

# I want a pay rise

## Discussion 1: Conflict entrenched

	Statement	Underlying dynamics
<b>Susan:</b>	Hello Robert, what can I do for you?	Good start!
<b>Robert:</b>	I feel I deserve to be on a higher Band to reflect my commitment and the hours I've worked in recent months.	Statement of want / position.
<b>Susan:</b>	I don't think the job has changed so I can't see any point in going for a review.	Statement of position. No attempt to show listening or explore Robert's underlying needs.
<b>Robert:</b>	But I'm really committed and doing all hours under the sun. I can't work any harder than I do!"	Feels unheard so reiterates position. Doesn't explore Susan's statement.
<b>Susan:</b>	You don't seem to realise – my hands are tied	Feels unheard too – frustration locked into own position
<b>Robert:</b>	You don't seem to realise what its like to work as hard as I do and get no thanks for it.	Growing anger – polarisation of positions
<b>Susan:</b>	You are just being unreasonable now!	Accusation
<b>Robert</b>	And you..... (slams door).....Oh what's the point!	Gap growing further, conflict more entrenched

## Comments: Conflict entrenched

The escalation happened for the following reasons:

1. Susan's opening response was to explain her own situation rather than attend to Robert's needs first.
2. The conversation stays at the level of "wants" (or "positions" in the negotiating jargon). To move to constructive problem-solving there needs to be an exploration of underlying "needs" (or "interests" in the negotiation jargon) to see what, if anything, lies behind the initial statements. This can give many more possibilities in the discussion.
3. The outcome is that Robert not only feels he has been turned down, but that he has not even been listened to. As the discussion goes on, Susan feels the same. They both become frustrated then angry.
4. The issue has become worse. It will smoulder and re-surface later.

## Discussion 2: Conflict converted to joint problem-solving

	Statement	Underlying dynamics
<b>Susan:</b>	Hello Robert, what can I do for you?	Good start!
<b>Robert:</b>	I feel I deserve to be on a higher Band to reflect my commitment and the hours I've worked in recent months.	Statement of want / position.
<b>Susan:</b>	If I were to go for a review, what would that do for you?	Shows clear listening by exploring Robert's underlying needs.
<b>Robert:</b>	I would feel my contribution was recognized and I would feel more valued and committed.	Robert at least feels listened to.
<b>Susan:</b>	So a higher Band would help you to feel more recognized and valued?	Understands Robert's underlying interest, and Robert feels understood.
<b>Robert:</b>	Yes. What are the possibilities, do you think?	Robert explores the situation from Susan's viewpoint.
<b>Susan:</b>	We are under a lot of pressure and everyone is working very hard. As you know, the job has got to have changed for me to be able to take it to a review. At the moment I don't think I could make the case that the job has changed enough for a review. What can we do in the meantime to give you more responsibility, so you feel your work is more recognized?	Validation of Robert's request, plus clarifying the position. Asks Robert to work with her to develop a solution.
<b>Robert</b>	I suppose if I were given more responsibility and flexibility I would feel more appreciated, but I would still like my Band to be reviewed at the earliest opportunity.	Suggested solution from Robert, with re-iteration of initial request.
<b>Susan</b>	Suppose we agree to look at the job again in six months time when you will have achieved more responsibility? Would that work for you?	Susan adds a positive suggestion to the solution and checks for agreement.
<b>Robert</b>	Yes OK	
<b>Susan</b>	Let's talk about the responsibility and flexibility. What did you have in mind?	Focus on Robert's needs and joint problem-solving
<b>Robert</b>	I thought I could make a contribution to the xxx cross-department project. I have skills they need but it would also give me more responsibility.	More constructive suggestions
<b>Susan</b>	That's definitely true. What the job change specifications look for is....	

Comments: Conflict converted to joint problem-solving

This turned conflict into joint problem-solving for the following reasons:

1. Susan showed she was listening. So did Robert.
2. Susan showed she understood Robert's request and underlying needs.
3. Susan asked Robert for possible solutions.
4. Susan showed respect for the suggestion by working with Robert to develop it.
5. The relationship is strengthened.