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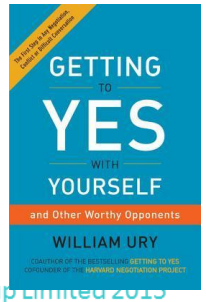
"Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."

Victor Frankl

Choices……



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Effective Leadership, Advanced Negotiation and Conflict Management

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Better Conversations, Better Partnerships and Better Outcomes

aka

World Class Conversations

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or....

“I wish we had had this conversation a year ago….”

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Working at the margins…

little things…

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Clean the filter …

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

- “90% of errors of thinking are errors of perception”
- confirmation bias: our tendency to reinforcement shapes our response – WWSIATI – missing the obvious
- http://www.youtube.com/watch?v=IGQmdoK_ZfY
- thinking fast and slow
- wisdom of crowds? group think?
- reactive devaluation/ attribution error

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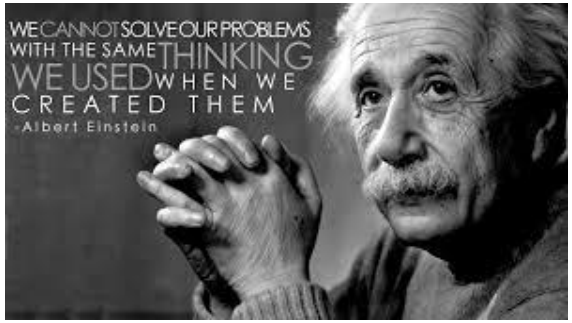
"*We cannot solve our problems with the same thinking we used when we created them.*"

Einstein



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…we need to be open to different perspectives, views and ideas – “they” may be as right as we are?

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“In retrospect, everyone is wrong….”!!

Sometimes us…..

Sometimes others…..

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Keep your Filters Clean!

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

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

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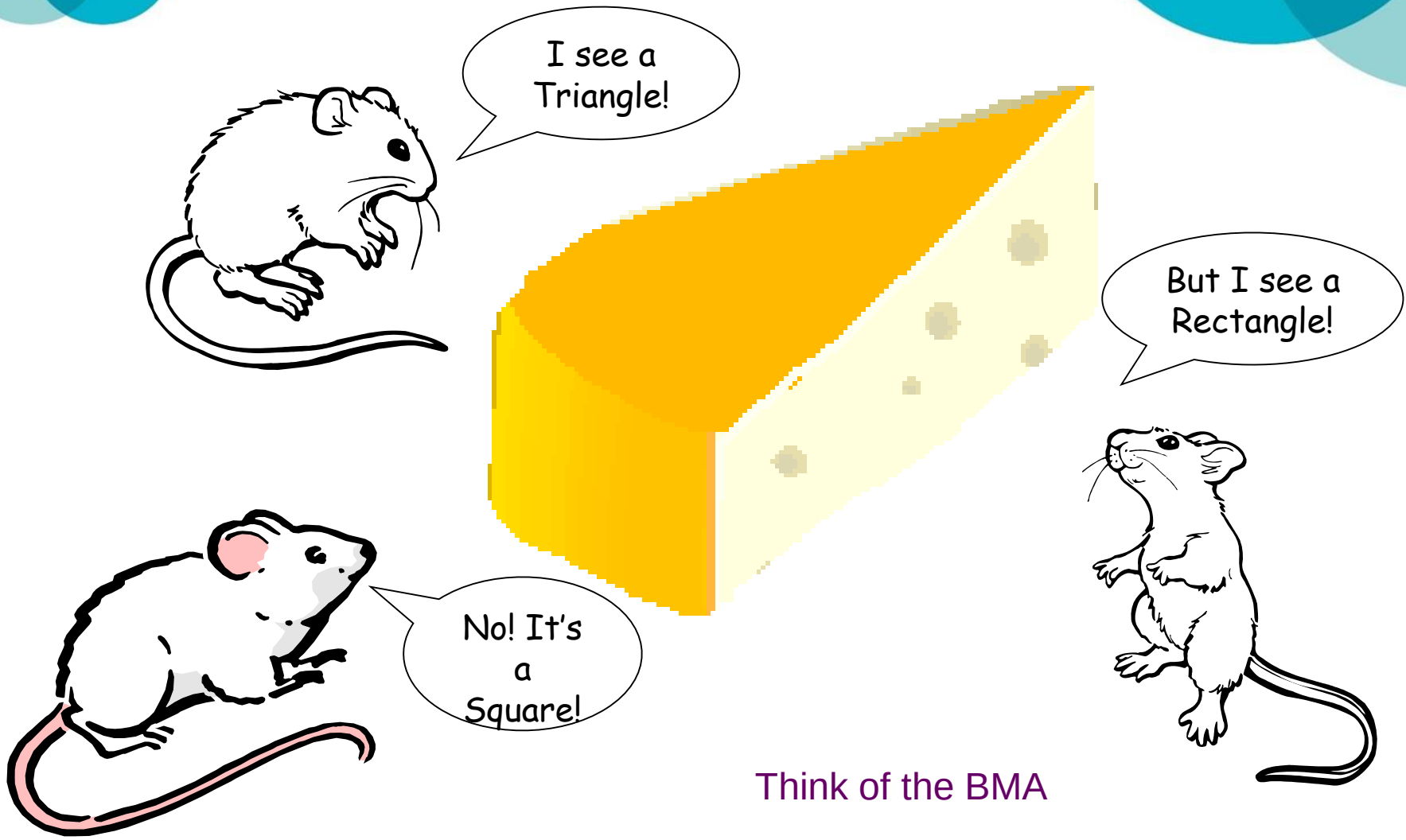

