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Better Relationships

Better Conversations

Better Outcomes

Welcome!!

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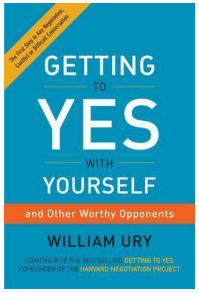
"Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."

Victor Frankl



Choices...

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

Choic

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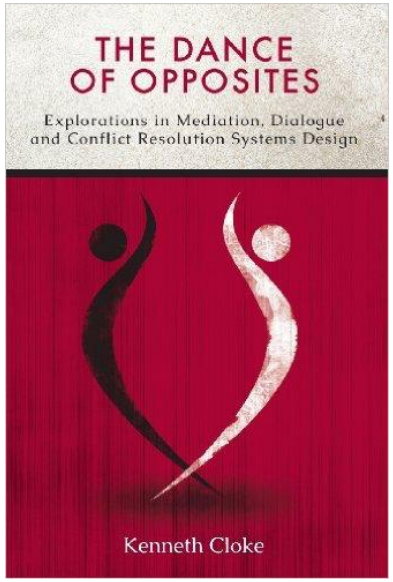
“*There is no us and them, only us*.”



Kenneth Cloke

Choices...

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September 29!

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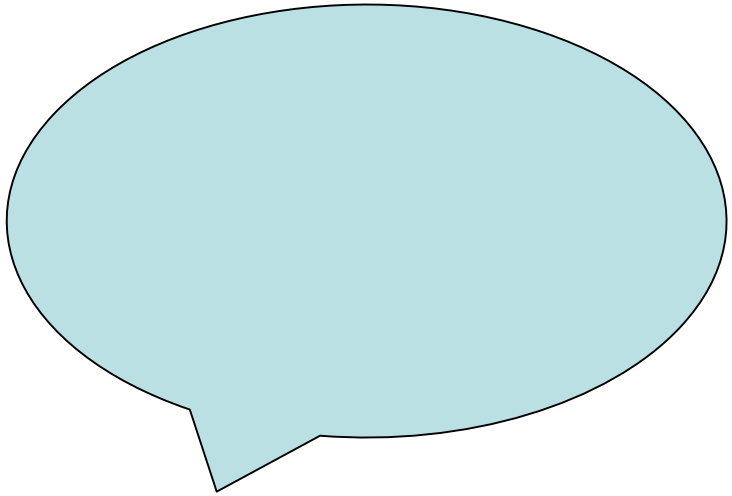

“I Wish We’d Had This Conversation a Year Ago..”

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Managing Differences and Reducing Conflict

…

and Collaborating generally

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or…

thinking – and acting – differently

in a challenging – and changing - world…

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"Our traditional thinking methods have not changed for centuries. While these methods were powerful in dealing with a relatively stable world (where ideas and concepts tended to live longer than people), they are no longer adequate to deal with the rapidly changing world of today where ***new concepts and ideas*** are urgently needed."

Edward de Bono

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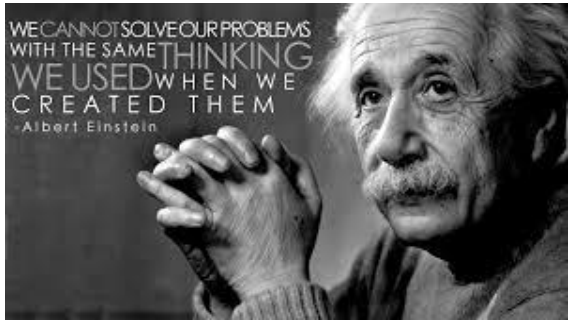
Thoughts for today:

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

Einstein



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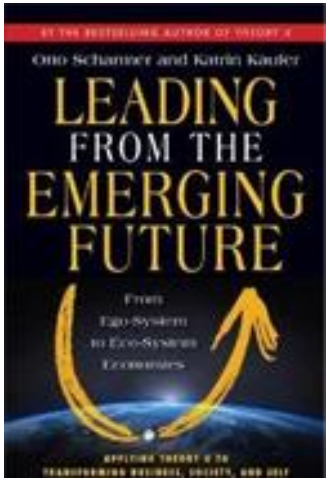
Thoughts for today:

"*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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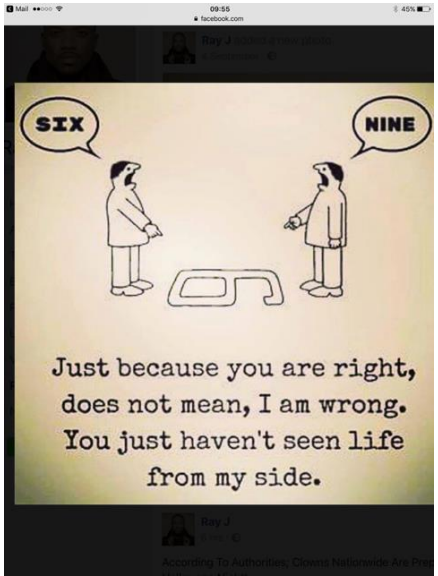
It’s not binary

“the contemporary mind has almost no training in how to think paradoxically, being stuck with dualist thought and locked into making seemingly clever distinctions, while devoid of wisdom.”



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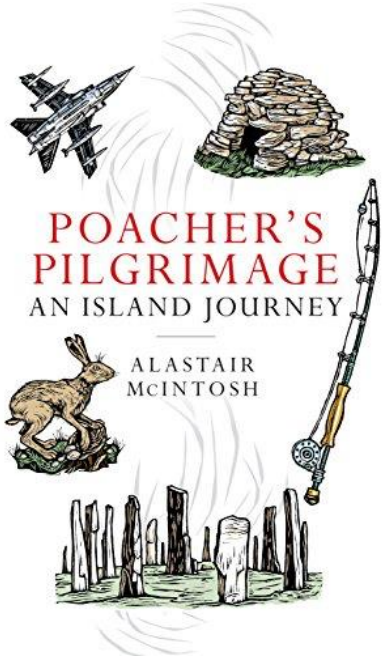
Caledonian Antisyzygy

"the presence of dueling polarities within one entity"



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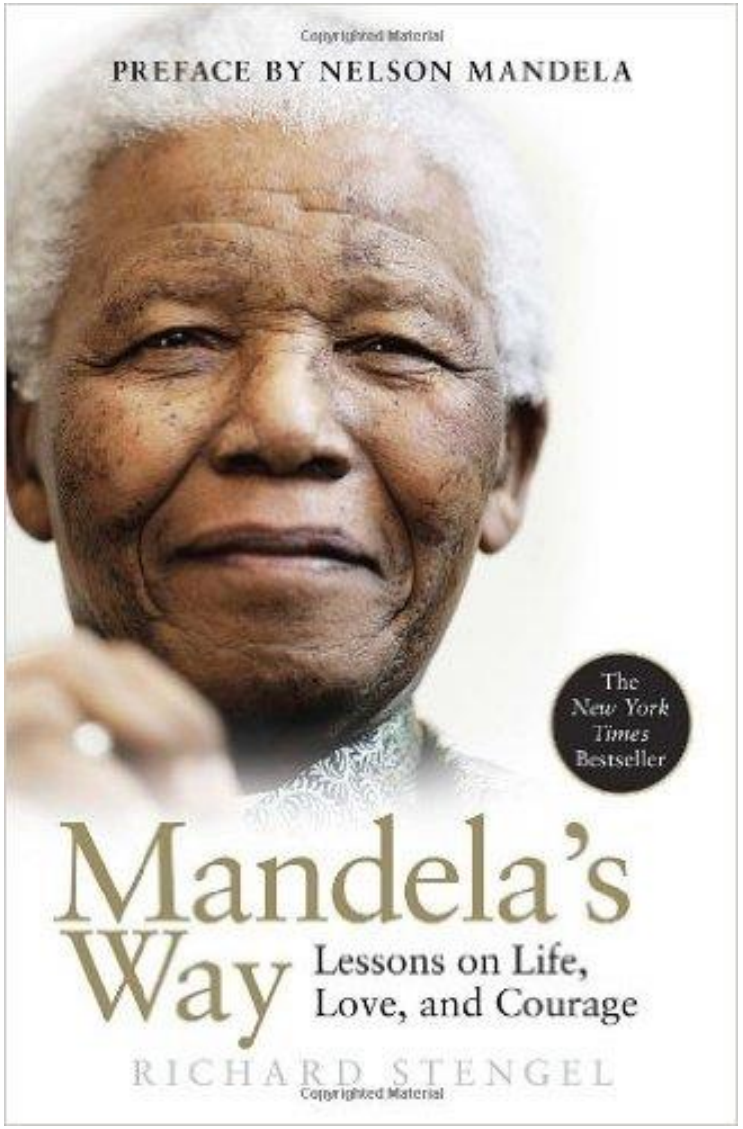

