

Human Relations in Organizations

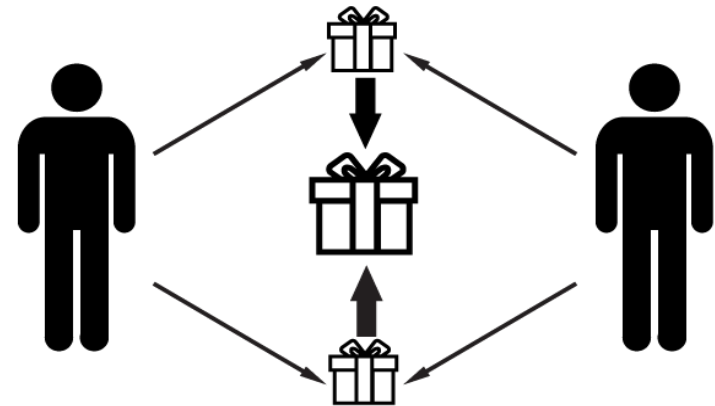
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Chapter Ten

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- Networking and Negotiating



Networking

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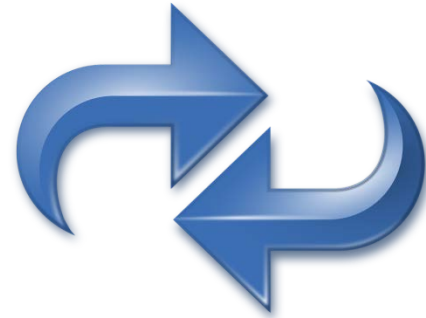
- Networking skills are important to your organization, and to your career success
 - You can't perform at high levels alone; you need some help, and you need to help others through networking reciprocity
- Think of networking as the CEO of YOU!!!



Networking Objectives

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- **Networking is the ongoing process of building interconnected relationships for the purpose of politicking and socializing**
 - **Why should you network?**
 - ✦ To get a job or a better position
 - ✦ To perform better at your current job
 - ✦ To advance within an organization
 - ✦ To stay current in your field
 - ✦ To maintain mobility
 - ✦ To develop relationships



What – Who?

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- It's not what you know...
 - - it's who you know that's important.

IMPORTANT NOTICE

Important
Message



Networking Process

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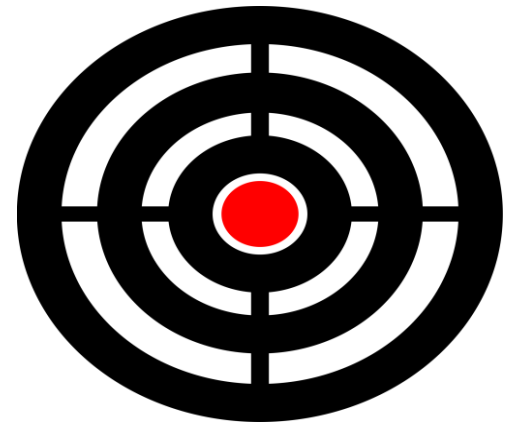
1. Perform a self-assessment and set objectives
2. Create a one-minute self-sell
3. Develop a network
4. Conduct networking interviews
5. Maintain the network



Perform a Self-Assessment and Set Objectives

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- **The task of self-assessment can help clarify your skills, competencies, and knowledge**
 - Self-assessment can also give you insight into your transferable skills and the criteria that are important to you in a new job
- **After completing a self-assessment, you are ready to translate your talents into accomplishments**
 - The results you achieved in your job/school are best evidence of your skills
 - Tie your accomplishments to the job interview
 - Set networking objectives – clearly state your goal



Self-Assessment

Skill Building Exercise 4-2 (p 120-122)

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- **Step One: Self-Assessment**

- List two or three statements that answer the question, “Who am I?”
- Think about 2 or 3 of your major accomplishments, and list the skills needed to achieve them.
- Identify skills and abilities you already possess that you can use in your career

- **Step Two: Career Preferences and Exploration**

- What type of industry would you like to work in?
- What type and size of organization do you want to work?
- List by priority the five factors that will most influence you job or career decisions.
- Describe the perfect job and What type of job do you want during your career?

