
**DILEMMAS OF BUSINESS
MANAGEMENT
IN TIMES OF CRISIS**

Scientific Editors

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3.1 Introduction

Labour market is strongly linked to other areas where economic activities are carried on and which are strongly influenced by the general economic situation of regions, countries as well as in the global scale. The current financial crisis launched in 2007 interacts heavily among others on the state of labour market, which in turn affects both collective and individual negotiations on it. It is also noted, that collective negotiations can in turn determine a status of labour market, which examples appear while watching the negotiations between employers and selected professional groups (e.g. doctors, nurses, teachers, miners) represented by trade unions.

The purpose of the article is presenting selected issues of negotiating objectives and strategies of negotiations related to a subject of individual job negotiations in the context of the crisis on the labour market.

3.2 Crisis on the labour market as the context of job negotiations

Analysis of the labour market (particularly of unemployment) is a domain of interest not only of economists, but also of sociologists, psychologists as well as politicians.

Economic reforms resulting from political transformation became a turning point for the functioning of the labour market in Poland, when a level of unemployment increased rapidly as the effect of new principles verifying real requirements. [Kowalski 2009, p. 253-278] Following years in Poland intensified the effect of broader unemployment differentials across regions. It causes increased population movements between regions of the

country as well as between countries. [www.stat.gov.pl] It is also noted, that statistical volumes published among others by GUS (Central Statistical Office) concern only registered unemployment while in Poland it is accompanied by a hidden unemployment which is caused by unreasonable employment and its outdated structure. [Pomianek, Rozmus, Witkowski and Bienia 2004, p. 6-8]

Economic situation in a number of European countries has worsened significantly between 1998 and 2001-2002, and in Poland the results of the Russian shock were visible for very long. In this period there was a very low decrease of unemployment which contributed largely to a high rate of unemployment, thus unemployed got job more rarely than before 1997. [Bukowski 2005, p. 24-28] Accession of Poland to the European Union in 2004 and the partial opening of European labour markets to workers from the new countries of the community has resulted in improvement of the situation. On the other hand it created a risk of drainage of well educated and skilled workers who decided to emigrate for money. Poland acceding to the European Union has undertaken simultaneously to introduce adaptable changes of the labour market in accordance with the Community guidelines and the Lisbon Strategy which is followed by the Europe 2020 strategy.

Financial crisis in 2007 did not cause the immediate increase of unemployment rates registered in Poland (December, 2007 – 14,8%). In 2008 the unemployment rate declined even to a one-digit number (December, 2008 – 9,5%), to increase in December, 2009 to 11,9%. [www.stat.gov.pl] It was partially made by the fact that the effects of the global financial crisis of 2007 have undermined the EU labour market and led many of emigrant workers to return to Poland. Thus, local employers have got a stronger position in negotiations resulting from a broader choice of candidates and their offer of job could be less attractive. To illustrate the situation of Poland in comparison with selected European Union countries, the use of Eurostat data listed in table 1 and 2 is suitable. The data shows that the unemployment rate in the last year increased mainly in the coun-

tries where unemployment was significant. In countries where labour markets were particularly attractive to Poles the stabilization of the unemployment rate can be observed (Great Britain) or it significantly increased (Ireland). In the first case it does not mean the absorption of migrant workers from other countries by the UK labour market, but rather aiming at limitation of competition of potential employers outside the Islands. On the other hand, deterioration of situation in Ireland effects unfavourably on possibilities of getting job by immigrants. Within the past year (2009) in Poland the unemployment rate has also increased, often by workers returning from abroad. A part of returning workers is also in a difficult psychological situation arising partly from troubles in acclimatization to Polish conditions and partly from reluctance of employers to hire them. [Waszek and Cuprych, 2010]

Watching the labour market in Poland during the crisis one can note that in the first quarter of 2010 there were 29,5% less new jobs as compared with the first quarter 2007, but at the same time 20% less than in the first quarter 2009. In the first quarter 2010 there were also significantly fewer free jobs than in the same period in 2007 and 2008. [Szulc 2010]

It indicates a high demand for work and simultaneously makes job negotiations more difficult for employees who have to compete with a large number of other candidates interested in the same position.

Another important size affecting the image of the labour market is the citizens' professional activity index, as well general as the one regarding women and men. The data contained in table 2, regarding selected European countries show that in those of them whose labour markets relatively well managed the crisis the index of professional activity in the period 2006-2009 was not subjected to significant fluctuations. On the other hand, in countries where unemployment significantly increased, a professional activity index declined, especially among men (Ireland, Spain, Latvia). This may be a result of worse condition of these branches of industry which employ mostly men.

