core

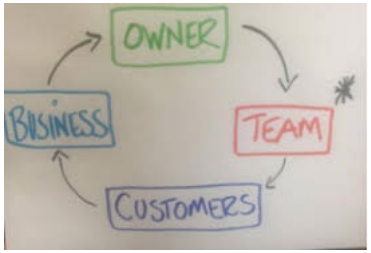
better conversations
better outcomes

Better Conversations Workshop

for

Musgrave

Musgrave



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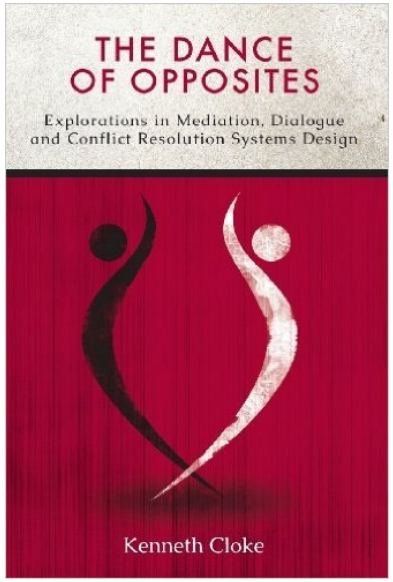
"There is no us and them, only us."



Kenneth Cloke

Choices...

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“We have far more in common than that which divides us”

Choices

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Better Conversations

Better Outcomes

built on…
Better Relationships

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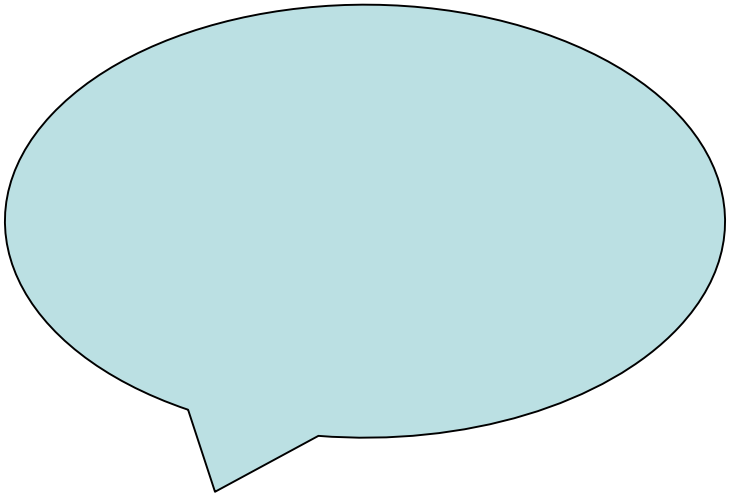

“I Wish We’d Had This Conversation a Year Ago..”

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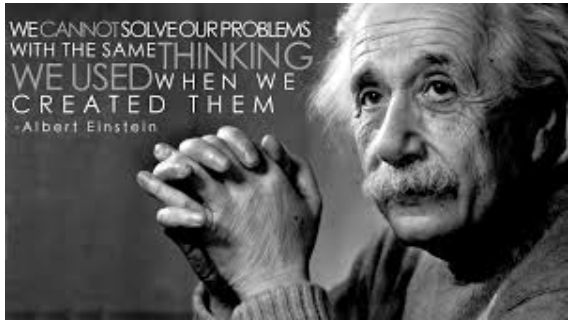
Thoughts for today:

"We cannot solve our problems with the same thinking we used when we created them."

Einstein



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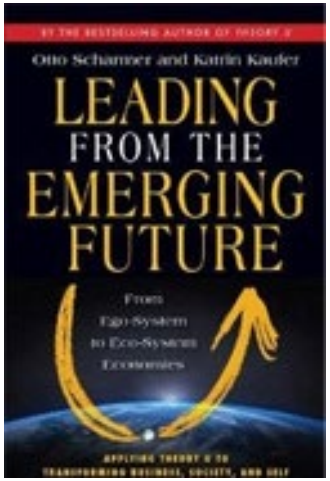
Thoughts for today:

"The framework we use today may have been appropriate in earlier times, but it is no longer in touch with the complex challenges and demands of our time."



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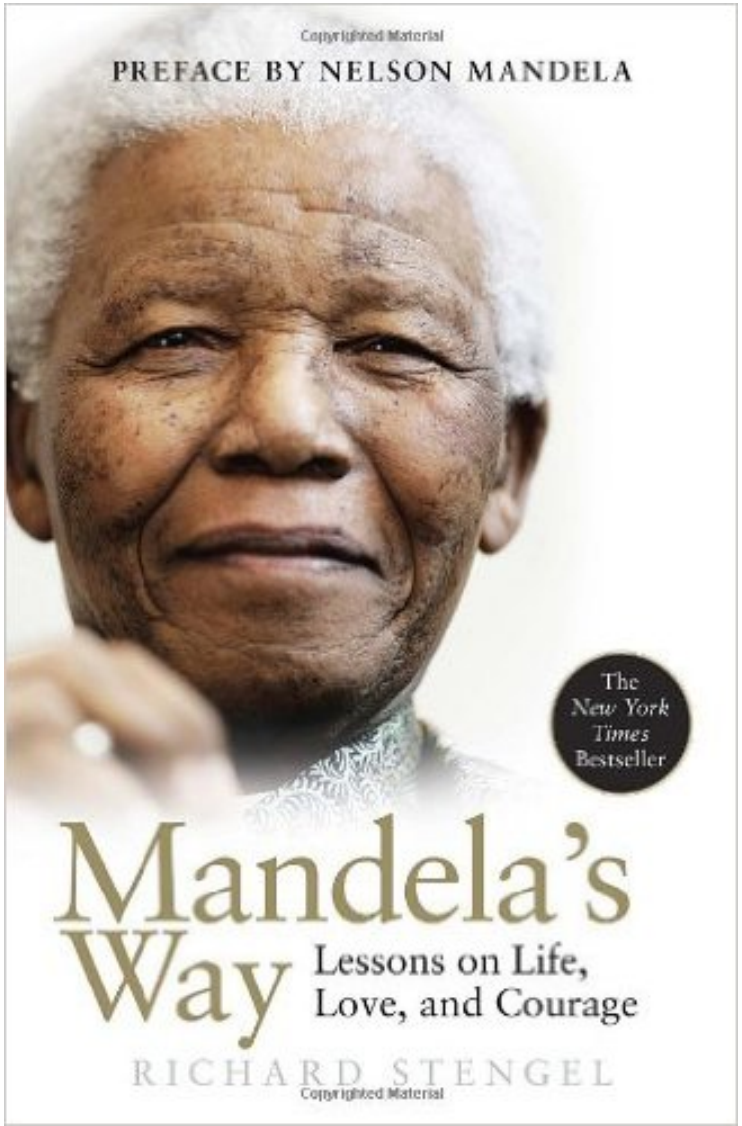
It's not binary….