Think of the BMA

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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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Humility

Responsibility

Courage

Discipline

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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 cooperation."

Robert Axelrod

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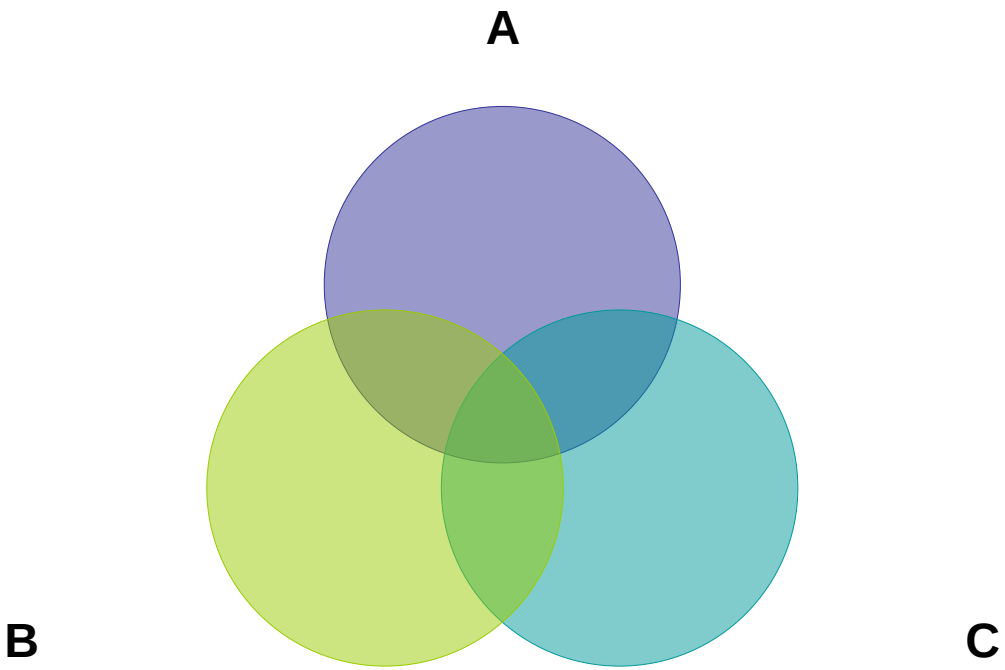
The need: to find the common ground