Table 1. Harmonised unemployment rate (in %) during the crisis within the European Union

	June 2009			April 2010		
	Total	Males	Females	Total	Males	Fe- males
EU (15)	9,1	9,2	9,0	9,6	9,7	9,5
EU (27)	8,9	9,0	8,8	9,7	9,8	9,5
Nether- lands	3,4	3,3	3,4	4,3	4,4	4,2
Austria	5,0	5,2	4,7	4,9	5,3	4,5
Luxemburg	5,4	4,7	6,3	5,4	4,7	6,5
United Kingdom	7,9	9,0	6,5	7,8*	8,8*	6,6*
Poland	8,1	7,7	8,6	9,9	9,6	10,2
Slovakia	11,6	10,9	12,6	14,1	14,1	14,1
Ireland	12,1	15,3	8,1	13,2	16,6	8,9
Spain	18,1	17,8	18,5	19,7	19,5	19,9
Latvia	17,2	20,5	13,9	22,5	27,6	17,7

*The data for March 2010.

*Source: Harmonised unemployment rate by gender – total, males, females,
www.epp.eurostat.ec.europa.eu, 24.06.2010.*

**Table 2. Employment rate by gender in a period of the crisis
in The EU**

Countries	Gender	2006	2007	2008	2009
EU 15	Total	66,2	66,9	67,3	65,9
	Males	73,6	74,2	74,2	71,9
	Females	58,7	59,7	60,4	59,9
EU 27	Total	64,5	65,4	65,9	64,9
	Males	71,6	72,5	72,8	70,7
	Females	57,3	58,3	59,1	58,6
Netherlands	Total	74,3	76	77,2	77
	Males	80,9	82,2	83,2	82,4
	Females	67,6	69,6	71,1	71,5
Austria	Total	70,2	71,4	72,1	71,6
	Males	76,9	78,4	78,5	76,9
	Females	63,5	64,4	65,8	66,4
Luxemburg	Total	63,6	64,2	63,4	65,2
	Males	72,6	72,3	71,5	73,2
	Females	54,6	56,1	55,1	57
United Kingdom	Total	71,6	71,5	71,5	69,9
	Males	77,5	77,5	77,3	74,8
	Females	65,8	65,5	65,8	65,2
Poland	Total	54,5	57	59,2	59,3
	Males	60,9	63,6	66,3	66,1
	Females	48,2	50,6	52,4	52,8
Slavakia	Total	59,4	60,7	62,3	60,2
	Males	67	68,4	70	67,6
	Females	51,9	53	54,6	52,8
Ireland	Total	68,6	69,1	67,6	61,8
	Males	77,7	74,4	74,9	66,3
	Females	59,3	60,6	60,2	57,4
Spain	Total	64,8	65,6	64,3	59,8
	Males	76,1	76,2	73,5	66,6
	Females	53,2	54,7	54,9	52,8
Latvia	Total	66,3	68,3	68,6	60,9
	Males	70,4	72,5	72,1	61
	Females	62,4	64,4	65,4	60,9

Source: Based on employment rate by gender – total, males, females;
www.epp.eurostat.ec.europa.eu, 24.06.2010.

In order to mitigate the unfavourable consequences of financial crisis Polish authorities decided to liberalize the Labour Code regulations. These actions include, among others, reduction of working time and proportional decrease of remuneration as well as payment of standstill fee allowing business struggling with crisis to adjust working time to the needs of companies. Also reserve financial funds were introduced to support production companies which would choose flexible form of employment instead of employment reduction. These measures are also intended for workers as a payment of partial compensation of reduced salary. These solutions are to protect jobs and prevent an increase of unemployment. [www.rynekpracy.pl]

Unfavourable effects of difficult situation on the labour market can be reduced through proper and methodical setting of negotiation targets, formulation of negotiation strategies as well as using the NLP principles for overcoming negotiation barriers.

