

Influencing and Negotiating Competency Development Activities

Competency Definition

Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.

Developmental Activity Levels

All (A)

Applies to all competency levels

Beginner-Basic Knowledge (B)

A person at the Beginner-Basic Knowledge level has limited experience applying the competency. He/she applies general knowledge in common situations but has limited practical experience in applying the competency in a work environment presenting more complex situations.

Mid-level (M)

A person with mid-level proficiency has applied the competency repeatedly and successfully in the performance of his/her job but still has much to learn about the advanced aspects or behaviors associated with the competency. A person at this level can usually apply the competency on his/her own.

High (H)

A person at the High level has extensive knowledge of and experience with this competency and can apply the competency exceptionally well on the job without assistance. At this level one is an expert and has enough experience to teach the competency to others.

Articles, Books, and Websites

B Shapiro, Ronald and Jankowski, Mark, John Wiley & Sons, "The Power of Nice: How to Negotiate So Everyone Wins-Especially You!", October, 1998. ASIN: 471293776

The author presents a philosophy that reveals how you can build valuable relationships and get more of what you want by helping the other side get some of what they want. The ability to control the negotiation without falling victim to it requires the techniques taught in this book -- skills that can be learned, practiced and mastered.

B/M Volkema, Robert J., The Negotiation Toolkit: How to Get Exactly What You Want in Any Business or Personal Situation, AMACOM, June, 1999. ISBN: 081448008X

The Negotiation Toolkit offers a fresh new approach to mastering negotiation tactics. This hands-on workbook integrates questions and answers, self-assessments, mini-surveys, feedback

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measures, and action challenges to help readers build personal confidence and negotiating prowess.

B/M Simmons, Annette, "The Story Factor: Secrets of Influence from the Art of Storytelling", Perseus Publishing, November, 2000. ASIN: 0738203696

Storytelling is the oldest tool of influence, an essential ingredient to the development of culture and organizational life. In this book, the author showcases stories to show how anyone can enhance their communication success by applying the principles of storytelling. The book also offers practical guidelines for mastering the art of persuasion and developing more productive relationships with colleagues, employees, bosses, investors, and customers.

B/M Mills, Harry A. Mills, Artful Persuasion: How to Command Attention, Change Minds, and Influence People, AMACOM, April, 2000.

Filled with case studies and examples, this how-to guide puts the powerful tool of persuasion at anyone's disposal. It reveals how the world's most persuasive politicians, advertisers, salespeople, and spin doctors create powerful, memorable messages that convince people of their arguments' logic and rightness. Learn how successful persuaders exploit the psychological triggers that cause people to subconsciously move from "no" to "yes."

B/M Multiple Contributors, "Positively Persuasive!", Harvard Business Review On Point, October, 2001. HBR 794X

This collection of 3 articles reveals that persuasion is an art that does come more naturally to some-but it's also grounded in basic scientific, practical, and learnable principles. The authors of each article help you learn them.

M Sebenius, James, "Six Habits of Merely Effective Negotiators", Harvard Business Review, April, 2001. HBR R0104E

This article compares good negotiating practice with bad, providing examples from the business world and insights from 50 years of research and analysis on negotiation.

M Markle, Nancy, "Negotiation know-how", Network World, May, 2004.

Good negotiators have done their homework, understand the needs and scope of the particular project or technology and can communicate both up and down the corporate ladder. This article provides guidelines for successful negotiation.

M Harvard Business Essentials (Editor), "Power, Influence, and Persuasion: Sell Your Ideas and Make Things Happen", Harvard Business School Press, May, 2005.

To be effective, managers have to be skilled at acquiring power and using that power to persuade others to get things done. This guide offers must-know methods for commanding attention,

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changing minds, and influencing decision makers up and down the organizational ladder.

M Multiple Contributors, "Building Power and Influence: How to Work Effectively With Others", HBR Collection, May, 1999. HBR 49573

This collection of Harvard Business Review articles offers proven techniques to help you broaden your influence.

M Gary, P.B. and Adler, Carlye, "Extreme Negotiating", Fortune Small Business, January, 2001.

This article describes how to seal the deal in this fast paced, turbulent world by weighing new methods of negotiating with more traditional methods.

H Lustberg, Arch, How to Sell Yourself: Winning Techniques for Selling Yourself, Your Ideas...Your Message, Career Press, February, 2002.