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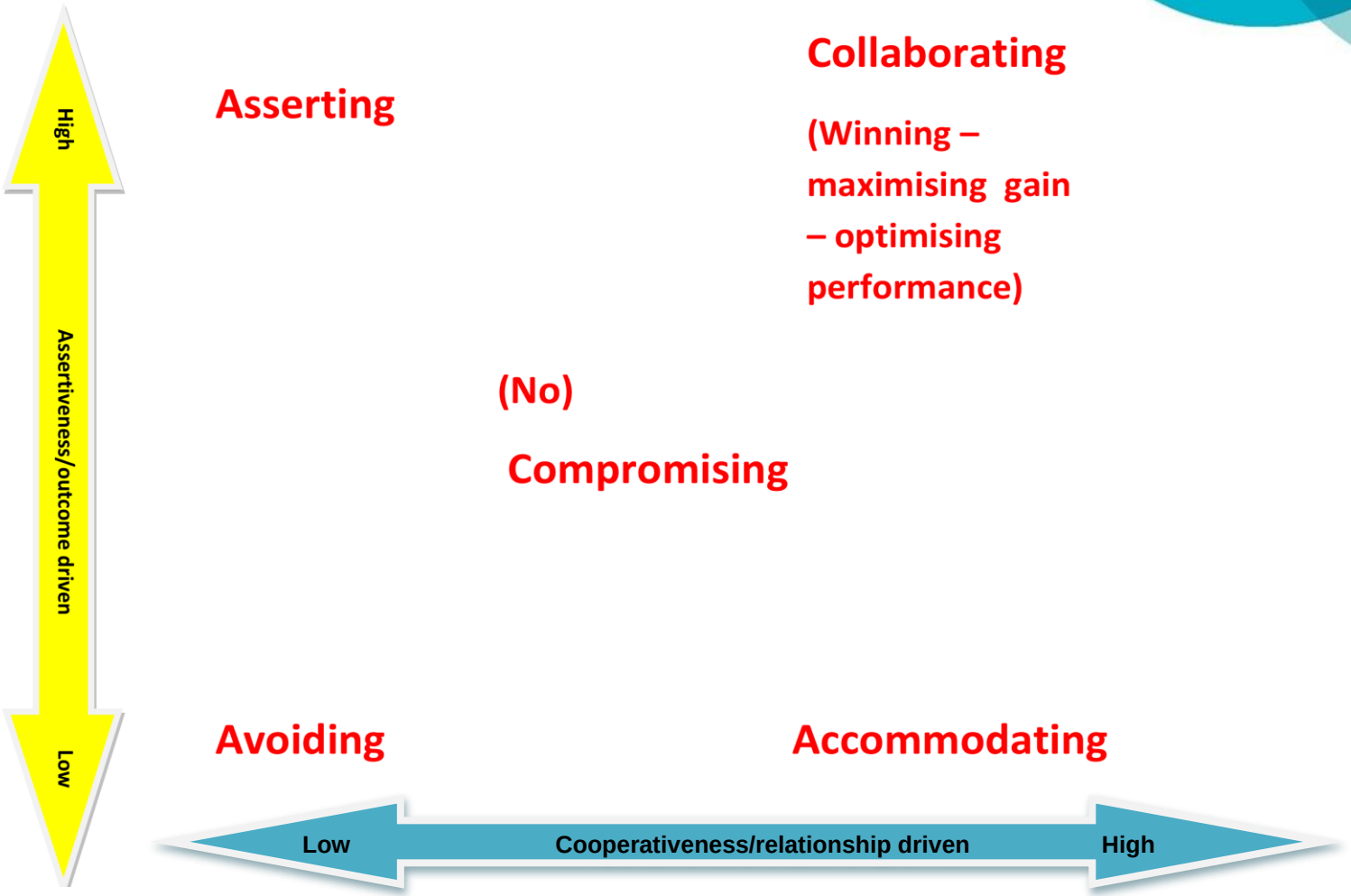

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Gain Game: What we learn

- 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 Tat

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Gain:Gain

- co-operative tends to produce best result
- aggressive tends to be ineffective
- focus on maximising gains not losses
- if you gain, not matter if other “side” gains also - enlightened self interest
- “do what need to satisfy the other at least cost to you”?

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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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Principled v Positional Negotiators

- 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 –rec/y
- 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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Barriers to effective negotiation

- Adversarial, competitive culture
- Posturing / taking positions / exaggeration / ego
- Pressure from / identification with “client’s” / principal’s / AN Other’s position
- Fear, lack of trust / feelings of threat
- Personal / institutional animosity / baggage
- Different perceptions of strengths / risks
- Lack of verification / justification / authority
- Pressure of time
- ***Delay or Failure in communication***

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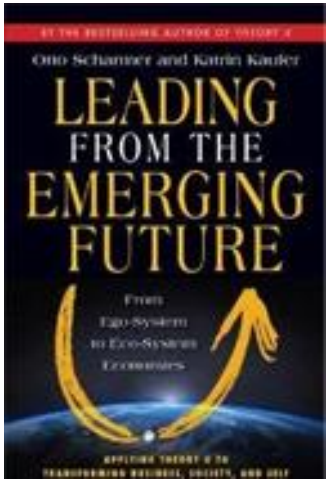
Thoughts for today:

"*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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Collaboration:

Cooperative arrangement in which two or more parties (which may or may not have any previous relationship) work jointly towards a common goal

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Collaboration:

Cooperative arrangement in which two or more parties (which may or may not have any previous relationship) work jointly towards a common goal

To cooperate, join (up), join forces, team up, get together, come together, band together, work together, work jointly, participate, unite, combine, merge, link, ally, associate, amalgamate, integrate, form an alliance, pool resources, club together.