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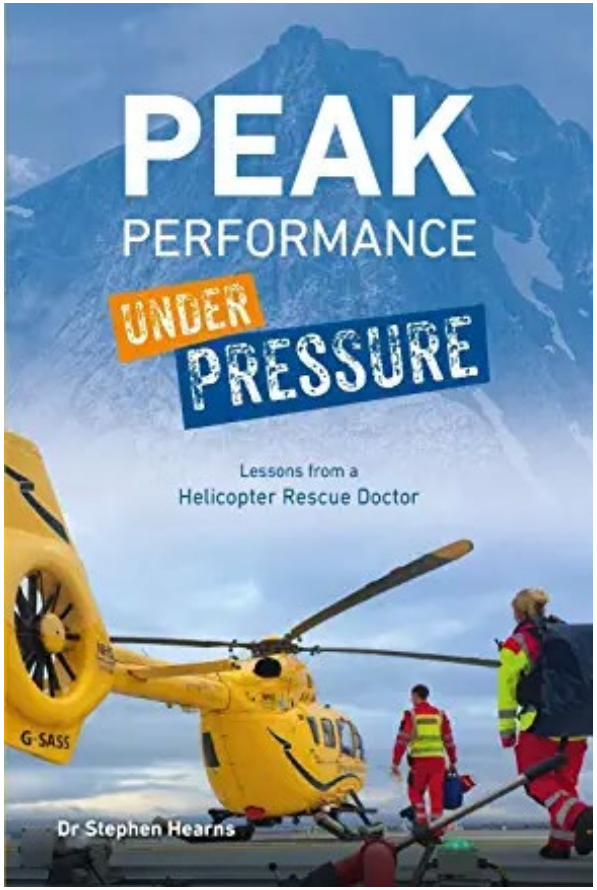

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Why are we here? for the record….

- allow you to have tough and challenging conversations in a safe manner
- better relationships across all generations
- gain better understanding of viewpoints
- more effective approaches to difficult engagements and interactions
- enhanced confidence to raise your voice
- learning ways to work collaboratively and transform the ways of working together
- better at manging a range of conflict situations
- creating a different way of doing things
- acquire some key life skills

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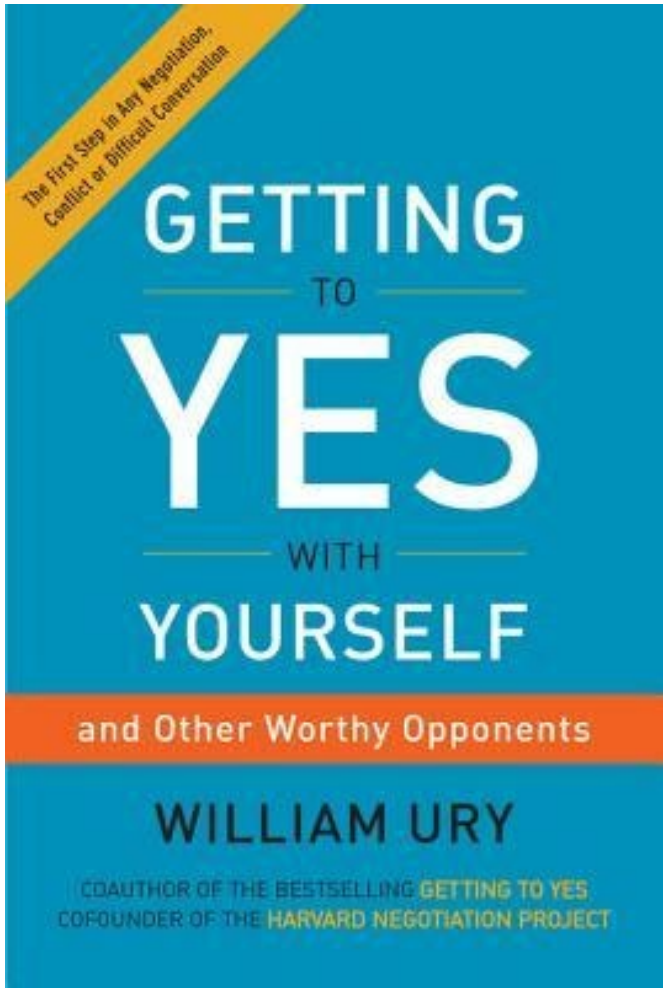

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"Everyone thinks of changing the world, but no-one thinks of changing him (her) self" Tolstoy

It's all we can ever do…

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Working at the margins…

little things…

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The difference between ordinary and extraordinary…

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Clean the filter …

- jump to conclusions
- assume that we are right
- but… can often be wrong

- need to challenge our assumptions / beliefs / intuitions / “truth”

- “90% of errors of thinking are errors of perception”

- cognitive/implicit/unconscious bias
- we miss the obvious – wilful blindness

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Our Unconscious Biases?

- reinforcement of what we believe shapes our response
- confirmation bias
- WWSIATI – selective seeing and hearing
- wisdom of crowds / group think
- reactive devaluation / overvaluation
- over-reliance on intuition
- over optimism
- attribution error
- over/under estimating own ability
- inertia - sticking with the status quo

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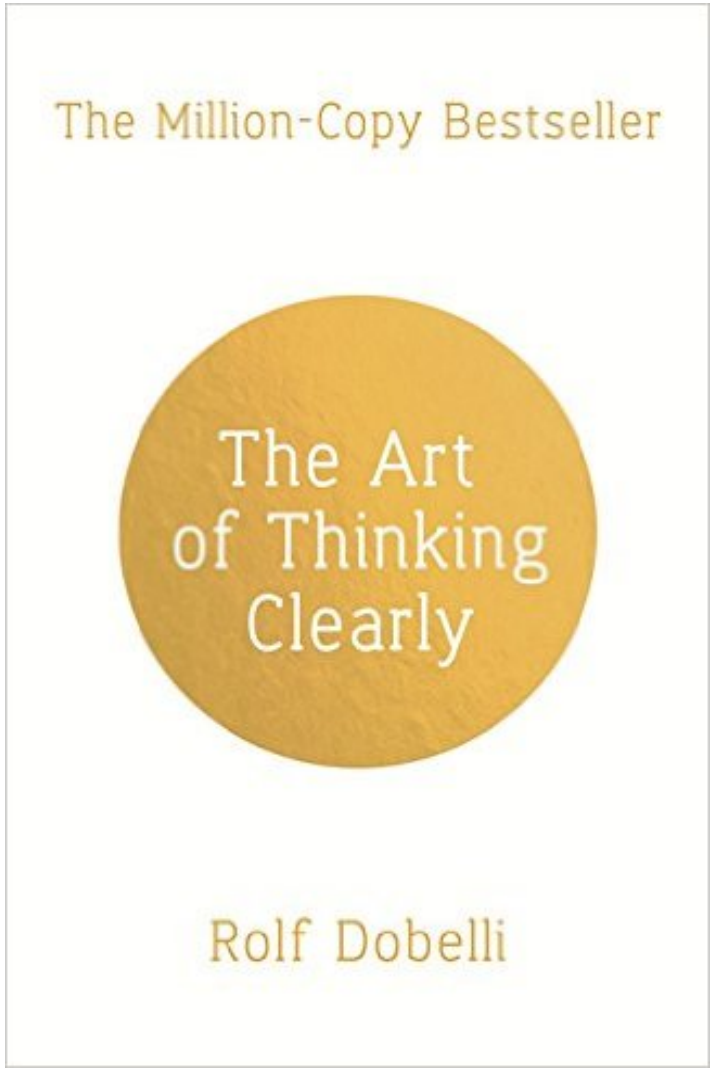