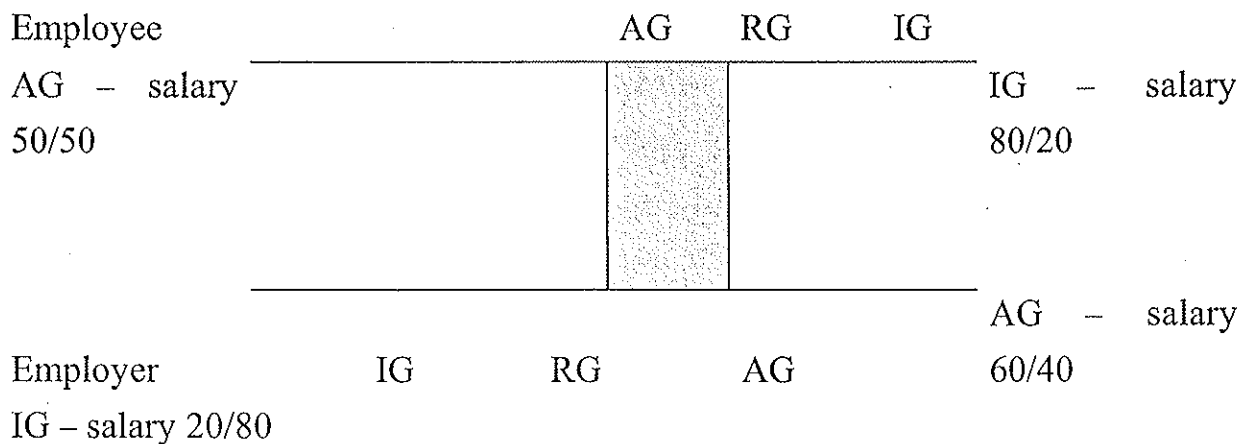
3.3 Negotiation goals of employers and employees

Negotiating parties formulate negotiation goals at the planning stage, i.e. pre-negotiating phase. A negotiator analysing his situation, as well as a situation of the opposite party defines a subject of negotiations, time limits, specifies his expectations – he formulates the goals. It is worth stating that in individual negotiations on the labour market goals can have both hidden and visible meanings, i.e. on the one hand ensure achieving an agreement in a particular issue, on the other negotiations can result in side effects, which are camouflaged and are apart from a subject of negotiations (referring to social own and a family security, to obtain a specified status referring to the profession, social goals etc.). [Bryła 1997, p. 40]

In the course of negotiations, including job negotiations, it is important to formulate properly the goals to achieve, which are defined as well by employees as employers. Because they occupy places on the opposite sides

of the table their individual goals may be different or even competitive. During negotiations there is also a common area of goals, which by combining the interests of both sides, gives the candidate and the employer the reasons to negotiate conditions of cooperation. The area of goals is determined by the limits of the ideal goal (IG) and the acceptable goal (AG) with a middle point designating the real goal (RG).

Figure 1. Example of defining goals in job negotiations



AG – goals on acceptable level (fixed/variable salary)

RG – goals on real level (fixed/variable salary)

IG – goals on ideal level (fixed/variable salary)

Grey area – common area of negotiators' goals

Source: Own study basing on V Helps, Negotiating: Everybody Wins, BBC Books, London 1992.

Figure 1 shows the ranges of goals of two negotiating parties – employers and employees. Each of them (for an employer and employee) oscillates between acceptable and ideal goals limits. At the same time a volume of the employer's ideal goal is approaching to the employee's limit point and vice versa. Negotiations go on the shaded area (See: figure 1). If limit points of both sides (acceptable goals) overlap an agreement is possible while a consensus is not possible when they fail to meet. Therefore, when

setting goals it is so important to know goals of the other party, so as not to miss an opportunity for an agreement because of excessive aspirations. None the less, in crisis conditions a weaker party (usually an employee) will treat his goals in a minimalistic way what means a lower range of expectations, what can lead to achieving worse results.

When setting goals one has to realize basic interests, thus it is important to find an answer to a question: what is desirable and why? A basic topic of an agreement is to determine a common denominator, or concurrent interests, find key interests of the other party what will enable a satisfactory exchange and protection of a contract of a high level of risk. [Watkins 2005, p. 31-36] Employing a worker from external market is subject to a high degree of uncertainty and employers reduce it by concluding agreements for a limited period of time, thus allowing a prompt dismissing inoperative worker. On the other hand, an employee will often seek a feeling of stabilization and to conclude a contract which guarantees it even for a limited time. In crisis conditions achieving a satisfactory solution declines – a job becomes a prize, even if it is not financially and non-financially satisfactory.

