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## Management Coaching

*(over coffee!)*

*Management Coaching (mentoring) is fast becoming an essential strategy for new team leaders and managers looking for a better view from higher on the corporate ladder.*

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Or, if you'd prefer a neutral location, meet your CORP Coach for a debrief and coffee at **SweetBrew & Co.** (45 Stuart Hwy, Stuart Park ) — *the coffee's on us!*





## Asserting Yourself (while maintaining relationships)

### Yes to the Person, No to the Task

The word "negotiation" conjures up images of high-pressure situations, where people have a lot to lose if they get things wrong.

In fact, you probably negotiate several times each day. You do it at home and at work for all sorts of things, from deciding what to make for dinner, to settling on terms for a job promotion.

Because of this, you are a negotiator, even if you don't think of yourself as one! But how well do you negotiate? Do you know how to recognise situations where negotiating is appropriate? And do you understand the elements of an effective negotiation?

In this article, we'll discuss some of the fundamentals of negotiating successfully, so that you can meet your needs without causing conflict when you do have to say "no".

### Negotiating Basics

Negotiation is simply the act of reaching agreement as to how you'll move forwards. It's the process of communicating back and forth, and finally having all parties agree to a solution.

There are many ways to arrive at this agreement. Some people view negotiation as a game they have to win. They use "hard" negotiation tactics, and this often leaves one party very satisfied and the other side with no choice but to agree. The problem with this approach is that the relationship between the two parties is often permanently damaged. The person asking for something may receive it, but the second person probably feels taken advantage of and, perhaps, angry and resentful. If it wasn't really a willing "yes," the second person is unlikely to complete the work quickly, or with a positive attitude.

The opposite approach is to accommodate. This is when one party yields his or her position and original goal, simply agreeing to what the other person wants. This "soft" tactic is often the result of wanting to keep relationships friendly. The end result, however, is that this person doesn't get what's needed, and he or she loses control to the other person.

Negotiations that aim for mutually satisfying outcomes are often best. These are sometimes called collaborative, integrative, or principled negotiations. The techniques used to conduct these help negotiators find a solution that shows high



concern for the needs of both sides. The result is a win-win solution: rather than one side giving up a "position," the focus is on finding a new position where everyone is happy and is satisfied.

In the book *Getting to Yes* based on the work of the Harvard Negotiation Project, authors Roger Fisher and William Ury outline four parameters for principled negotiation:

1. Separate the people from the problem.
2. Focus on interests, not positions.
3. Generate a variety of possibilities before making a decision.
4. Define objective standards as the criteria for making the decision.

If you use these elements as the basis of your negotiation, you'll be more able to find creative solutions to the problems you're trying to solve.

## Assertiveness and Negotiation

To use the principles of principled negotiation, you must be assertive. Forget the idea that negotiation means giving something up. Instead, this new process frees you to get what you need.

So, when your boss asks you to be on another committee, and you don't really have the time, you don't have to say "yes" or "no." Instead, approach the situation as an opportunity to negotiate.

Does the new committee offer career development opportunities that fit with your long-term objectives? If yes, perhaps you can give up another assignment in exchange, or maybe you can negotiate hiring an assistant so that you can reduce your workload. This might even be the time to renegotiate your job description and redefine your roles and responsibilities within the organisation!

Whatever the situation, if you view negotiation as a collaboration, you say "yes" to the other person by respecting his or her needs — at the same time that you give yourself the opportunity to say "no" to the task itself.

## When to Say No to the Task

Not all requests should be negotiated. Sometimes when your boss asks you to do something, you need to say "no".

Here are some key questions to ask before saying "no" to a task:

- Do I have time to do it?
- How urgent and/or important is it? Where in Eisenhower's Urgent/Important Principle does this request fit?
- Am I the right person for the task?
- Is someone else best suited to the job?
- Does this request fit with my goals and objectives?
- Create an Action/Priority Matrix to determine fit.

If your answer to any of these questions is "no," then you may be best off saying "no".

On the other hand, it's usually unprofessional to say "no" to a task just because you don't want to do it, you don't understand how to do it, it will take a long time, or it's messy and complex.

## How to Say Yes to the Person, but No to the Task

If your answer to the task request is "no," then figure out how to say "yes" to the person at the same time. To do this, make sure that you explain your justification, so that it's clear that you're only saying "no" to this particular task - and possibly only on this occasion. If the other person understands why you've said "no", they are less likely to be left with the impression that you're simply being unhelpful. However, you may also have to be firm about how you say "no".