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Working at the margins…

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 / loss aversion
- over/under estimating own ability
- inertia - sticking with the status quo

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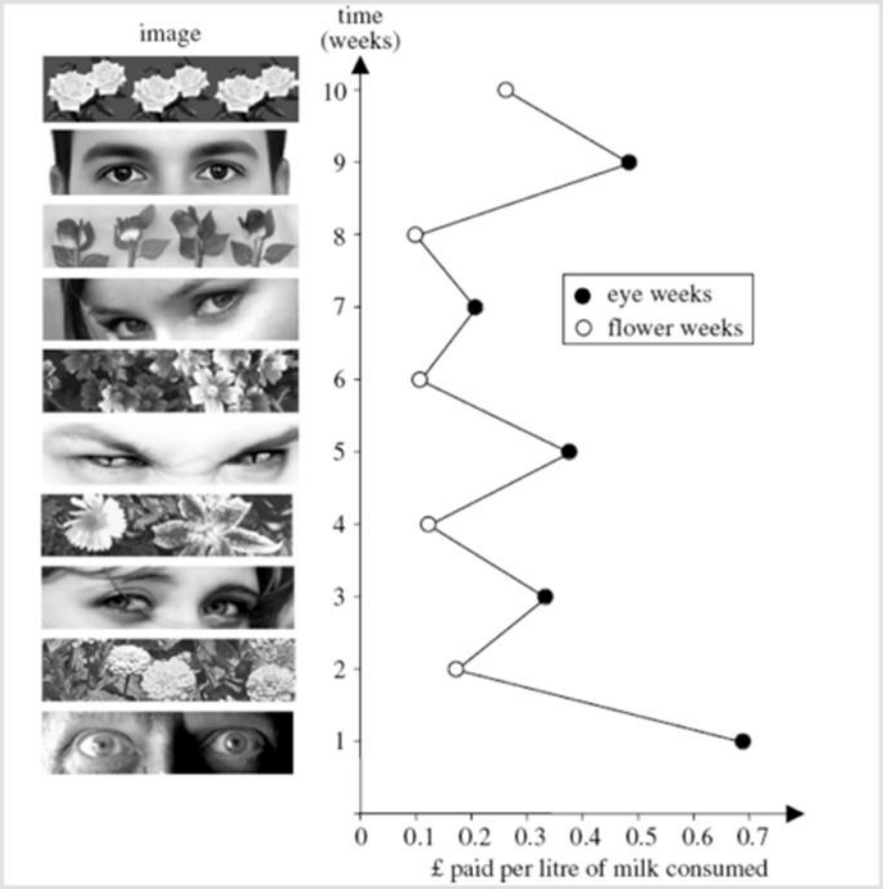
Framing



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More...

- wrong rule of thumb
- mixing up probability and similarity
- pursuing sunk costs
- endowment effect

- see list in workbook

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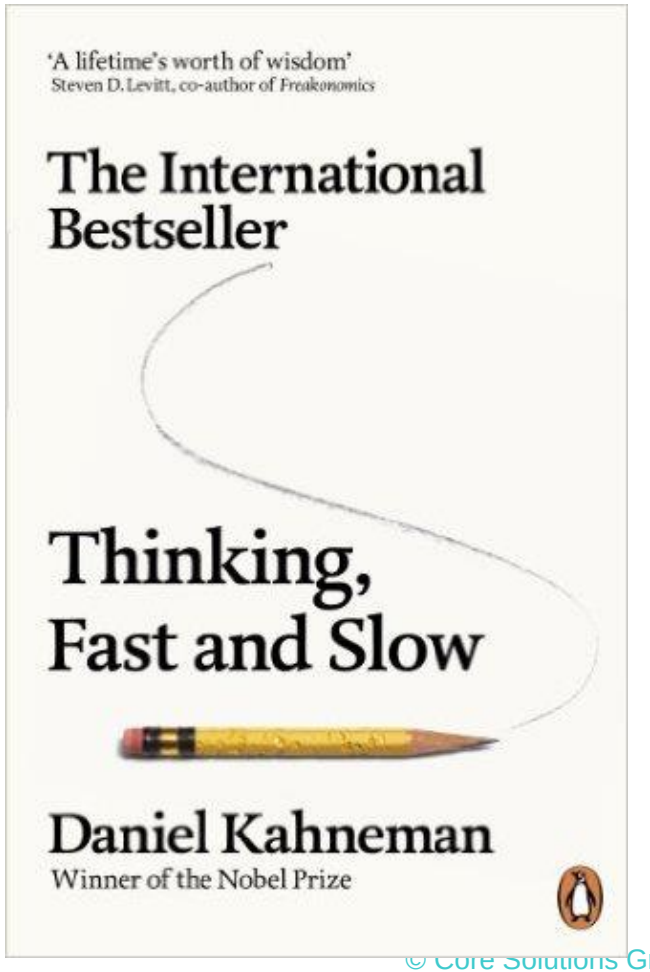
And….

