



Met Office

Assignment 1 - Negotiation and Conflict Handling

1. Think about any negotiations you have been involved in personally
 - a. Which **phase(s)** in the negotiation should you have handled differently? (E.g. Preparation, Discussion, Proposal, Bargaining)

Answer:

Discussion and Proposal.

I hardly asked to know about what the other party needs. Mostly only wait for them to say themselves and did nothing (i.e. probing) about it. Therefore the proposal is went off, because I never knew exactly about what they need, so I could not propose anything to fulfilled it. My proposal, if any, hit the wrong door.

- b. How could you have changed your approach to achieve a better result?

Answer:

I have to put more effort and attention to know about the needs of other party. If we know what they need, my proposal could open the right door. I can get what I need by giving them what they need.

I think, if we can summarize well about their needs, it will become much easier in proposal and bargaining phase, then can cut off time needed for negotiation and reduce the potential conflict or deadlock.

2. Give examples of the different circumstances in which you currently negotiate, or think you may have to negotiate in the future

Answer:

There was an employee who want to be rotated to specific Met Station. Unfortunately, Job Position for his qualification is already fulfilled and there was no vacant position for him at least for a year. Based on regulation, we, as Human Resources, cannot rotated him to that Met Station. He still insisted to be rotated there.

Then, I met him and asked, why he wanted so badly to be moved. He replied that he wanted to be stationed there because want to be closed with his family, whom one of them is sick. He wanted to easily take care the family members while keep working at nearest Met Station.

Actually, there were a vacant position, similar to his Jo Position, in that station. But, this position is down-grade, mean his take home pay would slightly decreased for at least two years.



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That day, I gave him an option. If he can wait a year, we can rotate him where he wanted in the same Job Position as before. But if he wants to be rotated immediately, then we would place him in another position with the consequences his take home pay would slightly decrease. I persuaded him personally, did he want to be closed with his family or want to keep his career, he chose the former. He took the vacant position so he can be rotated immediately with consequences his take home pay will slightly decrease for two years.

3. Give a specific example of any situation where you might conduct a negotiation and list four variables that you might use during your discussion.

Answer:

This pandemic has re-shaped how we work. Even after vaccine is delivered, WFH scheme is still enforced and advised.

As a Supervisor of Assessment Center Unit, our team is responsible for assessing employee competencies and give recommendation for their promotion, rotation, or development. We usually do the assessment in face to face and classical. With this, we can assess hundreds employee in just a week.

We can not do this during pandemic or in WFH. Physical distancing is still enforced, the work-travel still limited to urgent task only. We will do the assessment by fully online. But, we need stable connection, software installation, personal computer, digital literacy, and most of all limited screen-time. For maintain eyes health, we must keep the screen-time lower than 5 hours a day.

Technology is available, budget could be provided if the presentation persuasive enough. But the time is limited due to screen-time things. This means, for hundreds employee to be assessed, we need more than a week. If the organization still want it delivered in a week, we need more Assessor, means we need more budget to hire professional assessor from outside organization, and need another laptop etc. for them. If the budget is limited, then the duration of assessment far more than usual.

Time, duration, technology, budget, people.

4. Give an example of a conflict situation that might cause the other person to act aggressively

Answer:

All changes has potential conflict, especially if financial thing involved. Recently there were Organizational Change in my Met Office. Most of managerial position being erased. This was part of national bureaucratic reform.

We all knew that managerial position has been given with specific financial and some others privilege. So, it is not surprise for us in HR, when many of manager, which his/her position would be wiped out become a lil bit rough. They are not be dismissed/being



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layoffs, only their position is not a manager anymore because the Job Position as Manager is no longer existed. All manager being converted to a Specialized Function/Position, i.e. senior meteorologist.

Some of them feel threatened because after their privilege as a “manager” has been wiped out, their financial right would be at stake. We had to convince many of them, many times, that until new regulation come, all financial rights is still the same as their managerial position. Secondly, we have to explain to them that this organizational change is national wide and as part of bureaucratic reform. Like it or not, it already happened.