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- When done well, real gains to be made in:

- economic development
- skills enhancement
- better productivity
- creating value
- improved morale
- growth and innovation
- better management of diverse views and differences and
- reduction in wasted cost and time caused by unnecessary disputes – *preventative spend*

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Collaboration – how?

- identify objectives
- build relationships
- seek real understanding
- ensure effective communication
- consider human due diligence*

- focus on process
- change paradigms of thinking
- continually evaluate
- be creative: many sides…..

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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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"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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Winning Conversations

How can we do it better?

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A Structure for Winning Conversations

- Preparing – planning in advance – what we are doing now!
- Rapport building– the importance of good relationships: separate people from the problem*: respect and rigour*
- Understanding - exploring what it's really all about: the underlying issues - *what and why*
- Developing *then* evaluating options – finding possible, creative ways forward
- Deciding – selecting a solution(s) which works – and will stick
- Implementing – making it work
- Evaluating - how did we do? what worked? what didn't?

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A structure

- 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? hopes, concerns, fears, aspirations, what really think under the surface?*
- Developing and assessing options – *how to go forward? alternatives?*
- Deciding – *what solution(s)/ outcome(s) will work – and stick?*
- Implementing – *what needs to happen to make it work?*
- Evaluating - *how did we do? what worked? / didn't work?*

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"I prepare to the nth degree so that when I am ....., I appear to be winging it...."

Melvyn Bragg

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Preparation to maximise the prospect of a resolution

- getting started from the first contact
- initial and continuing communications and coaching
- joint/individual "summaries" – what? why? how?
- risk analyses / cost projections / decision trees
- location/venue
- cultures
- process design: tailoring…….
- what is it *really* about? what lies under the surface?
- preparation questionnaire

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Preparation?

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

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Human Due Diligence

A preparation tool to nip things in the bud, address issues early

What really worries you…?
Where might misunderstandings arise…?
What happens if….?

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Some Questions

- What are your real objectives in this project?
- What do you really need to achieve out of this project?
- If you achieved this, what would that mean for you?
- What do you need to do today to achieve this?
- What do you need to say to the others to help you achieve this?
- What do you need to hear from the others to help you achieve this?
- What do you think that the others really need out of this?
- What are your main concerns at this stage?
- What do you think are the others' main concerns at this stage?
- What is the common ground?
- Where might there be misunderstandings?
- What do you think the others need to hear from you at this stage?
- If you are going to work together really well in the future, what needs to be done?
- What will be the consequences for you if this does not work out (a) now? (b) later?
- What will be the consequences for others if this does not work out (a) now? (b) later?
- If you can't find a mutually acceptable way to work together, what will happen?
- Reflecting on these questions, what protocols do you need to develop to help deal with any future problems?
- What are the options for moving forward?

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Establishing Rapport

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

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Rapport?

- separate people from the problem
- respect and rigour
- location, location, time and timing
- focus on (common) interests; be interested….
- don’t judge behaviour; value the person – relationships vital
- detoxify the language – every word carefully chosen – reframe?

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never under-estimate the human side

"it's a people business and we need to work together….

I now *understand* the human side and the hurt you felt"

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Emotion

- Use it constructively
- Catharsis
- A real benefit
- Manage their emotions – and your own! but be prepared to give
- Live with – and enjoy - uncertainty….
- Red hat
- Manage the process

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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?