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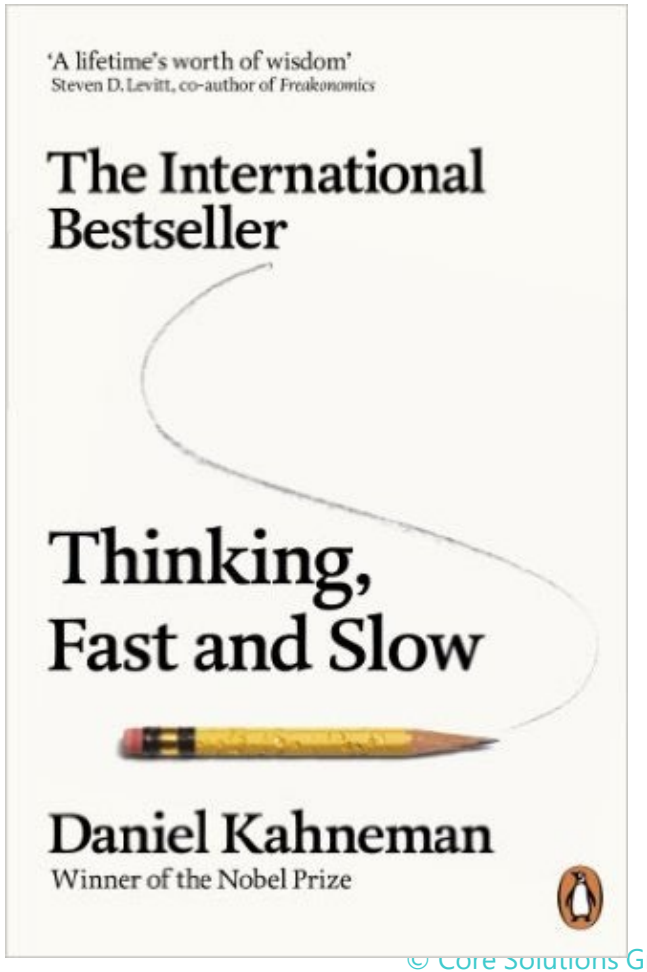
And….

- fight, flight or freeze
- fear is crucial

- system 1 and 2
- thinking, fast and slow
- problem of default



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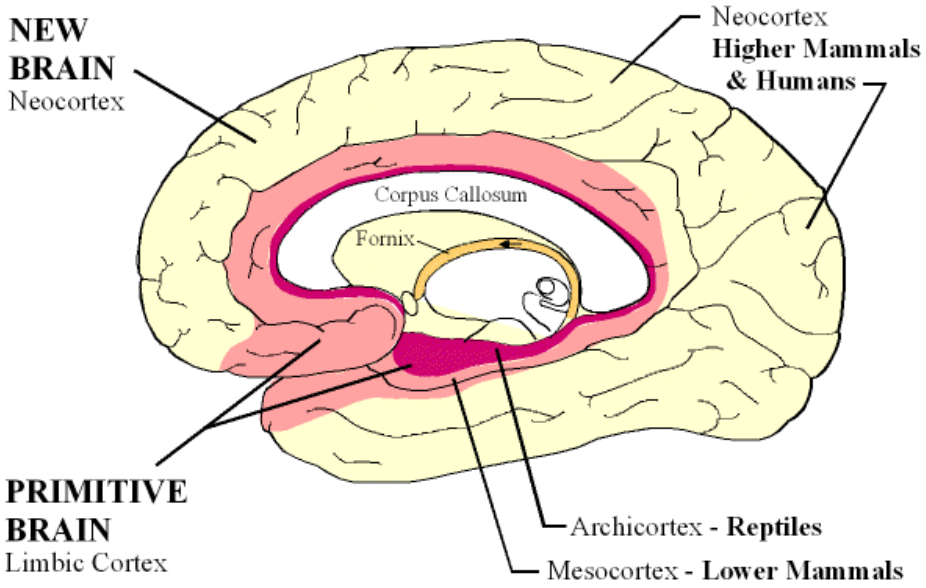

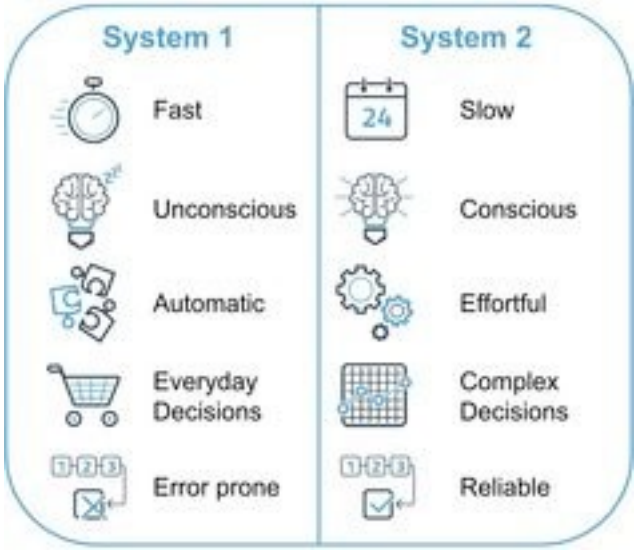

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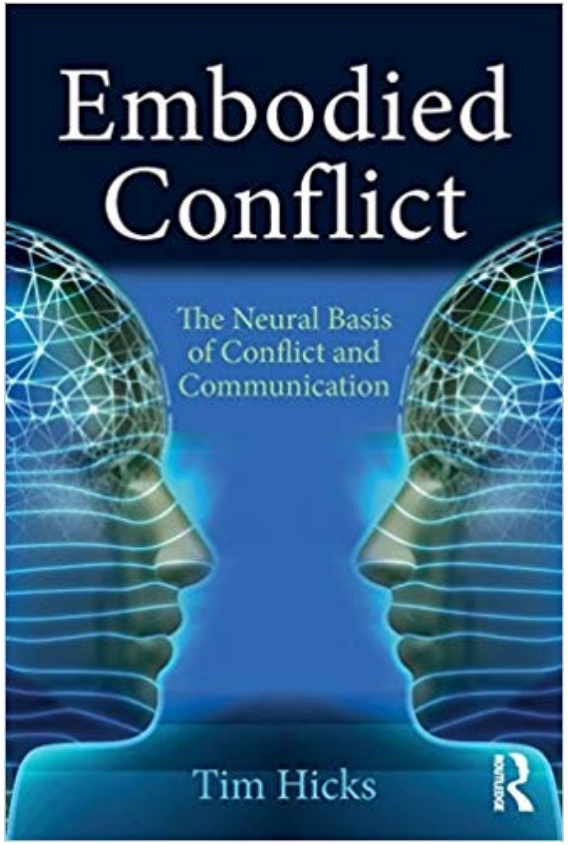

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Relevance?

Be open to new approaches and ideas

–"they" may be as right as we are…

or…

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“Everyone in retrospect is wrong…”!!

Sometimes us…

Sometimes others…

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Keep your Filters Clean!

There are two (several?) sides to most (all?) stories…

It just depends on where you are standing…..
or where you start from…..