- **Step Three: Set Career Objectives**

- What are your short-range objectives for the first year after graduation?
- What are your intermediate objectives for the second through fifth years after graduation?
- What are your long-range objectives?

- **Step Four: Develop a Plan**

- List objectives and assign dates to begin and achieve your goals.

Create a One-Minute Self-Sell

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- The one-minute self-sell is an opening statement used in networking that summarizes your history and career plan and asks questions...
 - History
 - ✦ Start with a summary of the highlights of your studies/career to date
 - Plans
 - ✦ State the target career you are seeking, the industry you prefer, and specific function or role
 - Question
 - ✦ Ask a question to encourage two-way communication.
 - In what areas might there be opportunities for a person with my experience?
 - In what other fields can I use these skills or this degree?
 - Do you know of any job openings in my field, or any contacts that could assist in my efforts



Develop a Network and Conduct Interviews

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- **Develop Your Network**
 - Begin with people you know: Primary Contacts
 - Research Others who can help you learn, connect, and grow.
 - ✦ Everyone can create a list of about 200 people!?



Networking Interview Process

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- **Conduct Networking Interviews**
 - Set up a networking interview to meet your objectives:
 - ✦ Establish rapport – Praise and Read the person
 - ✦ Deliver the One-Minute Self-Sell
 - Ask prepared questions targeting your career or industry
 - Get additional contacts for your network
 - ✦ Follow up with a “Thank You” note and status report



Maintain Your Network

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- **Keep your network informed of your career progress**
- **As you have been helped, you should help others**



Coalitions

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- A coalition is a network used to meet an objective
 - Try to get powerful people on your side, and they can help you get other people in your coalition either directly/indirectly



Negotiating

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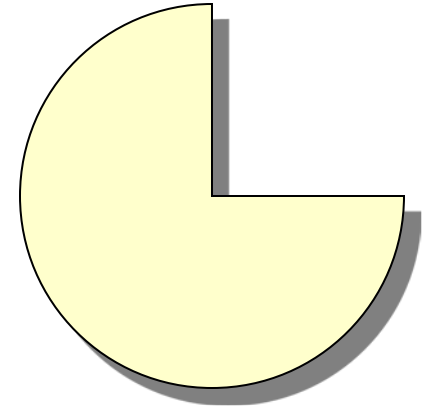
- Negotiation is coming to an agreement to do something
- Negotiation is a process in which two or more parties have something the other wants and attempt to come to an exchange agreement.
 - Like it or not – negotiating is an important skill
 - A big part of day-to-day success is negotiation skills



Negotiating Strategies

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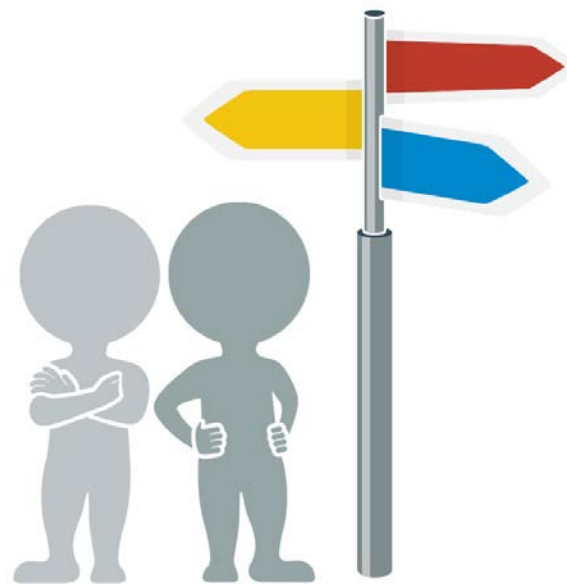
- **Distributive Bargaining**
 - Negotiating over shares of a fixed pie
 - ✦ Creates a win-lose situation
- **Integrative Bargaining**
 - Negotiating to give everyone a good deal
 - ✦ Creates a win-win situation