- *What do I need to find out?*
- *What are we missing?*
- *What questions do I need to ask?*
- *Of whom?*
- *When?*
- *How?*

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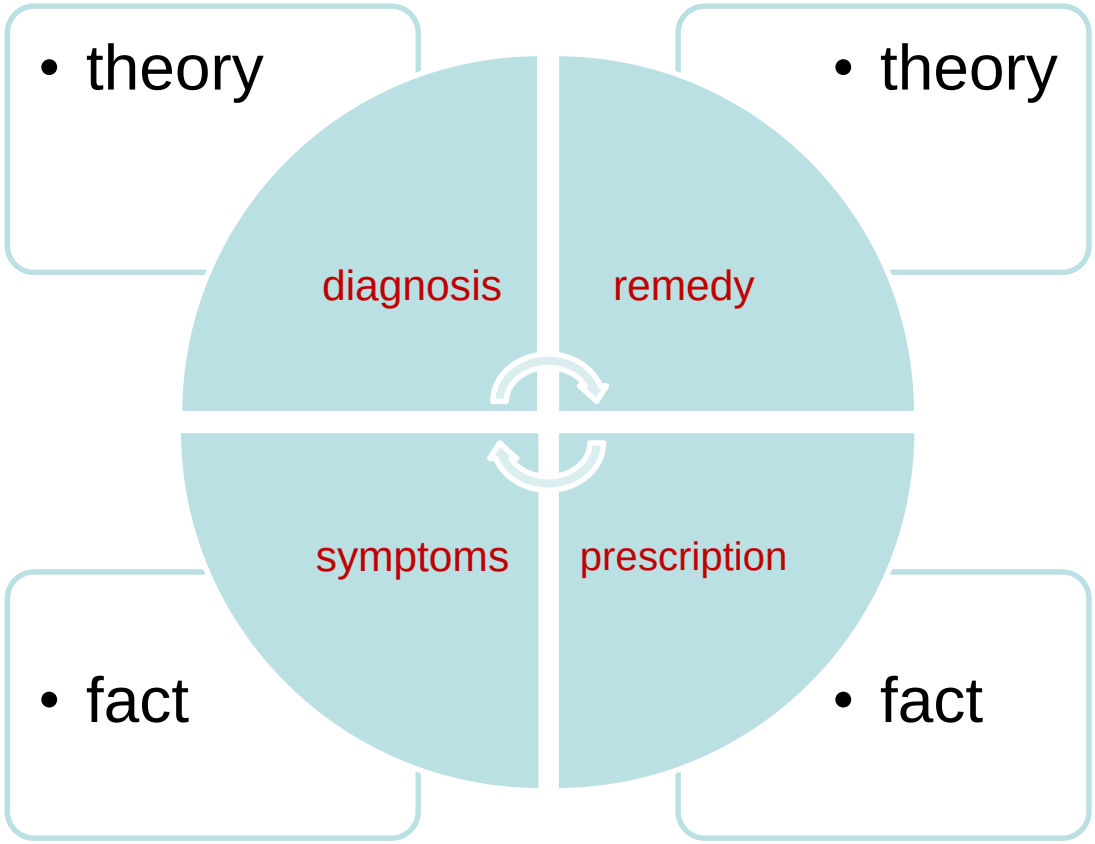
Harvard Circle Chart



