

ROLE PLAY – SAMPLE

Goal

The goal of this exercise is to get familiar with the 14 steps of an interest-based negotiation process.

Duration

Preparation: 30 Minutes

Role play: 30 Minutes

Instructions

Using the annexed check-list, prepare your interview during the first half-hour of the exercise. In the second half-hour, you play the role of the company's Chief HR Officer.

At the end of the exercise:

- Ask your teammate how he/she have perceived your performance.
- What negotiation strategy(ies) has he/she detected?
- If you had to do it again, what would you change?

Role play

Mr. Paul Durham, the Chief of Production of your diamond-cutting company, asks you for an appointment with the aim of obtaining an increase in salary.

Aged 45, he just got divorced. He has to pay CHF 1000 in children support for each of their three children Peter (21), Anne-Mary (19) and John (16) – all of whom are still at school. This amount is due until the end of their education, but only until they reach age 25. Mr. Durham lives alone in an apartment that costs him CHF 1'300 a month. His monthly wages amount to CHF 6'200.

Mr. Durham is an outstanding specialist in diamond-cutting. You know that a competitor is trying to sign him in for a much higher income.

Your company:

A market leader for over 30 years, your company is now confronted with new competitors. You are chronically understaffed and your customers are starting to complain about delivery delays.

Moreover, the recent reorganization of your company constrains you to enforce a drastic control of payroll expenses – and you have indeed managed to freeze salaries in the last round of negotiations with the union. According to this agreement, you are committed to treating all employees equally, i.e. you cannot accept any exceptions in salary matters.

Check-list – Interest-Based Negotiation Process

STEPS	QUESTIONS	COMMENTS
1. Taking a step back from the course of events	<ul style="list-style-type: none"> ▪ Taking some distance 	
2. Auditing the contentious situation	<ul style="list-style-type: none"> ▪ What is the issue? ▪ What is the situation? 	
3. Discussing the different points of view	<ul style="list-style-type: none"> ▪ Exchange of perceptions regarding the problem at hand 	
4. Setting up a strategy	<ul style="list-style-type: none"> ▪ How to team up in order to reach a “win-win” deal? 	
5. Searching for a common goal	<ul style="list-style-type: none"> ▪ Listing up all common interests 	
6. Analyzing explicit and implicit obstacles	<ul style="list-style-type: none"> ▪ What are the areas of convergence and divergence? ▪ What can and cannot be negotiated? ▪ What are the possible areas of conflict? 	
7. Evaluating the hopes of one’s partners	<ul style="list-style-type: none"> ▪ What do they want? ▪ What do they hope? ▪ Where do they want to get to? 	
8. Evaluating the possible strategies and approaches	<ul style="list-style-type: none"> ▪ Designing one’s tactics and scenarios depending on the partners’ approach 	
9. Evaluating what is at stake	<ul style="list-style-type: none"> ▪ What is the cost of an agreement for each partner? 	
10. Exchanging offers and counter-offers	<ul style="list-style-type: none"> ▪ Searching for the most comprehensive solution 	
11. Analyzing the limits	<ul style="list-style-type: none"> ▪ Listing up the points of disagreement ▪ Solutions between giving in and going into a conflict 	
12. Proposing an agreement project	<ul style="list-style-type: none"> ▪ In coherence with the common goal 	
13. Striking a deal	<ul style="list-style-type: none"> ▪ Signature of a written document 	
14. Implementing the deal	<ul style="list-style-type: none"> ▪ Action plan 	