The Negotiating Process

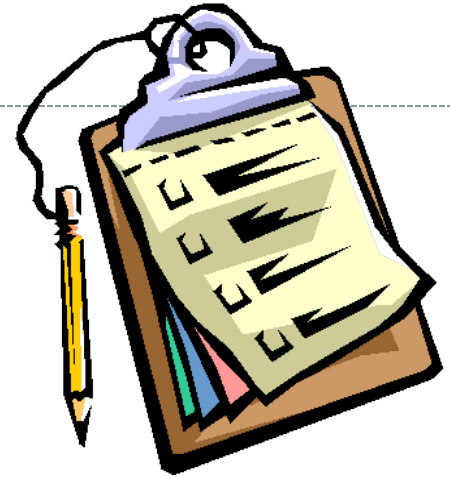
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1. Plan
2. Bargain
3. Postponement
4. Agreement or No Agreement



Negotiating Plan

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- **Research the other parties**
 - Know the key power players
- **Set objectives**
 - Based on your research, what can you expect?
- **Anticipate questions and objections, and prepare answers**
 - Understand “What’s in it for me (them)”
 - Develop trust
- **Develop options and trade-offs**
 - If you have other options you are in a stronger position
 - Let other parties know what they have to lose

Negotiating Planning

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- **Success or failure in negotiating is often based on preparation.**



Bargain

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- After you have planned, you are ready to bargain – face-to-face negotiations are generally preferred because you can see (read) the other person's nonverbal cues
- Bargaining includes:
 - - Developing rapport and focusing on obstacles, not the person
 - - Letting the other party make the first offer
 - - Listening and asking questions to focus on meeting the other's needs
 - - Not being too quick to give in
 - - Asking for something in return



Bargaining

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- **Avoid desperation and being intimidated**
 - If others know you are desperate, or just weak, and will accept a low agreement, they will likely take advantage of you
- **Make the first concession**
 - When you are involved with a complex deal, with trade-offs, be willing to be the first to make a concession – they tend to be reciprocated and lead to agreements

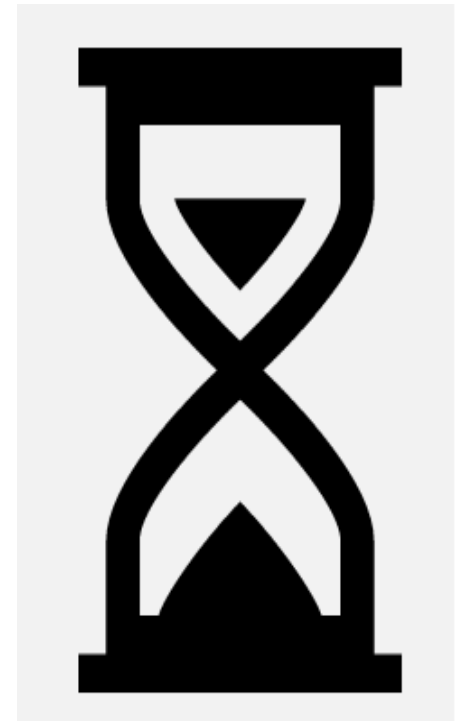


Postponement

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- When there doesn't seem to be any progress, it may be wise to postpone the negotiations:
 - When the other party is postponing –
 - You may create urgency
 - When you postpone –
 - The other party may create urgency

Time Out



Agreement or No Agreement

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- **Agreement**

- Once the agreement has been made, restate it and/or put it in writing
- After the deal is made, stop selling it
 - ✦ Avoid the so-called “winner’s curse”

- **No Agreement**

- If you cannot come to an agreement, analyze the situation and try to determine where you went wrong so you can improve in the future



Networking and Negotiating Globally

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- There are cultural differences in networking, and you need to appreciate and embrace the host culture
- There are many implications for negotiating globally:
 - Time to reach an agreement and deadlines
 - The focus on task vs. relationship
 - The use of power/influencing tactics –concessions w/ reciprocity
 - Communications: both verbal and nonverbal
 - Where the negotiations should take place and use of alcohol
 - Name, rank or title, dress, greetings, and rituals



THE
END