms of work, it is therefore upon all the parties to deal with their levels of compromise. Most of the critics of this method of bargaining believe that integrative strategy is better and they argue that when we invoke creativity, the disputants can be able to enlarge the resources and come up with benefits for both parties (Luecke, 2010). Distributive approach has been criticized for being destructive and making both parties to concentrate on their differences rather than how they can better their resources and position (Walton & Gershenfeld, 2004).

**Formulation of Plan**

**Define the issues**

Michelle works for Nikki which has to redesign its operations through offering new shifts. Those with seniority have been given advantage over the others and they have picked their ideal shifts. Those who have less seniority have been left with less ideal options. Michelle is one of those who feel that they have been left with less ideal option. She wants to meet with Nikki management in order to select a shift that suits her home responsibilities better.

**Bargaining mix**

This is made up of package of issues under negotiation (Kavanagh & Nailon, 2007). For every item that is included in the bargaining mix must have the starting point, target as well as resistance point.

* Home life responsibilities

She is furious with the fact that the schedule does not allow her to be able to tend to the needs of her family as she has been able to do in the past. If the management can be able to consider the fact that Michelle has certain human responsibilities that she must meet then one sticking point will have been met.

* Daycare provider Shift

Michelle has a daycare provider at home due to the fact that she is a single mum. Her daycare provider also works with a shift and therefore there is need to change her shift in order to fit into the new schedule for Michelle. It may be important that Michelle change the terms of engagement with her daycare provider which may be a disadvantage to her.

* Creation of the Shift option

This is the third bargaining aspect. The fact that Michelle is in the lower 20% makes it difficult for her even though she has been a stellar performance. The management should have included the opinion of the employees before they come up with final criteria.

**Interest of both parties**

Michelle wishes to find a shift that is ideal for her, in that she can be able to carry out her job duties and family responsibilities at the same time. The management wishes to be able to ensure that all employees work their shifts and meet the new goals.

**Resistance point**

The management has to ensure that the criteria that they have used stands. Michelle wishes to see that her needs at home are met with the requirements at home. Each party will look to ensure that they stick to their above interests.

**Alternatives and BATNA**

Michelle has the alternative of first to compromise her position and to change the hours with her daycare. The other alternative is to quit her job if her needs are not met. Lastly, she may take a shift that meets a middle ground between her and the management needs.

BATNA means the best alternatives to her negotiated agreement (Walton & Gershenfeld, 2004). The above alternatives can be taken as being inferior or superior to her BATNA. The first alternative is to accept any offer that betters her situation and reject any that further compromises.

**Objectives and Opening Bids**

Her objective should be to get a deal that; ensures she is able to meet her needs at home; she does not compromise her daycare schedule and also meet her daily duties at home. The starting point of negotiation should be aimed at changing the current position towards her BATNA.

**Social Context**

The negotiation took place within Nikki offices where all the stakeholders to the case were allowed to freely air their interests without any form of intimidation

Negotiations in most instances help individuals settle particular differences. In the negotiation process, agreements come to be as well as compromises reached (Gelfand, 2004). Negotiation in most situations helps do away with arguments and avoid disputes. A successful negotiation always applies the principles of fairness to maintain a healthy relationship (Lewicki, 2003). Negotiation is crucial to settling the dilemma with Michelle as well as attains peak results in Nikki’s organization. The following section aims to focus on issues affecting them, biases hampering their negotiation as well as strategies Nikki’s should use to address the conflict.

**Issues and Perspectives**

Michelle works for Nikki. The introduced shifts do not favor her and her home responsibilities. She desires to get an ideal change favorable for her. An ideal shift will be favorable for her and family. She feels the introduced shift will affect her home and family responsibilities. On the other hand, Nikki believes the proposed shifts will produce the best results for the new set goals. Additionally, Nikki has used a seniority tactic to assign the shifts that in returns dissatisfy Michelle.

Being an employee of the organization, she has the feeling that employees should have the right to choose the shifts that work best for them as compared to having fixed shifts assigned by the management. Nikki as the administration designed the schedule based on a seniority basis. The plan in return caused dissatisfaction in Michelle who desires to switch shifts and does not receive the privilege of receiving the preferential shifts, as she is not a senior.

**Formed Biases**

People may develop bias based on social class, toward as well as against individuals. Bias forces individuals to develop an inclination towards a particular direction (Guasco, 2007). Favoritism is a bias that occurs in several organizations. It sometimes favors individuals based on employee positions or the relationship an employee has with management. The bias illustrated in this organization lies towards the seniors. The drafted schedule favors the seniors as compared to other employees. Preferential shifts devised are seniority based.

Nikki does not provide a platform where all workers chose the shift that works for them. Additionally, in many organizations, biases based on feelings of being powerless are common. Most employees feel they are not in control over particular situations. Michelle feels powerless and not in control to change, the new schedule devised. The result of the bias is feelings of being upset that in return forces her to draft a negotiation plan to use to approach her boss.

**Strategies and tactics**

Negotiation strategies are crucial in achieving results (Shell, 2000). In situations where emotions are running high such as Michelle and Nikki case, negotiation tactics are essential. Strategies used include increasing one's power through enhancing one's BATNA (Guasco, 2007). This technique is important in helping one avoid being dependent on the alternatives of the counterpart. In the situation, the BATNA will help Nikki have the alternatives to convince Michelle why she chooses the schedule the organization has adopted.

Encouraging cooperative behavior is essential. Negotiation tends to be more aggressive, and hence cooperation is vital in achieving results. Michelle’s emotions are high and hence Nikki has to encourage participation through techniques such as using terminologies that do not provoke much debate. Additionally, positivity is primary in any negotiation (Guasco, 2007). Nikki must be positive that she will convince Michelle to accept the offer on the table and adjust her schedule to help achieve the organization's success. Preparation is crucial for any negotiation (Corvette, 2007). Nikki should have gathered enough information about Michelle. She should research what upsets Michelle so much. Prior enough preparation for the negotiation will help Nikki win over the negotiation.

Another crucial tactic is having an offer in case what is on the table does not work. Having in mind Michelle upset state, the organization should have another offer to negotiate with Michelle to keep her in the organization as a good worker. Having alternative offers is crucial. Showing the right emotions is as well an effective tactic in a negotiation. Nikki can show emotions of disappointment that in return may make Michelle make concessions (Corvette, 2007). Additionally and crucial to all negotiation is rapport. The right rapport helps set the negotiation mood. Nikki should set the right rapport that will not trigger anger in Michelle to achieve a win in the negotiation.

**Conclusion**

In this case, addressing the issues affecting Michelle and Nikki will be significant. Additionally, avoiding the biases in the negotiation will be significant in achieving a successful conclusion. Nikki usage of strategies and tactics of negotiation will be important in addressing the issues as well as understanding the emotions of Michelle.

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