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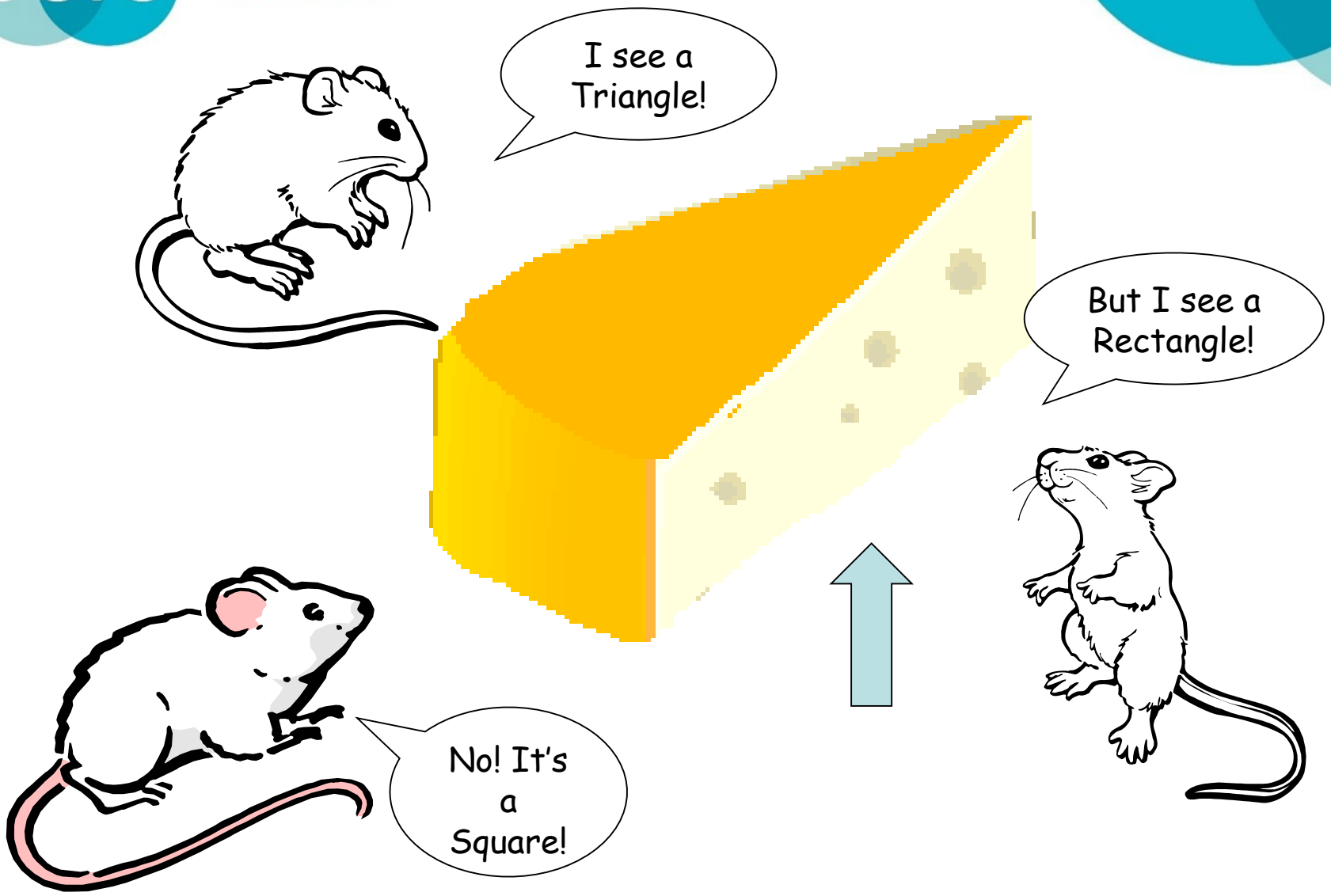

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"It's not our differences that divide us. It's our judgments about each other that do."

Meg Wheatley

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all of this applies to “them” as well as “us”

think about this and its application

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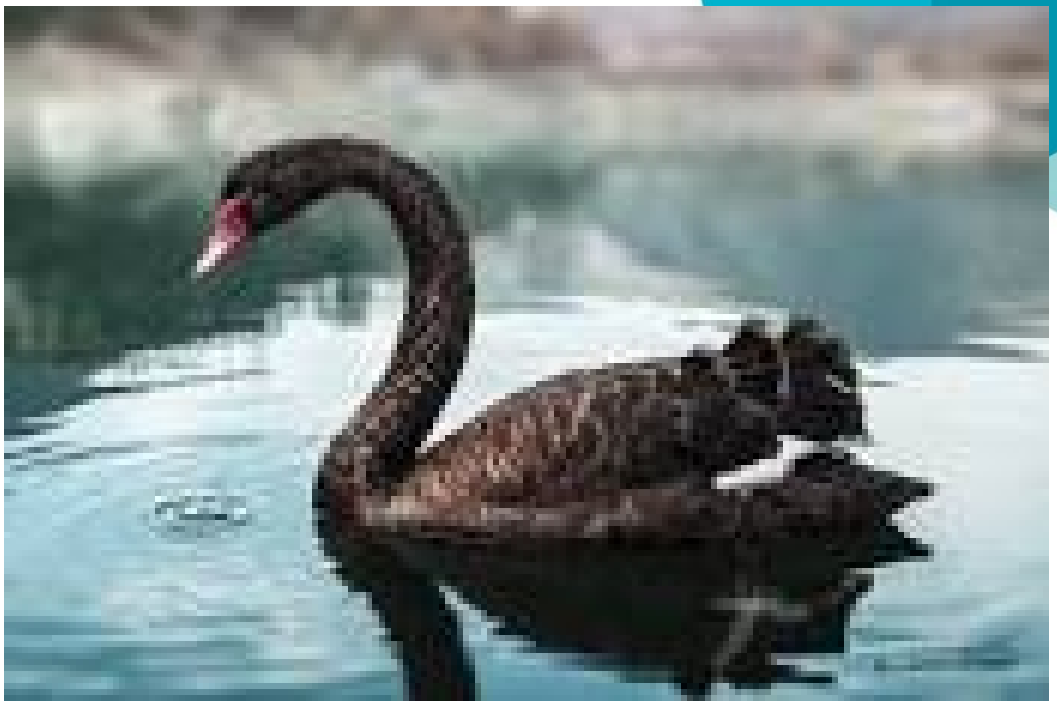
expect to be surprised!



- enjoy surprise, uncertainty, ambiguity, paradox, grey areas
- VUCA

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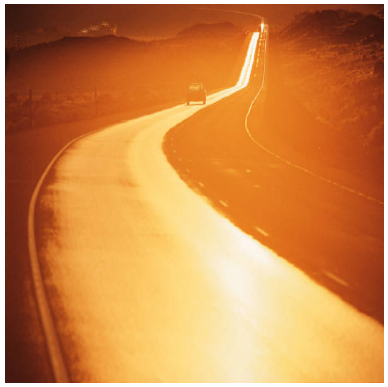
Humility

Responsibility

Courage

Self Control



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Responsibility
Courage
Humility
Discipline
Kindness

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How to optimise value all round?

A Protocol

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Commitment to Respectful Dialogue

Show respect and courtesy towards all those who are engaged in these discussions, whatever views they hold;

Acknowledge that there are **many differing, deeply held and valid points of view**;

Use language carefully and avoid personal or other remarks which might cause unnecessary offence;

Listen carefully to all points of view and seek fully to understand what concerns and motivates those with differing views from our own;

Ask questions for clarification when we may not understand what others are saying or proposing;

Express our own views **clearly and honestly with transparency** about our motives and our interests;

Respond to questions asked of us with clarity and openness and, whenever we can, with **credible information**;

Look for **common ground** and **shared interests** at all times.