When proceeding job negotiations one should remember that there is a scope of common goals of different importance for both parties. Therefore, creating a hierarchy of goals together with their ranges undoubtedly will help to achieve success and satisfaction with the negotiations. In conducting job negotiations also short and long-term goals can be identified. [Bělohláková 2006, p. 9] Achieving of the first group of goals will be easily visible just after finishing the negotiations (e.g. a proposal of employment, salaries, start time, transfer of image, effective recruitment process), while the second group will be realized within a delayed period of time (e.g. satisfaction with work, life, involvement in work, employee's loyalty). This does not mean, however, that they are less significant for an employer and employee.

In negotiations it is important to compose to achieve ambitious goals provided they are possible to achieve. On the one hand it impedes 'anchor-

ing' the negotiator on a less attractive offer from the second party. On the other it can simultaneously impede an agreement, when the other party does not accept excessive requirements. [Bazerman and Neale 1997, p. 39-41] However, due to the crisis a candidate with an ambitious intention to get a high-level salary may reject unattractive in his mind employer's offer what can result in missing a chance of employment and necessity of looking for a next opportunity of getting a new offer. Therefore, when defining the goals one must know his own BATNA (Best Alternative to a Negotiated Agreement) on BATNA of the opposite party and avoid to formulate unrealistic expectations. Crisis on the labour market will evaluate both employees' and employer' expectations and cause to minimize an offer of an employer who, as a rule, has a wide choice of candidates willing to take up work on relatively worse conditions than during good times on the labour market.

Some of the candidate's and employer's goals may be competitive, what makes parties to chaffer (e.g. a level of salary) while the others are not competitive (e.g. transfer of favourable image). Some goals are the same for both parties (e.g. getting a relationship, involvement in work). These last two types of goals have a soothing influence on confrontation attempts of the parties and tend to integrative solution of disputes. Unfortunately, due to the crisis, the increasing imbalance between the parties leads to force these solutions which are more favourable for a stranger party (in general, an employer).

In addition, part of the goals can be realized at the negotiating table, since they have a short time horizon, others are just launched (e.g. organisational involvement, work – life balance, organizational commitment). However, their implementation is not less important, as effects for the organization and for applicant are very long-term and determine a quality of cooperation.

Table 3. Sample objectives in job negotiations during the crisis

Goals of a candidate	Common goals	Goals of an employer
<ol style="list-style-type: none"> 1. Transfer of image 2. Getting ahead of competitors (other candidates, in crisis: dumping of requirements) 3. Getting employment proposal 4. Feeling of safety and social protection 5. Salary on acceptable level 6. Work – life balance 	<ol style="list-style-type: none"> 1. Formation of a relationship 2. Launching a psychological contract 3. Signing a satisfactory contract in good atmosphere 4. Involvement in job 5. Satisfactory job 	<ol style="list-style-type: none"> 1. Low labour costs 2. Transfer of image 3. Conducting effective recruitment and selection of candidates (process) 4. Acquisition of competent and easily assimilating employee (decision) 5. Employee’s loyalty 6. Reasonable use of human resources

Source: Author’s own study.

Negotiations with a specified partner are not normally the only option for parties, which have as usual alternative solutions. From realization of goals presented in table 3 negotiators are pulled away by competitive solutions, to which on the applicant’s side belong: negotiations with another employer, other forms of income, other forms of spending time. On the employer’s side there are: extension of work, internal recruitment, overtime, temporary staff, staff leasing, *outsourcing*, parallel negotiations with other applicants. During the crisis, a large part of employers will try to use these alternative options before they decide to search for new employers, often focusing on saving existing work places.

These competitive goals constitute BATNA (Best Alternative to a Negotiated Agreement) for individual discussions and knowledge of somebody's own alternative as well as alternative of the other party is a condition enabling to state a position in negotiations.

To create rational goals in job negotiations one can refer to rules of the neuro-linguistic programming conception (NLP). [Bradbury 2004]

According to them, at the first stage participants of recruitment (in a time of crisis) should answer the question: what they want – an applicant's goal may be to find a stable work while an employer may wish to employ a reliable employee. The second step of defining a goal is connected with answering the question: what will change when a desired goal is achieved (what information will come from sense of hearing, eyesight, feeling). Employee – will see his work place and a contract of employment, will hear congratulations and murmur of voices of his colleagues, will feel proud and a pleasant feeling of tiredness after first days of work. Employer – will see a newly employed worker bustling at his workshop, will hear his new ideas, will feel that some obligations may be passed on him. The third stage is the answer to the question, what resources will be helpful in achieving the planned purpose. The employee may refer to his competence, experience, acquired skills, former status. The employer can make use of his own recruitment experience or experience of other persons (companies), attractive job offer.