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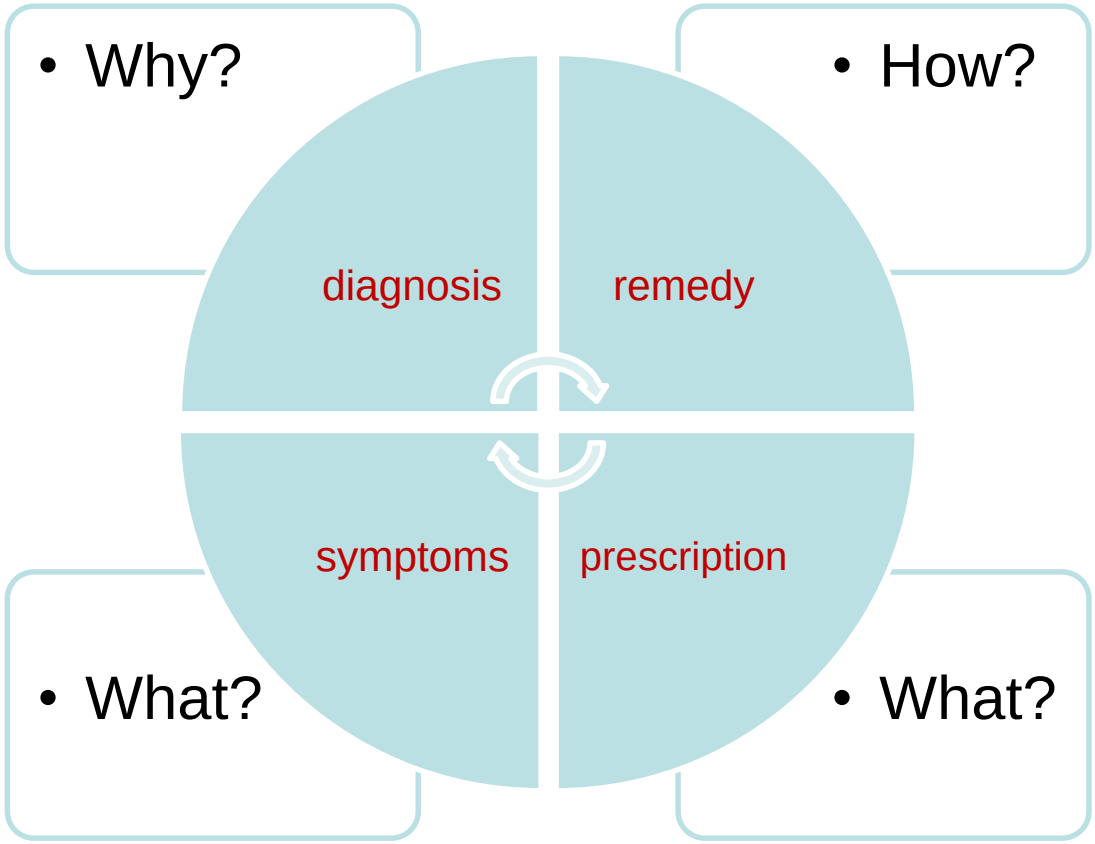
Harvard Circle Chart



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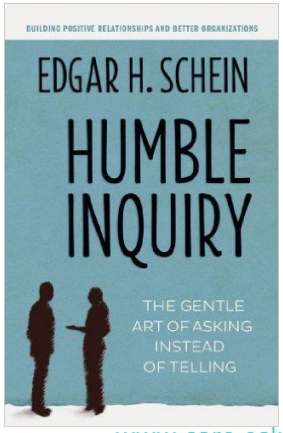
"Judge a [man] by his questions rather than by his answers"

"There are more questions than answers…"



"the important thing is not to stop questioning"

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Key Questions

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

- *Why?*
- *Why?*
- *Why?*
- *Why?*
- *Why?*
- *How achieve?*
- *How feel?*
- *Why important?*
- *How affect .....?*

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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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Getting below the surface

- - ‘What do you really think about…?’
  - ‘What is this really about?’
  - ‘What really worries you?’ ‘Why?’
  - ‘What have we not understood?’
  - ‘What else do we need to know?’
  - ‘What is in our common interests?’
  - ‘Where and why do we diverge?’
  - ‘How can we address this issue?’
  - ‘What happens if we can’t work together?’

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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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- What is this really about?
- How much of this is about money?
- What is really motivating me?
- What do I need to have acknowledged about me and my role?
- What have I done to contribute to this situation?
- What would I do differently if I could start again?
- What do I need to say to my colleagues/partners which will really help?
- What do I need to say I am sorry about?
- What would [mentors] say to me if they were standing in the corner watching me?
- What would they expect of me in this situation?
- What one thing can I do which will change things radically for the better?
- What can I give which will help to change the present situation?

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- If I was watching myself from a detached perspective in this mediation, what would I hope to see and hear?

- If I leave this situation without a resolution, what is the one thing I might regret not saying?

- What price do I put on partnership/contractual reconciliation/resolution/continuation?

- If I leave this with a resolution, how will that feel? What will I do?

- What change might that bring to me - and to my partners/colleagues?

- If this is the last time I am to see my partners/colleagues, what would I like to say? What impression would I like to leave?

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Open Questions

- keep it short
- one point per question
- keep it simple
- choose your words
- **listen to the answers…… “enjoy the answer”….**
- **follow through…..**

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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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Use questions to get your point across

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KPQ s *(Advanced Performance Institute)*

- Start with your strategic objective and design between one and three KPQs for each objective
- Spend some time and effort to agree the final list of KPQs (try to keep only the critical few)
- Engage people and subject matter experts in the creation of your KPQs
- If possible formulate your KPQ as an open question
- Focus your question on the now and the future, and not on the past
- Create a short, focused, clear and unambiguous question.
- Refine and improve your KPQs as you use them.