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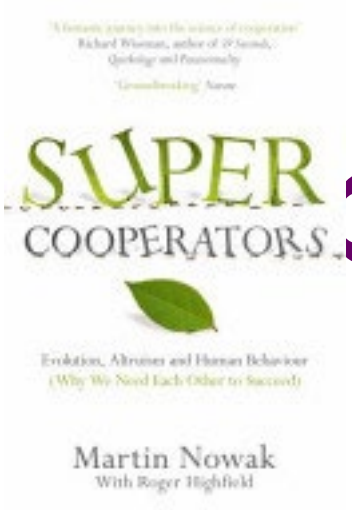
Part 2



oer Cooperators

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"If we are to continue to thrive, we have but one option. We now have to manage the planet as a whole. …

We now have to refine and to extend our ability to cooperate.

We must become familiar with the science of cooperation…we must become super-cooperators"

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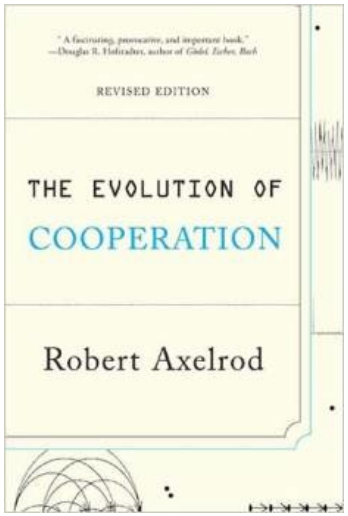

"We are used to thinking about competitions in which there is only one winner....But the world is rarely like that..

The key to doing well lies not in overcoming others, but in eliciting their co-operation."

Robert Axelrod

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Contrast Zero Sum Games

- wasteful and risky

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Gain:Gain

- co-operative (Blue) tends to produce best result
- aggressive (Red) tends to be ineffective
- we need to focus on maximising gains not losses
- if you gain, it does not matter if other “side” gains also
- enlightened self interest: “needs” not “wants”

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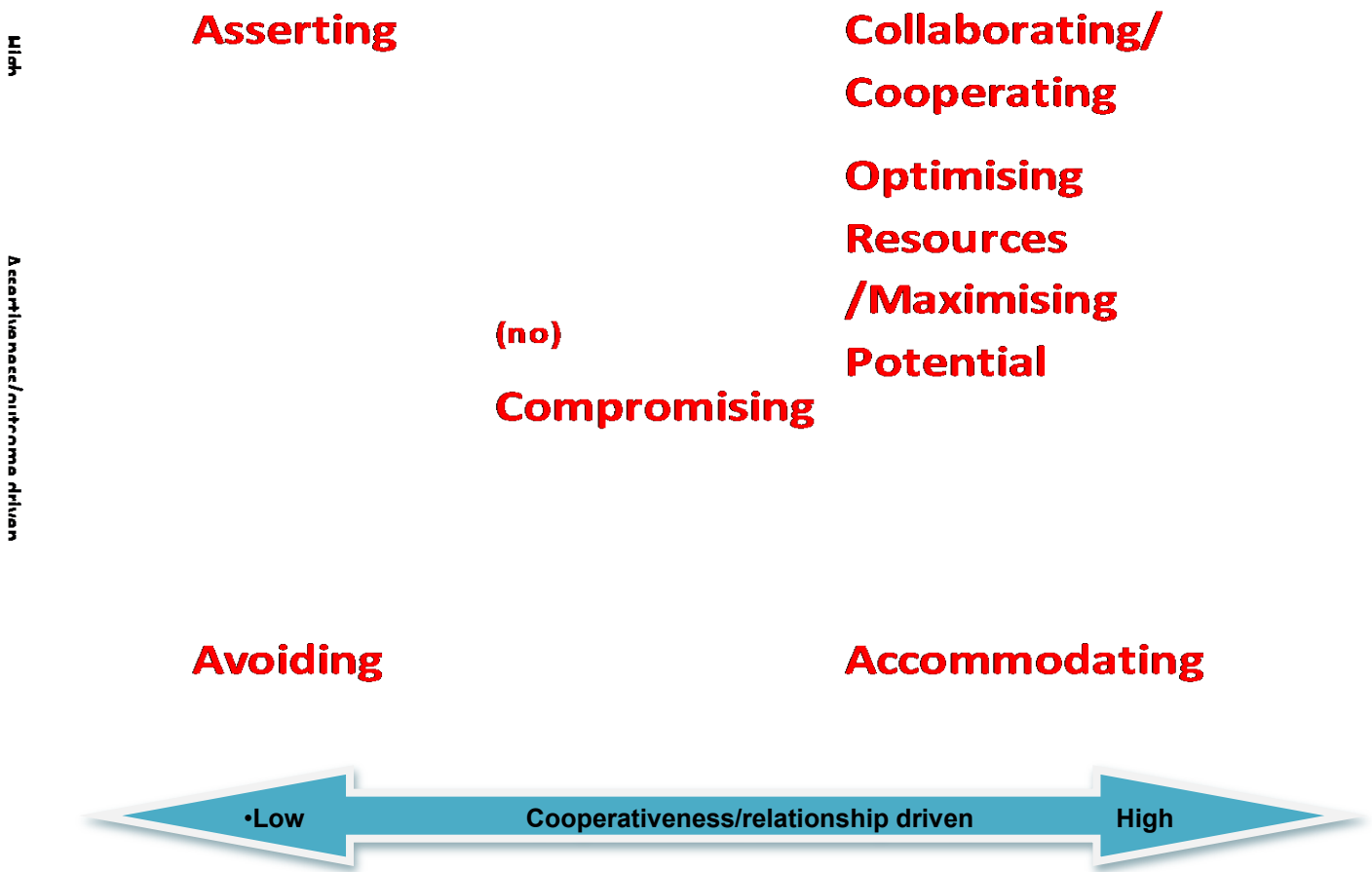

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Nelson Mandela

- "I never sought to undermine Mr de Klerk, for the practical reason that the weaker he was, the weaker the negotiations process.

  To make peace with an enemy one must work with that enemy, and the enemy must become one's partner."

- *Irreconcilable confrontation gave way to peaceful co-operation. Only through effective negotiation could both sides hope to meet their needs.*

  Neither side could win without the other.

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Some pointers

- need to know the rules / objectives / identify “value”
- different styles and perceptions
- emotion is always present
- importance of trust: “like life…” - do as you say
- balancing trust and risk: short term / long term gain
- clarification and verification helps - consistency
- need a decision-making structure
- time pressures cause difficulty – take break / PAUSE
- reputation easily lost
- desire for revenge…Tit for Two Tats

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Barriers?

