

# EMPOWER YOUR EMPLOYEES TO NEGOTIATE MORE CHALLENGING AND SATISFYING ROLES

Your success as a manager hinges, in large part, on your employees' development, innovation, and commitment to the organization. And those very employees' ability to negotiate more challenging and satisfying roles fuels *both* of your success. Employees who effectively negotiate their role are more likely to:



**HAVE ACCESS** to the development opportunities that are so critical to their advancement<sup>1</sup>—including P&L responsibility and the leadership of large, highly visible projects<sup>2</sup>



**INNOVATE**<sup>3</sup> and feel more satisfied<sup>4</sup> in their roles



**FEEL ENGAGED**,<sup>5</sup> committed,<sup>6</sup> and intent on remaining<sup>7</sup> with their current firms

The benefits of successful role negotiation are a clear “win-win-win.” A win for employees who seek to advance. A win for managers who want to lead more innovative teams. And a win for organizations that are increasingly worried about keeping their top talent.<sup>8</sup>

## WHAT DOES ROLE NEGOTIATION LOOK LIKE?

Role negotiation, which is most often initiated by employees themselves, plays out in one-on-one conversations between employees and their managers. When successful, these negotiations result in individualized agreements regarding the nature and scope of employees' work—agreements that benefit both employees *and* their organizations.<sup>9</sup>

### YOUR EMPLOYEES MAY ASK FOR<sup>10</sup>

**ADDITIONAL RESPONSIBILITIES**, tasks, or opportunities—ones that either better leverage existing skills and/or help them develop new ones.

**MORE FLEXIBILITY** and autonomy regarding how they accomplish the work.

### AS A MANAGER, YOU SHOULD THEN

**CONSIDER THEIR REQUESTS**—ask for more information or suggest your employees give additional thought to their requests.

**SUGGEST ALTERNATIVE IDEAS** that still leverage their existing skills or enable them to develop new ones, but in ways that are more strategic—both for your employees and the organization.

## EMPOWER YOUR EMPLOYEES TO NEGOTIATE THEIR ROLES<sup>11</sup>

Your first step is quick and easy: share *Negotiate Your Way to a More Challenging and Satisfying Role*<sup>12</sup> with your employees—seven short, sweet tips that will boost their (and your) chances of success. This simple act will send a clear signal that you are invested in your employees' development and receptive to ideas that will lead them to more challenging and satisfying roles—that will ultimately benefit them, you, and your organization.

### ENDNOTES

1. Christine Silva, Nancy M. Carter, and Anna Beninger, *Good Intentions, Imperfect Execution? Women Get Fewer of the “Hot Jobs” Needed to Advance* (Catalyst, 2012).
2. Cynthia G. Emrich, Anna Beninger, Elizabeth R. Salib, and Jeanine Prime, *Role Negotiation and the Pursuit of Hot Jobs* (Catalyst, 2016).
3. Emrich, Beninger, Salib, and Prime.
4. Christopher Rosen, Daniel Slater, Chu-Hsiang (Daisy) Chang, and Russell Johnson, “Let’s Make a Deal: Development and Validation of the Ex Post I-Deals Scale,” *Journal of Management*, vol. 39, no. 3 (March 2013): p. 709-742.
5. Severin Hornung, Denise M. Rousseau, Jürgen Glaser, Peter Angerer, and Matthias Weigl, “Beyond Top-Down and Bottom-Up Work Redesign: Customizing Job Content Through Idiosyncratic Deals,” *Journal of Organizational Behavior*, vol. 3 (2010): p. 187-215.
6. Rosen et al.
7. Emrich, Beninger, Salib, and Prime.
8. Recent CEO survey research found that “63% of CEOs said availability of skills was a serious concern, an increase of 5% on 2013.” PwC, *The Talent Challenge: Adapting to Growth* (2014): p. 2.
9. Severin Hornung, Denise M. Rousseau, and Jürgen Glaser, “Creating Flexible Work Arrangements Through Idiosyncratic Deals,” *Journal of Applied Psychology*, vol. 93, no. 3 (2008): p. 655-664.
10. The content below is adapted from items in Rosen et al., “Let’s Make a Deal: Development and Validation of the Ex Post I-Deals Scale,” *Journal of Management*, vol. 39, no. 3 (March 2013): p. 709-742.
11. Managers' inclusive leader behavior—particularly *empowering* behavior—was a significant predictor of employees' reported success in role negotiation in a recent study ( $p < .05$ ). For example, employees who perceived their managers to be most inclusive were 4.5 times more likely to report the greatest success in role negotiation than were employees who perceived their managers to be least inclusive. Emrich, Beninger, Salib, and Prime.
12. Catalyst, *Negotiate Your Way to a More Challenging and Satisfying Role* (2016).

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