This book explains the skills you need to develop to get your message across in any speaking situation. According to the author, the secret of winning communication is "likeability"--some people call it warmth, others call it charm or charisma. He argues that likeability can be learned, and that if you know how to use it to communicate effectively, it will improve your chances for success in every aspect of your life.

H Curran, Kathleen A., "6 Tips for Getting Buy-in and Commitment across Cultures", Organization Solutions, 2002.

This article highlights 6 tips for achieving optimal buy-in and commitment from employees across all cultures.

H Alan A. Vengel, The Influence Edge: How to Persuade Others to Help You Achieve Your Goals, Berrett-Koehler Publishers, January, 2001.

This book details specific tactics and techniques for using influence rather than coercion to accomplish your goals, as well as offers tips for successful influence in real business situations, showing how to influence without authority, sell your ideas, and build better relationships.

H Bedell, Gene, "Three Steps to Yes: The Gentle Art of Getting Your Way", Three Rivers Press, February, 2002.

Getting your message across requires selling yourself and your ideas in a way that guarantees a positive response from the most stubborn listener. Three Steps to Yes shows you how to move anyone from no to yes in just three simple steps. It enables you to get people to do what you ask them to do and believe what you want them to believe without being a bully, damaging your relationships, or compromising your principles.

H Susskind, Lawrence, McKearnan, Sarah, Thomas-Larmer, Jennifer, The Consensus Building

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Handbook: A Comprehensive Guide to Reaching Agreement Sage Publications, August, 1999.

This handbook on group decision-making for those wanting to operate in a consensus fashion stresses the advantages of informal, common sense approaches to working together. It describes how any group can put these approaches into practice, and relates numerous examples of situations in which such approaches have been applied.

H Fisher, Roger and Ury, William, Getting to Yes: Negotiating Agreement Without Giving In, Penguin USA, December, 1991.

This book provides practical guidelines for executives offering a concise strategy for coming to mutually acceptable agreements in every sort of conflict.

Activities

A Become familiar with the principles and practices of the Model Workplace from the TSA website and implement them in your local organization.

B Inquire and learn about cultural norms that may affect interactions and situations involving people from other cultures, so that you will be more effective in influencing and negotiating.

B/M Practice selling a new idea or presenting a business case to your team or peers, and get feedback before going to external organizations or leadership.

B/M Volunteer to be trained as, and then act as, a facilitator or mediator at other airports where you have no influence and can be truly unbiased.

B/M When dealing with an important or challenging influence situation, identify all the key stakeholders and analyze the situation from each of their perspectives to identify their goals, preferences, issues and concerns. Then identify potential solutions that might be mutually beneficial.

B/M Along with your team/coworkers, take a personal style inventory (e.g. Myers-Briggs Type Indicator) to learn how people with different styles interact with and respond to those around them in different ways, so that you can more effectively influence their decisions.

M Participate in cross-discipline task teams in which influencing and negotiation skills are needed to be a successful contributor.

H Investigate your own biases, prejudices and blind spots about particular people or functions within your organization, to remove impediments to influencing and negotiating successfully.

H Mediate a "tough" conversation between two work units.

H Network within your region, other agencies and outside your organization.

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H Build relationships with people in key functions at TSA Headquarters in order to understand their perspective on issues and problems that you are dealing with at your airport.

H Observe how others successfully negotiate during customer/stakeholder interactions, and apply learning to situations you are facing. If this is not normally done in your work day, ask to shadow someone who does negotiate with customers/stakeholders.

Coaching Suggestions for Managers

H Ask the staff member to explain who the key decision-makers are in a situation and how he/she plans on dealing with them. If he/she does not know, send him/her to find out. Suggest he/she talk with someone who knows the situation or people and get their ideas or critique of his/her plan.

H Ask the staff member to plan how to achieve win-win solutions in an upcoming situation involving parties/stakeholders with different agendas or objectives. Have them focus on identifying and discussing each others' interests before presenting positions. Have them prepare for the situation by trying to articulate the other parties' interests beforehand, as well as some possible solutions that might give both parties what they need/want.

H Introduce direct reports to influential or well-connected individuals elsewhere in the organization. Be clear that you think they should build a network of these and other contacts who can help influence decisions or other individuals.

H Involve staff in meetings with stakeholders that they have not met.

H Assign staff the responsibility for developing and implementing solutions to operational or organization issues that will require the input and buy-in of multiple internal and external stakeholders.