The fourth stage involves determining the next step resulting from realization of the planned goal, which may be a possibility of developing his own competences and making use of his in a new work place (for employee) and possibility of a company development basing on employees competence, building market image (for employer).

The goal is also very important for building negotiating strategy which should depend on company strategy, its mission and vision. The crisis may have a restraining influence on job negotiations.

Table 4. Hypothetical example of connections mission – goals – negotiation strategy of a bank

Company mission	Active involvement in solving social problems and promoting regional development
Company goals	<ol style="list-style-type: none"> 1. Creating new interesting financial products 2. Safety for the investment portfolio of the bank clients 3. Financing local initiatives
Goals of job negotiations	<ol style="list-style-type: none"> 1. Gain new and competent staff 2. Reduce costs and risks of hiring new employees 3. Carry on a recruitment action on a branch market
Negotiating strategy	<ol style="list-style-type: none"> 1. Rationalise a choice of potential employees 2. Build relationship of cooperation during negotiations 3. Take carry of image among current and potential employees

Source: Author's own study.

The analogical strategy can be created by a conscious entrepreneur for himself if he knows his own value, what can be expected and what is his professional target. These factors were simultaneously pointed out while qualitative studies carried out by the author as the base of success in negotiations. An Example for an employee is shown in the table below.

Negotiating success can be suspected when a partial coincidence of missions and goals of potential employer and employee occurs, and during implementation of strategy the parties, in their efforts, will not try to take advantage of the negotiation partner.

3.4 Employers and employees, negotiation strategies during the crisis on the labour market

Raising a question of strategy it must be clearly pointed out that there is no its universal form. To a great extent its shape will depend on the type of negotiations and, to be more precise, on expectations of possible course of negotiations and their results for parties engaged in them. Certainly, the situation on the labour market is one of elements which determine a character of the strategy.

The strategy is a reflection including its elaboration and location in a situation context and then used in action. At first the strategy is made unilaterally but its verification takes place in confrontation with the outside. In addition, during the negotiations there are interactions and surprising events what causes a necessity of modification of primary strategic objectives. [Dupont 1994, p. 71]

In the course of job negotiations it should be emphasized that they are a beginning of a longer relation, they aim at meeting individual and common goals and imbalance between parties often occur. With the strategy it is much easier to have an influence on the course of the negotiations and to reformulate their type, especially when there is an alternative solution for discussions, as due to it a bargaining strength of the negotiator increases. In times of crisis, no doubt, more alternative solutions belong to the employer who often resigns from arranging negotiations on the external labour market for re-arranging work in his organization. The employee will have to wait for a long time to get another chance to negotiate with another employer. Therefore the employer has a bigger power in defining the rules and he can decide where, with whom and in what scope the applicant will negotiate. However, the employee can also make efforts to invite for negotiations persons who are able to decide e.g. amount and form of salary.

Table 5. Hypothetical example of connections – mission – goals – negotiation strategy of an applicant

Life mission of applicant	Eagerness for harmonized development, crossing own borders
Applicant's goals	<ol style="list-style-type: none"> 1. Achieving a work – life balance 2. Reaching an interesting job 3. Opportunity to realize in professional and non-professional life
Negotiating goals	<ol style="list-style-type: none"> 1. Achieve a proper range of stand rights and their adequate remuneration 2. Negotiation of attractive benefits (e.g. training, sport, insurance) 3. Possibility of extending competences and gain new experience 4. Demonstration of own competences 5. Transferring a professional image
Negotiating strategy	<ol style="list-style-type: none"> 1. Building a relationship of cooperation 2. Aligning relationships between him and the employer 3. Getting a competitive advantage over rivals (by negotiating techniques – the first offer, compliment, self-presentation) 4. Avoiding premature finishing of talks

Source: Author's own study.