- Competitive culture – limited resources
- Posturing / taking positions / exaggeration / ego
- Pressure from / identification with someone else's position
- Fear, lack of trust / feelings of threat
- Personal / institutional animosity / baggage
- Pressure of time
- ***Delay or Failure in communication***

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"Cooperative" and "Positional" Approaches

- *use good communication skills*
- know that relationships vital
- separate people from the problem
- seek options for mutual gain
- focus on *interests*, future
- are open to new ideas
- make concessions to gain
- look for creative outcome
- add value, saves time

- *threatening*
- *aggressive*
- *emotional*
- *haggle*
- *focus on* positions, *blame*
- *conceal information*
- *concede little*
- *achieve compromise? zero sum*
- *incur cost, delay*

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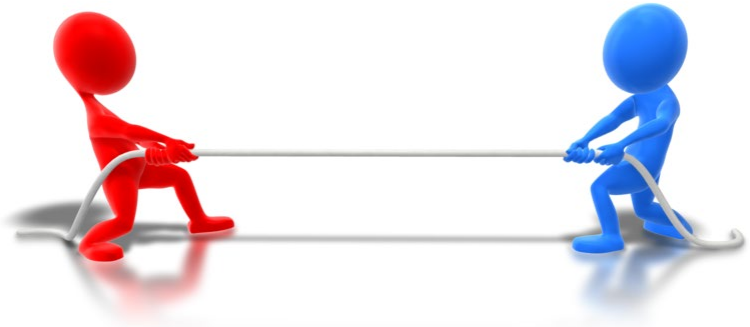

Contrast Positions and Interests

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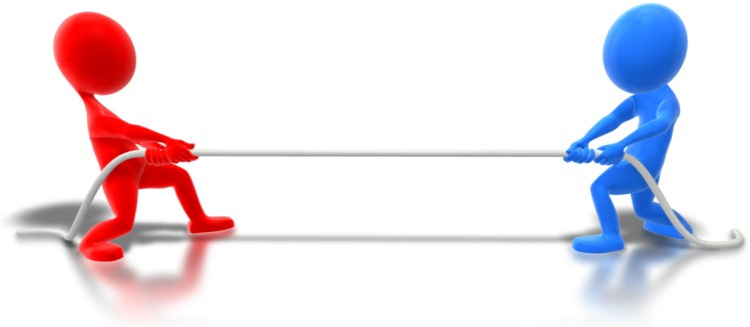

Contrast Wants and Needs

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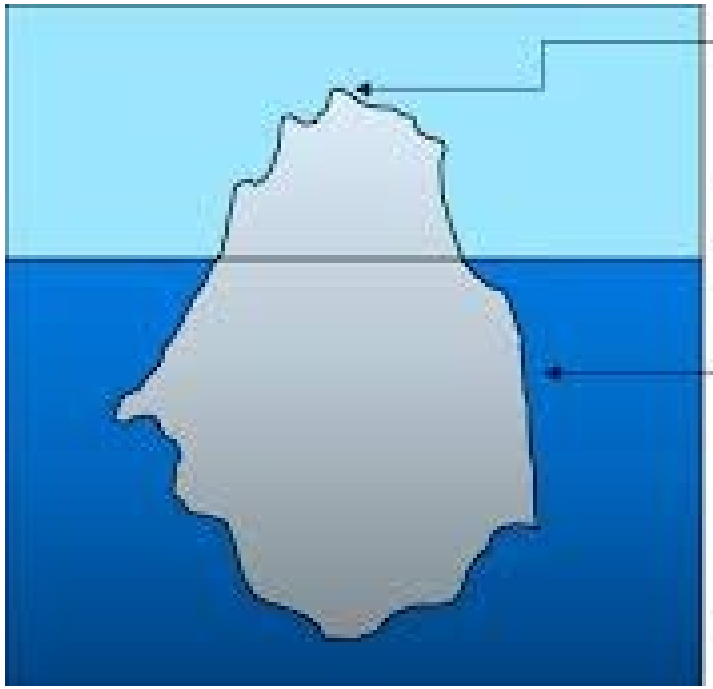

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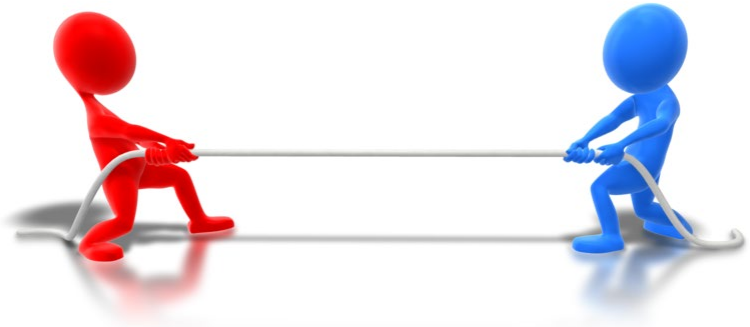

Contrast Symptoms and Causes

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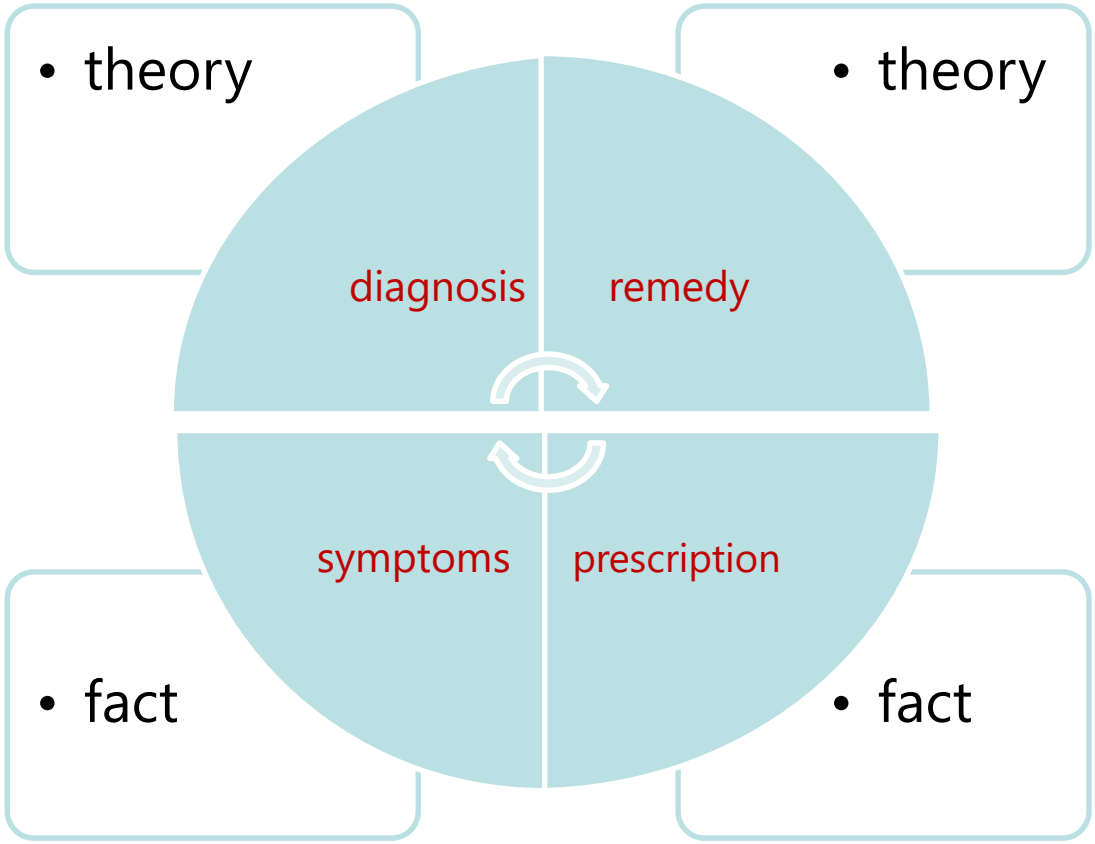
Harvard Circle Chart



