

# Role Negotiation Technique

- Role negotiation technique is a team building technique involving negotiations between participants.
- When the causes of team ineffectiveness are based on people's behavior of unwillingness to change because it would mean a loss of power or influence, role negotiation could help to a great deal.
- Role negotiation technique directly intervenes in the relationships of power, authority and influence within the group. The change effort is directed at the work relationships among members.
- Role negotiation technique was developed by **Roger Harrison**

# The steps in Role Negotiation Technique

- Contract Setting
- Issue Diagnosis
- Influence Trade
- Appreciation and Concerns Exercise
- Visioning



# 1. Contract Setting

- OD consultant establishes the climate. OD consultant sets the ground rules.
- The focus is on work behaviors, not feelings about people.
- There needs to be specificity in stating what is needed in terms of:
  - what work behavior needs to be started
  - what work behavior needs to be stopped
  - what work behavior needs to be continued
- The session will consist of individuals negotiating with each other to arrive at a written contract of what behaviours each will change

## 2. Issue Diagnosis

- Individuals think about their own effectiveness improvement.
- Issue Diagnosis Individuals think about how their own effectiveness can be improved, if others change their work behaviors. Then, each person fills out an issue diagnosis form for every other person in the group. On this form, the individual states what he or she would like the other to do more, less or unchanged. This is shared.

## 3. Influence Trade

- Individuals discuss most important behaviour changes expected from the other side and it leads to fruitful ends.
- The negotiation ends when all parties are satisfied that they will receive a reasonable return for whatever they are willing to forego, agreed through a contract.

## 4. Appreciation and Concerns Exercise

- If the deficiency happens to be lack of appreciation, avoidance of confronting concerns and talents, then this will help. The facilitator (or consultant) will ask members to write one to three appreciations for each member of the group. Then the facilitator will ask members to jot down one or two minor irritants or concerns relative to each person. This forms the basis of further discussion.

## 5. Visioning

- Group members in one or more organisational groups describe their vision of what they want the organisation to be in future (by 6 months to 5 yrs).

# Conclusion

- It is best to have a follow-up meeting to determine whether the contracts have been honoured and to assess the effects of the contracts in terms of their effectiveness.