Undoubtedly the negotiating strategy will depend on the gathered informations – in the job negotiations their source can be friends, Internet, including discussion forums, media news, taking a part in former recruitment and selection processes, references. Their nature and extent will determine using certain forms of pressing including negotiation techniques and tricks or applying assertive communication free from manipulations. Improving job negotiations skills is also effective by conscious participation in them, making several trials, resistance to failures and analysis of relationship between performance and result, even in prolonged time. Unfortunately, the crisis on the labour market impedes gathering experience and developing above mentioned skills. When the applicant finds that failure of talks defining a range of responsibility in a new job led to lower satisfaction with it he may renegotiate the contract or look for a new employers with whom these questions can be discussed. By including these topics he develops his negotiation skills and increases his chances to achieve a higher level of work satisfaction. [Author's own study based on Watkins 2008, p. 62-71]

One of the interesting and approved concepts of strategy was proposed by R. E. Walton and R. B. McKersie who specified for types of them: integrative strategy, distributive tender, building relationships and intra-organizational tender. Each process is shaped in a different way and may coexist with the others while negotiations. The basis for selection among them is the nature of objectives which the negotiator wants to achieve. In distributive tender the parties tend to maximise their own benefits, but it means failure of the opposite party. Thus negotiations has a character: win – lose. An example of the objective which is resolved in the distributive way during job negotiations is a level of salary, where there is a maximal goal and a limit point. This way of reaching an agreement is particularly present in times of the crisis on the labour market. In the integrative tender parties tend to achieve goals which are not in conflict with goals of the other party, in this case both parties can be won. Thus, win – win option is negotiated. In this case the objectives can be referred as in-

volvement in job, agreement of limits of time and working hours. The parties try to find a way of increasing profit making no decision how to share it. Another important strategy is building relationships between parties. Thanks to it parties wish to influence the perception of the other party and build mutual confidence. Considering how valuable are relations between and employer and employee one must stress the importance of these activities in job negotiations as they bear interests in the course of further possible cooperation or create positive image (both employer's and employee's) on the labour market. A sub-process called an intra-organizational tender consists of building relationships in the team by defining ranges of power of attorney, informing about principals' expectations and agreeing common perspectives of action.

It means defining the range of offer which can be proposed by the employer to the applicant and a way how to treat the other party during recruitment and selection process. [Rządca 2003, p. 41-43] The crisis which leads to weakening of a position of the employee on the labour market will cause more distributive approach of the employer who can try to impose many solutions on the other party, assuming that getting a job is a satisfactory prize for the applicant who will engage in it as not to lose it. Strong engagement during crisis should be also made in conducting the intra-organizational tender to determine a fair and attractive conditions for adoption of the new employee to employ and retain valuable candidates. Slightly different approach is presented by M. Watkins, who believes that the negotiator balances between completely distributive and completely common solving disputes. If the negotiator is disposed toward gaining benefits he chooses the distributive tender while cooperation is helpful in creating benefits. Between two ends of continuum there are the integrative negotiations in which parties try to average actions toward getting own advantage and to mutual winning. [Watkins 2005, p. 90-91] The distributive negotiations consisting in sharing a constant pool are connected with non-disclosure of gathered informations and misinforming of a limit of concessions. In turn, solving of a common problem in highly coopera-

tive negotiations results in transparency of informations, sharing of all data. However, during job negotiations a negotiator has a dilemma, what, when and to what extent he may disclose to the other party and this is due to high importance of strategic discussions. [Watkins 2008, p. 97-100]

In job negotiations which are useful to one party for satisfying its individual needs (e.g. high salary versus low labour costs) but on the other hand many topics are common for the employer and employee (e.g. satisfaction with work, organizational involvement), parties are motivated to integrative solution of disputes and creation of common benefits. Comparison of both strategies is shown in table 6.

The choice of strategy should be accompanied by defining validity of results and relationships. If the both subjects are of no significance for a negotiator he may chose a strategy of avoiding. When only a result is significant for a negotiator he may chose a strategy of competition and, finally, when both subjects are important a negotiator can find a strategy of cooperation as the most useful. [Lewicki, Saunders, Barry and Minton 2005, p. 48-53] The choice of strategy can be also influenced by a pressure of time [Jastrzębowska-Smolaga 2007, p. 85] as well as recommendations of negotiators' principals. However each of selected methods can be changed if it is required by situation at negotiating table. Replying with cooperation to a competitive strategy will be highly inefficient and a risk of manipulation can appear.

In negotiations between the employer and applicant it is important to build a relationship, which can result in further profits, such as organizational commitment, involvement, satisfaction with the work. R. Fisher and S. Brown gave a proposal to elaborate so called "strategy of unconditional constructivism" in which they recommended proceeding in accordance with the interest of the negotiator as beneficial to a relationship, regardless a way of behavior (reciprocated or unreciprocated) presented by the other party, warning against a trap of a reciprocation rule and ignoring the other party's perspectives of perception of matters of argument.