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Other Useful Questioning Approaches

- probing
- clarifying
- checking
- summarising
- repeating
- hypothesising
- sideburner
- looping back
- funnelling
- transitions

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Closed questions - a warning

- often reflect assumptions
- act as a filter, filter may be dirty
- indicate pre-judgement
- limit the information elicited
- may pre-determine the answer

- ***useful when?***

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A structure for asking questions…

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

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

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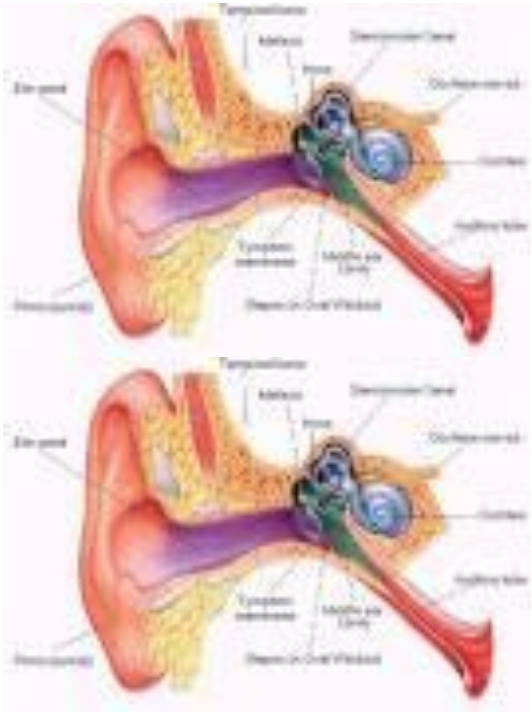

….and listening…..

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Listening - why don't we?

- "As we have become (wo)men who do too much, we find our listening skills on the wane. We cut people off in the middle of sentences. We assume we know what the other person is going to say, and we act on that assumption. We even become enamoured with the sound of our own voice.

  We must remember that communication is more than a monologue. Good communication is a balance of speaking and sharing, listening carefully, and absorbing before we speak again"

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Self-discipline - the power of the pause….

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The Power of the Pause in Communication

- formulate words
- consider response
- take stock
- consider notes
- provide punctuation
- add emphasis
- enhance authority
- make impact - grabber
- control pace / timing
- breathing / adrenalin
- observe others
- make eye contact
- convey interest
- engage audience
- enable digestion by audience

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Being Heard….and Telling their Story

A
A
R
R
E
E

- Acknowledgement
- Acceptance
- Recognition
- Reassurance
- Engagement
- Explanation

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Developing Options

- brainstorming: being creative
- all possibilities?
- reality testing
- evaluating strengths and weaknesses / risks / pros and cons
- objective criteria to support proposals
- possible solutions
- ***joint gains?***

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Give to Gain…..!

Find out what they need….

Be generous!

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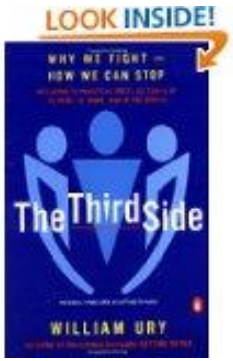
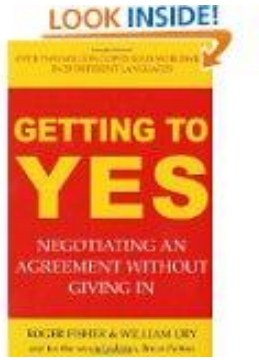
Building Golden Bridges
..*and Writing Victory Speeches*



Getting to Yes

The Role of the Third Side



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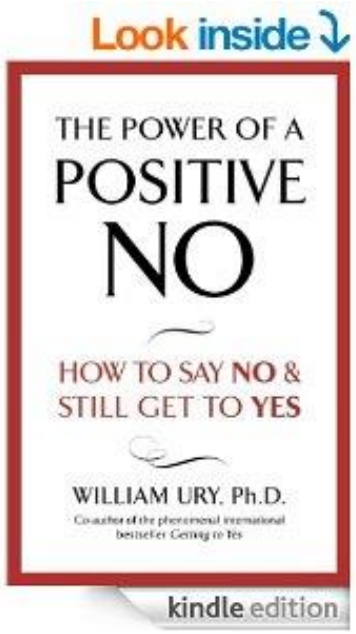
The Power of a Positive No



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Straw Men and Wizards

BATNAS and WATNAS

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Balconies, Precipices and Crises

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Have we covered...?

