# NEGOTIATION AND INFLUENCE

Effectively represents his/her position on issues to gain support and buy-in from others; generates multiple alternatives to a problem to meet the needs of other stakeholders; works to achieve win-win outcomes that others can accept; appropriately utilizes settlement strategies, such as compromise.

| NEEDS IMPROVEMENT | MEETS EXPECTATIONS | EXCEEDS EXPECTATIONS |
|---|---|---|
| **Effectively Conveys Position**<br>Has difficulty conveying position to others, particularly when faced with opposition. | Effectively articulates position and helps others understand the underlying issues and concerns. | Conveys position *exceptionally* well*, clearly articulates difficult to understand information in a manner appropriate to the stakeholder's perspective and level of knowledge, and p*roactively addresses probable objections*. |
| **Considers Alternatives**<br>Sees situations in isolation and ignores solutions that are not immediately obvious. | Thinks beyond immediately apparent solutions to identify alternatives that meet the needs of all stakeholders. | Generates *multiple* alternative solutions, seeks out opinions of stakeholders *and thoroughly evaluates feasibility of alternatives* before finalizing proposals. |
| **Gains Stakeholder Commitment**<br>Fails to or is ineffective at getting input and developing approaches that reflect key stakeholder views. | Involves key stakeholders in the development of solutions to ensure the final approach reflects their viewpoints. | Involves key stakeholders throughout the process to ensure the final approach reflects their viewpoints and gains their commitment for the chosen solution whenever possible. |
| **Applies Appropriate Resolution Strategies**<br>Inappropriately compromises or pursues a win-win solution when it is clear such a strategy will not be successful. | Recognizes when a win-win outcome is not possible and appropriately applies other strategies to resolve issues. | Consistently applies the most appropriate resolution strategies given the circumstances; explains rationale to stakeholders (when appropriate*); works to eliminate barriers to effective resolution*; attempts to maintain goodwill even in the face of disagreement. |