As we've discussed, saying "yes to the person and no to the task" may also mean negotiating different arrangements to accommodate the request in a different way.

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## Asserting Yourself (while maintaining relationships)

To say "yes" to the person, first answer three main questions:

1. What does this person really need?
  - Find areas of flexibility.
  - Determine priorities.
2. How else can this person's need be met?
  - Find a different frame of reference or approach to the problem.
  - Look for time and resource alternatives.
3. How can I support this person to have the need met?
  - Define the larger goal.
  - Look for common interests and needs.

High levels of trust and good communication are essential to this process. Although there's no guarantee that trust will lead to a good solution, mistrust will almost certainly harm collaboration. People who don't trust each other tend to be defensive, and this often leads people to look for 'hidden agendas' or withhold information.

When people trust each other, they're more likely to communicate their needs accurately. When they share information about what they want, what they need, and why they need it, this can lead people to cooperate to look for a joint solution. And when you work in an environment of respect and trust, it's much easier to reach agreement without compromising your needs in the process.

### Examples

Saying "yes" to the person but "no" to the task generally involves a conversation, rather than just a one-sentence response. However, here are some examples of how you can do so in simple situations.

"I'm sorry, I can't do that analysis this week. Can I do it for you next Tuesday after month end is complete?"

"I'm sorry, I can't take on doing this analysis on a regular basis because Alex wants me to prioritize development work. But I know Jane is working on developing her Excel skills. Would you like me to show her how to extract the data so she can take this on?"

"I could do that analysis, but I wondered what information you actually want from it. If it's the conversion rate from the advertising campaign, would one of the measures in the report that Marketing sends round give you what you need?"

### Key Points

We all negotiate, and we do so regularly. And even though the extents of our negotiations vary, one principle remains the same: when both parties win, the outcome is often better. Whether someone asks you for a favor, or you need to agree on terms for a contract or project, you must collaborate to achieve a win-win solution.

Excerpt from **GETTING TO YES** by Roger Fisher, William Ury and Bruce Patton. Copyright © 1981, 1991 by Roger Fisher, William Ury and Bruce Patton. Reprinted by permission of Houghton Mifflin Harcourt Publishing Company. All rights reserved.  
[www.mindtools.com](http://www.mindtools.com)



## Poor Sleep Impacts Health

### BRAIN RULE RUNDOWN

#### Rule #7: Sleep well, think well.

- When we're asleep, the brain is not resting at all. It is almost unbelievably active! It's possible that the reason we need to sleep is so that we can learn.
- Sleep must be important because we spend 1/3 of our lives doing it! Loss of sleep hurts attention, executive function, working memory, mood, quantitative skills, logical reasoning, and even motor dexterity.
- We still don't know how much we need! It changes with age, gender, pregnancy, puberty, and so much more.
- Napping is normal. Ever feel tired in the afternoon? That's because your brain really wants to take a nap. There's a battle raging in your head between two armies. Each army is made of legions of brain cells and biochemicals — one desperately trying to keep you awake, the other desperately trying to force you to sleep. Around 3 p.m., 12 hours after the midpoint of your sleep, all your brain wants to do is nap.
- Taking a nap might make you more productive. In one study, a 26-minute nap improved NASA pilots' performance by 34 percent.
- Don't schedule important meetings at 3 p.m. It just doesn't make sense.



Workplace Solutions

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Regional Training Centre  
19 Second Street

**\*Katherine conditions:**  
**\$285pp** for full day  
**\$175pp** for half day  
**\$45pp** for CORP Talks

## Darwin

**Tuesday  
13 June**

**Delegation Skills– Leaders**

**HALF  
DAY  
a.m.**

**Tuesday  
13 June**

**Problem Solving– Leaders**

**HALF  
DAY  
p.m.**

**Thursday  
15 June**

**Inspiring Leaders– *CORP Talk!***

**ONE  
HOUR**

**Thursday  
22 June**

**Appropriate Workplace Behaviours  
– Staff**

**HALF  
DAY**

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**Thursday  
22 June**

**Coaching and Mentoring—  
Getting the most from your Team**

**HALF  
DAY**

**KATHERINE**

*Limited places available in Katherine CORP workshops —*

**Wednesday  
19 July**

**Mindfulness & Managing Stress**

**HALF  
DAY**

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