5. Write an example of a **whole conversation** that might take place between you and the other person where your aim was to provide constructive feedback to improve their unsatisfactory performance.

Answer:

- Me : Layla, I'd like to talk to you about our communication during this WFH*
- Layla : Okay, is there something problem with me?*
- Me : Not quite very nearly, I have noticed your respond is not as fast as I need, during work hours. Because we are in WFH scheme, I messaging you through WhastsApp for communicating. I knew we are all in adaptation to this. Usually, we talk and discuss face to face, but now we using WhastsApp to talk and discuss about work.*
I notice your respond is almost more than an hours. Do you notice this? Or is there anything I could do?
- Layla : Yea, so sorry for that. Since WFH I also take care the kids, School from Home, do the kitchen things and laundry things, I am try to keep it up, but sometimes about work, I re-prioritized it after the kids. I will seek a nanny or something, so sorry*
- Me : Oh, that would be okay, I understand when WFH we need to keep the kids since they are not in school. Do you mind, If I want your respond immediatly even just replied that you postponed my request because your home things? I would be glad to know that my message, my question, is delivered and notice by you, even you are not in time to give full answer about my request*
- Layla : Hmm, so you won't be mad if I replied, "OK, I will give report to you 2 hours latter", or "Wait, I am doing laundry, I will respond it in another 30 minutes?" I think I will be rude if I respond that way?*
- Me : No. That would be okay for now, as long as you keep your words on 2 hours or 30 minutes. We are still adapting this WFH scheme. At least you respond, so I am not waiting and could do anything else. So, do you agree to respond as soon as you can if I ask you through messages apps?*
- Layla : Yeah, sure. But, is it okay if I emailed you after the work hours, If it is urgent and important I will emailed it during work hours, but if not, may I emailed late at night?*
- Me : As long as you replied it in work hours, so I am not waiting all day long. You can email me at night, I will read it early in the morning. So, it is alright we agreed for this new adaptation?*



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Layla : Yes, absolutely, thank you, for this discussion
Me : *thank you for great discussion*

6. What are the main things you have learnt from chapters 1 & 2

Answer:

The objective as a manager is continually improve the performance using available resources. This means, when the resources needed to make such improvement were only at minimum level, we still have to make our way. This is where negotiation takes part.

In organization with many managers, there would be a lot bargaining and competition to take the limited resources. A conflict could arise from there. We should see the bigger picture as organization, to look forward and choose, which improvement program would much more needed to achieve organization's goals.

If I may conclude between these two chapters, it is down to two fundamental manager's competencies. Listening and observing ability, and the creative thinking.

Both negotiation and conflict handling need us as a manager to listen carefully about not just word spoken but what lies behind it. We must observe the emotion, the reason, the drive of the other party. This part is so crucial that would lead the negotiation/conflict handling into a solve-able or into a dead-end.

While the creative thinking is used to, as mentioned in course, invent option for mutual gain. We need to keep our mind open with new option during negotiation and conflict handling. Sometimes we walk in with the best option we could create, but we resolve it with a brand-new solution agreed during the talk.

7. What opportunities may you have in future to apply the points you have made in your answer to question 6?

Answer:

We start the course with managing ourself, then moved up with managing task, and managing people. This last module is about managing task and people in a balanced manner.

As a Supervisor of Assessment Center Unit, beside my primary task as an Assessor, I also responsible for managing the unit's performance. With less-available budget due to COVID19, physical distancing, WFH scheme, I need to re-calculate about our assessment program during 2021. Which mean I will negotiate about how many people we could assess, how much budget we need, and what kind new technology we must adopt.

Beside that, I need to keep my team in a good performance even mostly we only speak through online conference. There still a chance of misunderstanding even after a year, the conflict could grow, but the organization objective is still there to be achieved. Together.