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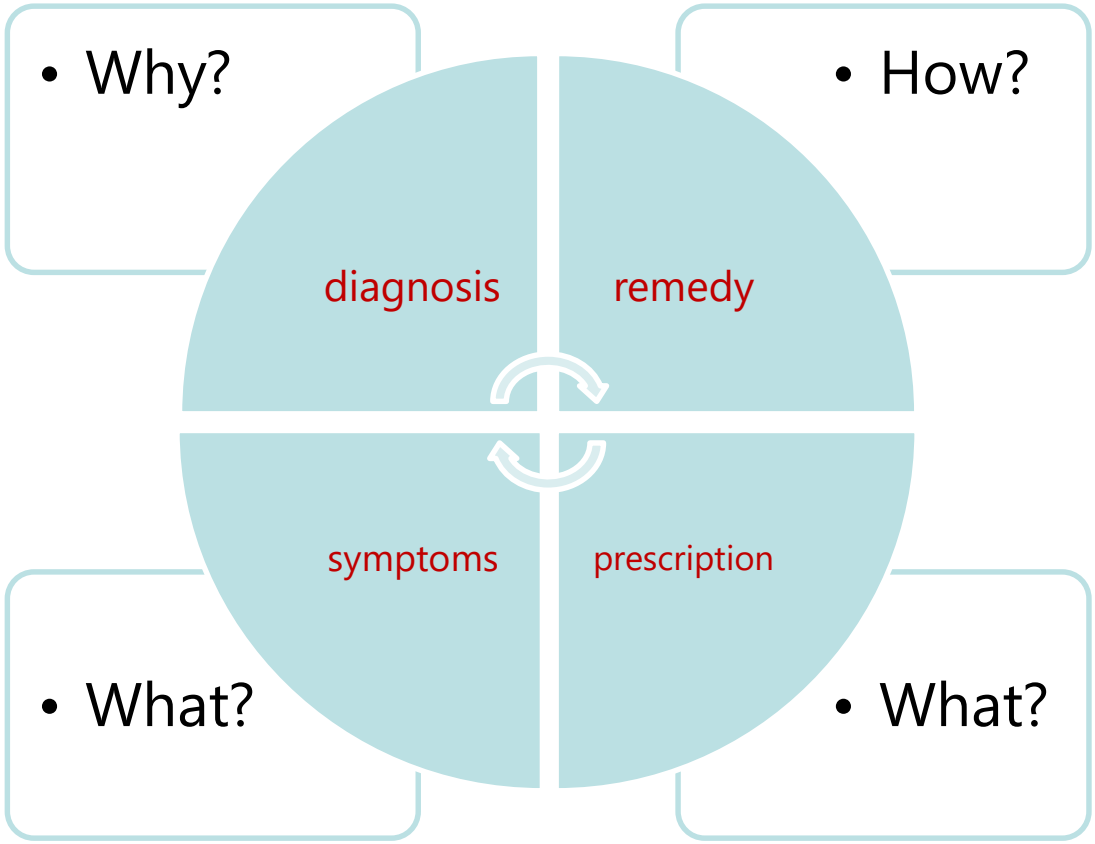
Harvard Circle Chart



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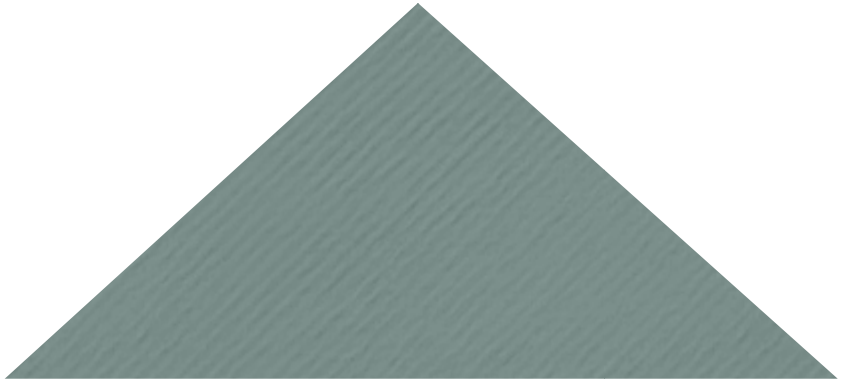

Process

Relationships

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Part 3

A Structure

"We have finally achieved simplicity in our corporate organization."

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How to optimise value all round?

A Structure

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The Elements of Effective Negotiation

- Preparing – planning and setting objectives
- Rapport building – the importance of good relationships; P:P
- Understanding - exploring what it's really all about, under the surface
- Developing then assessing options – finding possible ways forward – and benchmarking against alternatives
- Deciding – selecting a solution(s) which works – and sticks
- Implementing – making it work
- Evaluating - how we did? what worked? what didn't?

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The Elements of Effective Negotiation

- Preparing – *what do we need to do in advance? and throughout?*
- Rapport building– *how do we build and maintain good relationships?*
- Understanding - *what is it really all about?*
- Developing and assessing options – *how to go forward?*
- Deciding – *what solution / outcome will work?*
- Implementing – *what needs to happen?*
- Evaluating - *how did we do?*

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"Success depends upon previous preparation, and without such preparation there is sure to be failure."

Confucius

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Preparation?

- *What are my/our objectives? / What do I/we need to achieve these? Big Picture*
- *What are my/our concerns?*
- *What might be their concerns?*
- *What do I/we need to say / do?*
- *What might they need to hear from me/us?*
- *Where might misunderstandings have arisen?*
- *What is the common ground? NB*
- *What don't I/they/we understand?*
- *What happens if we don't sort this?*

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Building Rapport

"Rapport is the ultimate tool for producing results with other people"

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"Good relationships are key to preventing (managing) conflict"

William Ury

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...a working assumption...

people are trying their best

don't fight fire with fire

do unto others.....

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Some useful ideas

- The meaning of any communication is the response it gets
- The identity of a person is different from the behaviour they demonstrate
- It is possible to find a positive intention behind all behaviour
- People make the best choices available to them at the time
- The person with the greatest flexibility of thinking and behaviour is likely to have the greatest influence

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The Problem…?

"I know you believe you understand
what you think I said.

But I am not sure you realise that
what you ***heard*** is not what I meant"

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What we intend to communicate and what others take from what we say and do may be quite different...

The Communication Chasm

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How do we communicate?

- words
- delivery
- behaviour

- **verbal**
- **vocal**
- **visual**

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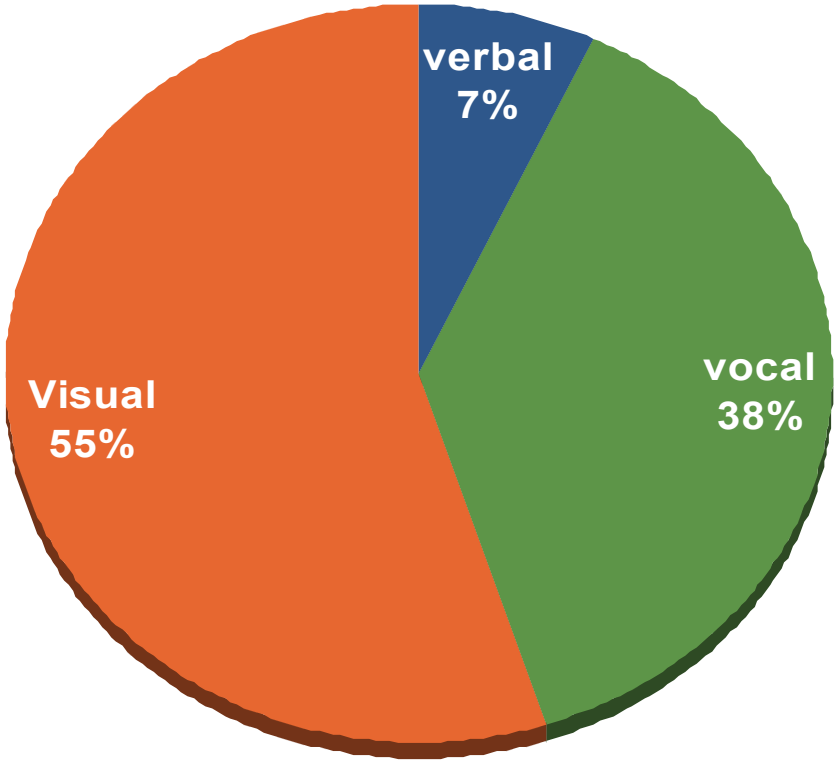

