



**Lembaga Penelitian dan Pengabdian Masyarakat (LPPM)  
Sekolah Tinggi Ilmu Ekonomi (STIE) La Tansa Mashiro**

*Jl. Soekarno Hatta Rangkasbitung Lebak Banten Indonesia 42317*

*Telp. 0252 207163 Fax. 0252 206794*

*http://www.ejurnal.latansamashiro.ac.id*

*email. lp2mpt@gmail.com / lppmstieltm@gmail.com*

## **SURAT TUGAS**

No. 38/LPPM-LT/VII/2017

Yang bertandatangan dibawah ini, Direktur Lembaga Penelitian dan Pengabdian Kepada Masyarakat Sekolah Tinggi Ilmu Ekonomi La Tansa Mashiro Rangkasbitung, dengan ini menugaskan kepada :

Nama : Dr. Yumhi, ST., MM  
NIDN : 0312127207  
Jabatan : Dosen STIE La Tansa Mashiro

Untuk melaksanakan rangkaian Kegiatan Sebagai Narasumber Pelatihan Soft Skill tentang Negotiation Skill di Lingkungan Badan Perencanaan Pembangunan Daerah Kabupaten Pandeglang pada Tanggal 18 Juli 2017

Demikian surat tugas ini diberikan untuk dapat dilaksanakan dengan penuh tanggungjawab.

Rangkasbitung, 18 Juli 2017  
LPPM STIE La Tansa Mashiro  
Direktur,

Dr. Panfaran, S.E., M.M., AK., CA., CPA  
NPP. 13112640818115





BADAN PERENCANAAN PEMBANGUNAN DAERAH  
**SERTIFIKAT**

NOMOR: 090/162-Bappeda/VII/2017

SERTIFIKAT INI DIBERIKAN KEPADA

**Dr. YUMHI.S.ST.MM**

SEBAGAI NARASUMBER PELATIHAN  
SOFT SKILL TENTANG NEGOTIATION SKILL  
DI LINGKUNGAN BADAN PERENCANAAN PEMBANGUNAN DAERAH  
KABUPATEN PANDEGLANG PADA TANGGAL 18 JULI 2017

KEPALA BAPPEDA KABUPATEN PANDEGLANG



Drs. H. KURNIA Satriawan, M. M.Si., Ak., CA  
NIP. 197102021990031004



# NEGOTIATING SKILLS

Dr. Yumhi,ST,MM

**PELATIHAN DILINGKUNGAN PEMDA  
KABUPATEN PANDEGLANG**



A man in a dark suit and a woman in a light-colored blazer and glasses are shaking hands across a wooden desk. On the desk, there are several documents, a calculator, and a pen. The background is a plain, light-colored wall.

## JURUS PERTAMA : KUASAI RUMUS NEGOSIASI

BATNA : Best Alternative to a Negotiated Agreement

WATNA : Worst Alternative to a Negotiated Agreement

ZOPA : Zone of Possible Agreement

MLATNA : Most Likely Achievement to a Negotiated Agreement

# Introduction

- Negotiating and negotiations are a constant feature of everyday life.
- We do it all the time with family, friends and a range of people and organisations









# Formal Bargaining

- Collective bargaining is a formal and highly developed form of negotiating.
- It is very similar to diplomacy.
- Doing it successfully requires analytical skills, forethought, preparation, presentational skills, realism and detachment.
- The purpose of negotiations is to secure an outcome as close as possible to your objectives.
- The aim of the people you are negotiating with is to secure an outcome as close as possible to their objectives

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- **Forethought** means determining and evaluating the objectives carefully and objectively.
  - **Key tests** include the credibility of the objectives and the strength of the supporting evidence.
  - **Preparation** means being well briefed and knowledgeable about what you are seeking to achieve and how that can be justified.
  - **Presentation** is about how you can present your case in an accessible and persuasive way to the employer or government.
  - Try to show how your objectives will benefit employer/government as well as your own members.



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- Present your claims in a pleasant, logical, friendly and firm way.
  - **Realism** means being aware from the start that it is very unusual to achieve 100 per cent of your objectives.
  - A **Negotiated Agreement** is normally a compromise between opposing objectives which both parties are prepared to accept.
  - **Detachment** means not believing all your own propaganda.