Table 6. Comparative description of integrative and distributive strategies

Distributive strategy	Integrative strategy
Negotiators treat each other as adversaries, opponents	Negotiators treat each other as partners
Parties' goal is to maximise their own benefits at the cost of the other party	The objective of negotiations is to achieve a mutually satisfactory agreement
Relationships between parties are not significant	Relationships between parties are very important
Negotiators' attention is focused on parties' attitudes	Negotiators' attention is focused on interests of both sides
Bluffing and lack of confidence	Exchange of informations and opinions
Use of subjective criteria for assessing progress and results of negotiations	Use of objective criteria for assessing progress and results of negotiations.
Use of unconstructive criticism of a negotiator and aiming at confrontation	Focusing negotiators' attention on negotiated topics
Manipulation tactics aimed at opponent	Rejection of manipulation tactics
Short-lived feeling of victory over the other party	Long-term effects of agreement (continuity of cooperation with a reliable partner)

Source: Jastrzębowska-Smolaga H., Ekonomiczne podstawy negocjacji. Pomiedzy prawem a moralnością Difin, Warszawa 2007, p. 84.

Table 7. Type of negotiation strategy vs. job negotiations

	Results essential	Results not essential
Relationship essential	<p>Cooperation negotiations lead to generate benefits for both parties and are a beginning of long relationship. Can result in involvement, organizational commitment, satisfaction</p>	<p>Concession one of the parties (usually an applicant) in the name of good relationships devotes measurable goals, accepting worse conditions. It threatens with fluctuations, poor involvement, lack of satisfaction.</p>
Relationship not essential	<p>Cooperation fight of advantageous conditions at the cost of worse relationships. Danger of unfavourable situation for one party. Danger of increased fluctuation and poor involvement.</p>	<p>Avoiding having an attractive alternative leads to simulate a readiness for negotiations or to withdraw. Advantageous options are: alternative sources of income of an applicant, having another (preferred) candidate by an organization.</p>

Source: Author's own study basing on .Lewicki R. J., Saunders D. M., Barry B., Minton J. W., Zasady negocjacji, Rebis, Poznań 2005, p. 50.

The main message of this strategy is contained in the following six points:
[Fisher, and Brown 2010, p. 51-53]

1. Rationalism – a care of balancing emotions with reason, regardless of the behavior of the other party, which may be emotional.
2. Understanding – attempt to understand the partner, even if the other party fails to understand us.
3. Communication – consulting of all problems with the other party prior to a decision, even if the other party does not listen.
4. Reliability – a care of being reliable, even if the other party is not.
5. Pressure/persuasion – frankness on persuasion and attempt to influence the other party with properly prepared argumentation.

6. Acceptance – recognition of the other party's views to be relevant and important and attempt to draw conclusions from them even if the other party does not accept it.

This strategy enables to be effective both in terms of building relationships and achieving basic goals. In the job negotiations applying the strategy of unconditional constructivism enables to feel comfortably and fair to the other party, even if negotiations finish with disagreement the parties remain convinced of ethic behavior and their own efforts in conversation. This strategy assumes that regardless of the opponent's proceeding, our own proceeding is reliable and directed at achieving proper relationships that are conducive to the negotiations even if the parties' interests are different.

3.5 The key to successful negotiations

In negotiations related to looking for a new job it is important to reformulate often a way of thinking of somebody, somebody's objectives and priorities. Crisis on the labour market is a change, to which persons wishing to succeed in job negotiations must comply.

In order to increase chances in job negotiations a negotiator should recognize own capabilities and limitations associated with levels of functioning. According to Dilts R. there are six neurological levels, helpful in learning, communication and negotiations. [O'Connor and Seymour 1996, p. 103]

Changes can be made at every level, and the key to success in negotiations on the labour market can be found on each of them. It is extremely important to reach the deepest layers, which change will result in elimination of potential barriers and building of negotiation strength. One should also remember, that each deeper level generates the next one, following it (It was shown by dots while moving from one level to the next) [O'Connor and Seymour 1996, p. 103-105]:

- INWARDNESS is the deepest level of functioning. Metaphysical issues are solved at this level. There are answers to questions of a sense of existence, of a system which part it is. In crisis (including crisis on the labour market) this level may be a subject to reevaluation. People without job or at risk of losing it can doubt a sense of their own existence. INWARDNESS shapes ...
- ... IDENTITY i.e. basing understanding of yourself. It consists of words which are used to describe yourself and your role, affecting the way of seeing and thinking of yourself. However, a change of identity does not take place at a conscious level, more often it is accompanied with unconscious factors. Employers who choose only such adjectives (from a rich choice of a whole available vocabulary) to describe themselves, as communicative, dynamic, responsible or on the contrary retired, inexperienced, set-backed, shape their own identity – presentation of which during the job interview makes them closer or distant from the goal. [Molden 1998, p. 34-40] Identity compatible with the company mission creates a chance of getting a job proposal. Similarly, recruiters, who defines themselves as inflexible, professional, distanced, builds their own identity associated with their professional role. IDENTITY states ...
- ... VALUES AND CONVINCTIONS, which are all what is significant for us and in what we believe. They are a human action motivation and a reason why people do what they do. Crisis on the labour market stimulates workers and employers to revalue their way of thinking of themselves. Other values become essential, in other things one begins to believe. For an applicant job becomes a privilege and a prize and a feeling of stabilization becomes more valued in heavy times as it is a point of support in a turbulent surrounding. Negotiating a satisfactory contract may be an aim value for an employee (e.g. possibility of self-realization in ambitious work) or it may have an instrumental value (e.g. satisfying other needs – safety, social needs). During the crisis a recruiter will have to perform more activi-

ties personally and a support from a team can be limited. Charging him with a role of the recruiter can be regarded as a measure (instrumental value) of building a compact workers team, being an active and decision-making participant of the organization, or as a goal (autotelic value) of realization of the employment policy, increasing own competences. VALUES AND CONVINCTIONS builds ...

- ... ABILITIES, including knowledge, skills and strategies that enables people to reach goals defined in obligations. Abilities on a high level are accompanied by a value of a goal and efficient methods of differentiating of realization a task. If a goal is essential to an individual it seeks to accurately differentiate effective and ineffective behaviours and this accuracy makes it closer to success and enables improvement of skills. Diverse and clarified goal (rather a beam of goals) based on e.g. stating a level of remuneration, working time and forms, range of responsibility, additional benefits, allows more precise discussion upon conditions of cooperation and negotiating a satisfactory agreement. Undifferentiated and poorly defined goal (e.g. I want to get a job) makes negotiating of a satisfactory agreement impossible. KNOWLEDGE AND SKILLS affect ...

- ... BEHAVIOUR, that means what is being said and done. It is a sphere visible for the others which can be compared to a tip of an iceberg. Behaviour can be easily learned, even by following models. It is however important that this model is worth following. While negotiating job conditions it is advised to imitate persons who reached much while their negotiations and can provide valuable guidance how to act during a job interview. It is also possible to take a part in workshops or courses directed to a problem of work seeking and in cooperation with a coach to derive informations of effectiveness of their proceedings. BEHAVIOUR designate our results in ...

- ... ENVIRONMENT, i.e. other people surrounding each of us and situations on which we react. Moreover, feedbacks on behavior of individuals. While job negotiations, the environment (labour market,

employers organization) determines and defines ways of behaviour. A role of precise defined requirements is played and failing in it may have negative consequences.

The key to success in job negotiations is a proper shaping of each levels. A change at deeper level results in changes at next, shallower levels. It can also cause change in the opposite direction (from a shallower to a deeper level). When an employee learns behaviours which are useable during negotiations (e.g. replying to questions which are standard during job interview) he not always scores a success, as may be, he should be able to act at deeper levels and. e.g. rebuild his values, beliefs and skills.

3.6 Summary

Crisis on the labour market constitutes an obstacle but also a challenge for all its participants. Defining crisis as an obstacle decreases possibilities of negotiating a satisfactory contract while treating it as a challenge is conducive to a different perspective and to creational approach to negotiating a new job.

Applicants, despite of meeting barriers resulting from their heavy situation may also recognize such opportunities, as:

- using own, unique competences to meet new needs of employers,
- more courage and leaving the existing standards of employment what, as a consequence, may prove more satisfactory,
- necessity of better organization of his and his colleagues' working time,
- greater determination to get new professional skills opening new opportunities of employment and work,
- deciding on constant development and changes in professional and personal life.

Employers in a time of crisis may focus on its positive sides, such as:

- recruitment of personnel able to create new products and ideas to improve a quality of the offer,
- using creative solutions related to recruitment to ensure stability, competence and engagement,
- a need of rationalization of employment and its structure,
- acquisition of highly qualified personnel for a reasonable (but fair) price.

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