- Shift mindsets from win/lose to mutual gains / joint objectives / common interests / common “enemy” or cause
- Keep in mind the big picture - always – don’t sweat the small stuff
- Avoid bottom line thinking - yours, theirs or anyone else’s
- Take them to the precipice but don’t push or threaten….
- Surprise them
- Identify a unilateral concession – and wait for the reciprocal response - recognise different weighting and values – help them save face…
- Change the teams / the setting / the time - or back off
- Don’t put money at the front - take your time: expand the axes: non-monetary value?

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Who goes first?

Make the first proposal but get in the serious range

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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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More ideas

- **Pause** - power of silence
- Break it down into bite-size chunks - **priorities**
- **Parallel lines** and **parking**
- **Test reality**: what will happen if……
- Be **creative**: what if…….
- **Summarise** progress: each summarise the other's position
- Be **honest and trustworthy** but …….
- Accept **uncertainty and discomfort –** use it

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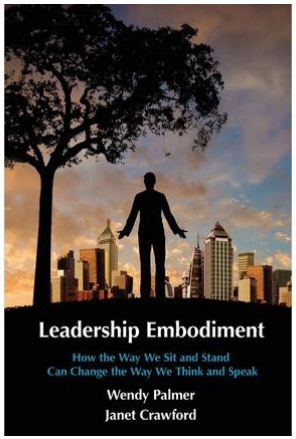
"so connected are brain and body that physical movement has the ability to release us from mental habits when we feel locked in negotiation impasse…..



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Assume that people are trying their best….

The person with the greatest flexibility of thinking and behaviour is likely to have the greatest influence

Try it…..!

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Commitment to Respectful Dialogue and Reconciliation

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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Action planning

- What?
- When?
- Who?
- How?
- Where?
- Why?

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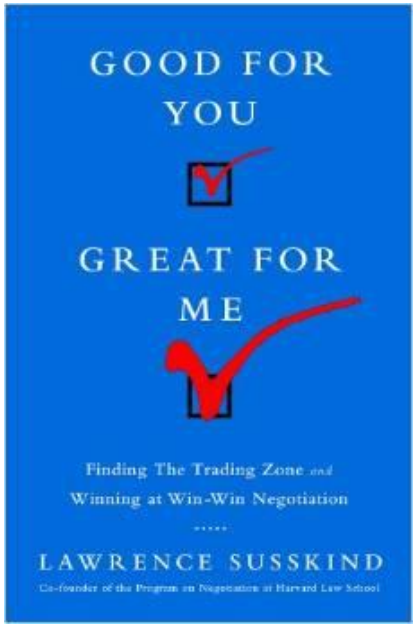
better outcomes

Some final thoughts….



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- have fun…greatest opportunity of a lifetime? support each other!
- time, energy, health, keep fit, relax
- look the part
- no failure, only discovery…don't be afraid
- can't play safe all the time...
- nothing prescriptive, ebb and flow
- improvise…jazz! flexibility, spontaneity
- pace, pause, persist, park, pause (again)

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- be interested – who are they?
  - what makes them tick?
  - be attentive to mood, posture, gesture, unspoken signals, look behind the masks
  - eat, sleep, breath from their perspective, walk with them, reframe their picture

- think partnership, long term, working with, build and compliment

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- expect to be surprised!
- enjoy surprise, uncertainty, ambiguity, paradox, grey areas
- don’t fight fire with fire
- do unto others…..
- keep good records, revisit, refine, review
- be gracious and end well

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better conversations
better outcomes

Achieving Mastery….?

"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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better conversations
better outcomes

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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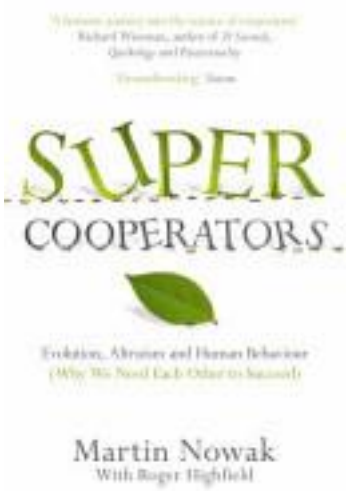
better conversations
better outcomes

a final thought…



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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"

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