# Skills and Techniques

- Try to imagine yourself as the other side to the negotiations and consider how they might view or react to your proposals and arguments.
- There is no one perfect style of negotiating.
- Different people do it equally successfully in different styles and manners .
- To be successful your individual style has to be the one you are most comfortable with and which matches your individual personality
- Successful negotiators range from colourful charismatic performers to quiet, calm and methodical people.



# The Collective Bargaining Process

- Collective bargaining negotiations are a ritual process, a stately minuet, a symphony or a novel.
- There are different stages the sequence of which is essential to the whole process.
- The opening presentation of the claim should set the scene and seek to define the parameters for the subsequent stages of the negotiations.
- It is a strategic exercise setting out the case and the supporting evidence.
- It should not be too long or too detailed as that can obscure and weaken the case.
- Dealing with detail comes later.

# Initial Response


- The next stage is the employer/government response – again it should be strategic and address the union's arguments.
- It may make counter proposals, make an offer for an agreement, and/or give a broad indication of what they might offer.
- You need to listen carefully and closely to that response.
- Take a written note of the key parts of the response.
- Evaluate and analyse the language, the precise words used and their body language
- Assess the extent to which any of their counter arguments do or do not weaken your case.






# Countering to Response

- Do not feel obliged to respond immediately other than in a preliminary way ,or to seek clarification-but not necessarily too much at that stage.
- Have a break/adjournment of the plenary joint negotiations to consider their response in more detail and depth with your colleagues.
- The employer/government first response is unlikely to be their final response.
- Usually they will be prepared to offer more particularly if they believe an agreement between the two sides is possible.

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- Consider how you can respond and show how your arguments and supporting evidence have not been properly addressed or, hopefully, seriously weakened.
  - Look for weaknesses and inconsistencies in their response which you can objectively demonstrate and exploit.
  - Look for any clues or indications of how or where they might move closer to your objectives.
  - On return to plenary negotiating meeting answer their response – normally in a logical, firm and not insulting way.
  - Try to show a willingness to consider more favourably an improved offer – if possible with some indications of what might be acceptable in general terms.


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- Do not make explicit threats unless you are confident they can be delivered and that they would be effective.
  - Consider using more general expressions of potential adverse consequences of the initial offer if not improved upon.
  - Present the response in the resumed plenary in a calculated and persuasive way emphasising the strong parts of your case.
  - Try to avoid immediate subsequent exchanges becoming too confrontational. Encourage them to have an adjournment to consider your response carefully and in depth.
  - At such an adjournment review your position, identify possible employers responses and how you might respond but avoid getting into an interminable hypothetical maze of speculation.



# Final Stages

- Third plenary session likely to be key session.
- Final or near final response from employer/government very likely if negotiating seriously and constructively.
- Do not summarily reject it unless it really is a deliberately poor and provocative offer.
- Withdraw to consider it with your side. If it is a deliberately poor and provocative offer respond quickly by asking them to go away and reconsider their position and come back to a future meeting with an improved offer.
- If it is a sensible offer consider what modest further improvements might be possible and decide which are the priority issues.



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- Consider without prejudice/informal/behind the chair meetings between a small number of key representatives from both sides - generally the smaller the better but start with a minimum of two
  - Consider possible improvements through staging a settlement- some now- more later - end loading a pay award – continued negotiations on unresolved issues while reaching agreement on those that can be agreed by both sides.
  - Employer/government may be prepared informally to improve the offer through a without prejudice offer if your side can confirm that they would accept such an offer if made formally. These offers are in effect confidential -they have not been made unless they are accepted. Respect that negotiating protocol or forget about that facility for future negotiations.

# Sealing The Deal

- If there is an agreement acceptable to both sides go through it in detail jointly before resuming plenary session in order to be sure that both sides have the same understanding
- Resume in plenary. If an informal agreement has been reached the employer/government representatives make the offer formally and the trade union side accept it
- Try to have a written agreement at this stage to prevent future arguments about what has been agreed
- Conclude on good terms. Remember collective bargaining and employer/employee negotiations are a long term business – circumstances will vary and at different times in the future will favour one side or the other

Sampai jumpa yach,  
Semoga umur panjang dan mendapatkan  
keberkahan hidup