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Our words, delivery and behaviour affect how we and our communications are perceived - and how others react

Nothing is neutral

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Understanding

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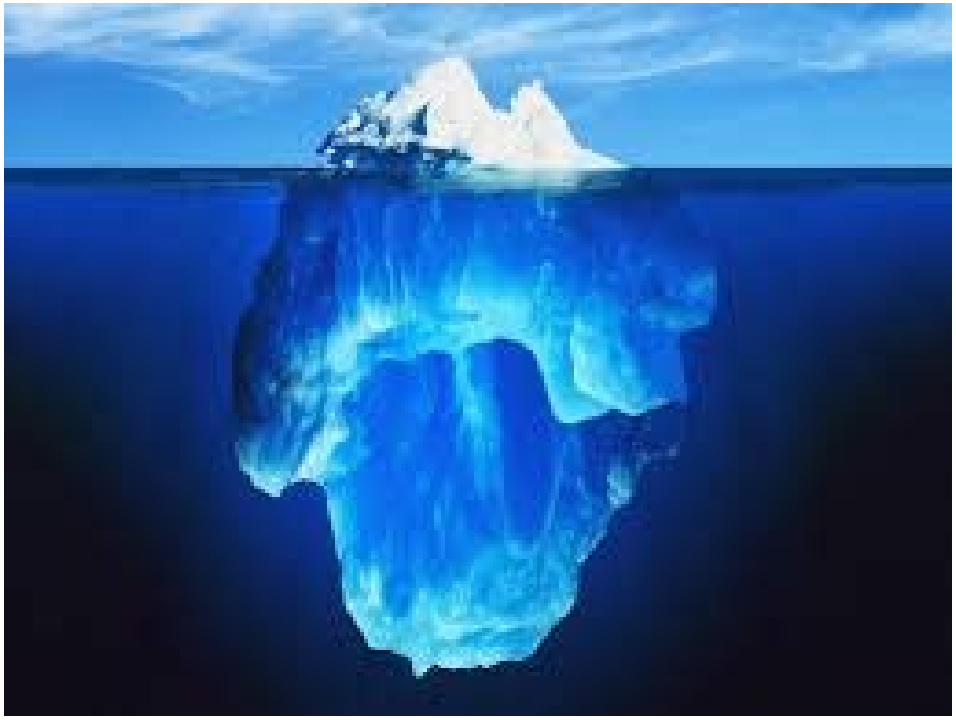

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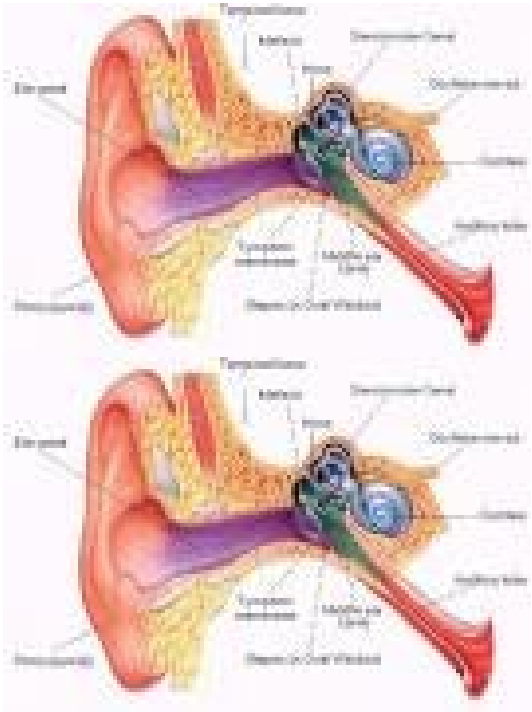

… listening…

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Building Relationships, even when we differ…

A	• Acknowledgement
A	• Acceptance
R	• Recognition
R	• Reassurance
E	• Exploration
E	• Explanation

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"He knew the precise psychological moment when to say nothing"

Oscar Wilde

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The Power of the Pause

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Effective Questioning

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Forms of Question

- Open

- *Kipling: "I kept six honest serving men - they taught all I knew"*
  - what
  - how
  - why
  - when
  - where
  - who

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An example

- What want?
- What need?
- What feel?
- What think?
- What pressures?
- What priorities?
- What alternatives?
- What concerns?
- What future?

- Why?
- Why?
- Why?
- Why?
- Why?
- Why?
- How achieve?
- How feel?
- Why important?

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Getting below the surface

- ‘Help me understand’
- ‘What will this give you?’
- ‘What is this really about?’
- ‘What do you need to tell me?’
- ‘What have I not understood?’
- ‘What else should I / do I need to know?’
- ‘Why is this so difficult for you?’
- ‘How can I help you to address this?’
- ‘What would it mean to you if……?’

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And.....

- **‘How can we do this better?’**
- **‘What would make a real difference to you?’**
- **‘How can I help you?’**

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Recall: Preparation

- *What are my/our objectives? Priorities? Aspirations?*
- *What do I/we need to achieve these? Big Picture*
- *What are my/our concerns?*
- *What might be their concerns?*
- *What do I/we need to say / do?*
- *Wat do I need to know?*
- *What might they need to hear from me/us?*
- *Where might misunderstandings have arisen?*
- *What is the common ground? NB*
- *How do we build on this?*
- *What don't I/they/we understand?*
- *What happens if we don't sort this?*

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Keep asking questions

"judge a person by his or her questions, not by the answers...."

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"There are more questions than answers…"
"the important thing is not to stop questioning"

….and listening…..

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A Summary

- **Why am I asking**
- **this question**
- **of this person**
- **at this time**
- **in this way**

- **Why**
- **What**
- **Who**
- **When**
- **How**

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A Summary

- **Why am I making**
- **this point**
- **of this person**
- **at this time**
- **in this way**

- **Why**
- **What**
- **Who**
- **When**
- **How**

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You never really understand things from another person's point of view...
until you climb into his skin and walk around in it."

Atticus Finch

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Option Generation

and BATNAS and WATNAS benchmarking

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Build Golden Bridges

and write Victory Speeches

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"You don't need to justify your love, you don't need to explain your love, you just need to practice your love.
Practice creates the master"

Miguel Ruiz

"It took me a lifetime"
Picasso

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Reflections from another time…

"The challenge is not merely the accumulation of knowledge; knowledge is not wisdom. Wisdom requires understanding and the key to understanding is communication.

Communication is the common denominator necessary to reason, to logic, to explanation, to interpretation. It behooves us all to learn to know and use it well. Our future depends on it."

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That's all

Thank you

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