- fight, flight or freeze
- fear is crucial

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



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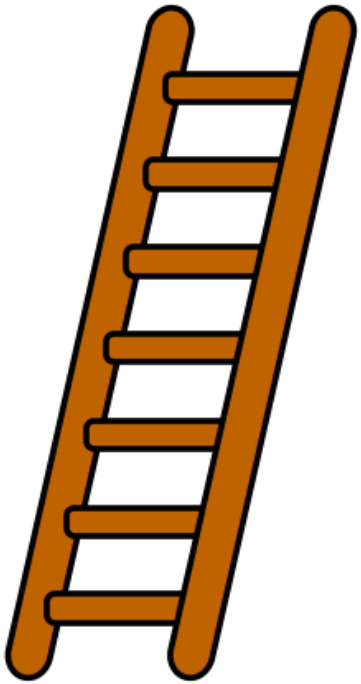
Ladder of Inference - 2+2=5

Act
Refine beliefs
Draw conclusions
Make assumptions
Add meaning
Filter observations
Observe



Chris Argyris, Peter Senge

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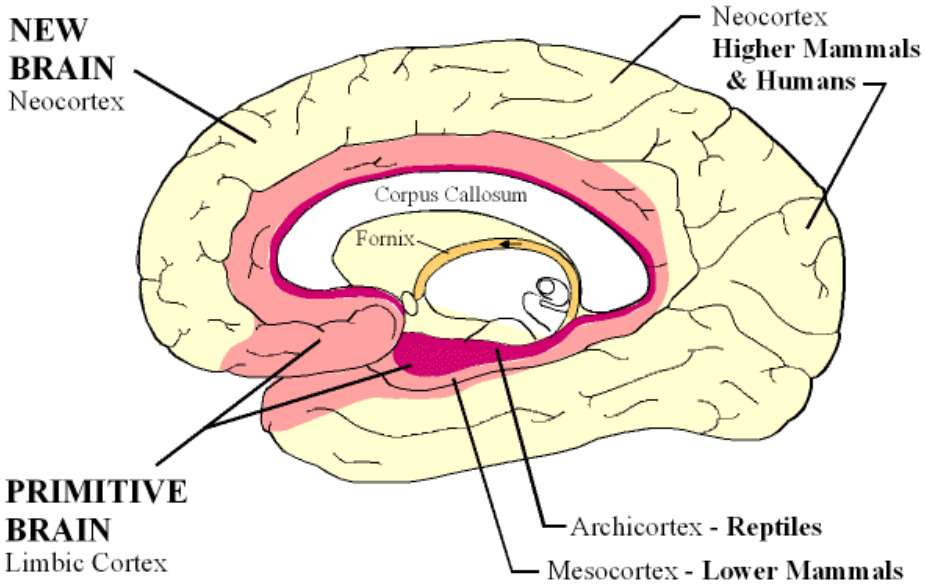

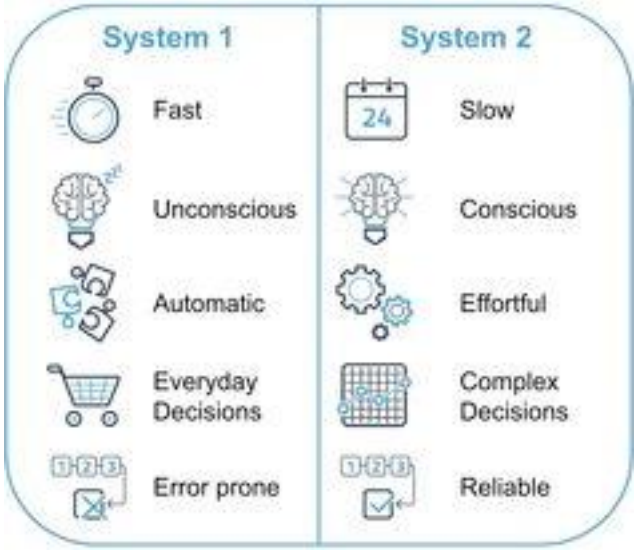

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Relevance?

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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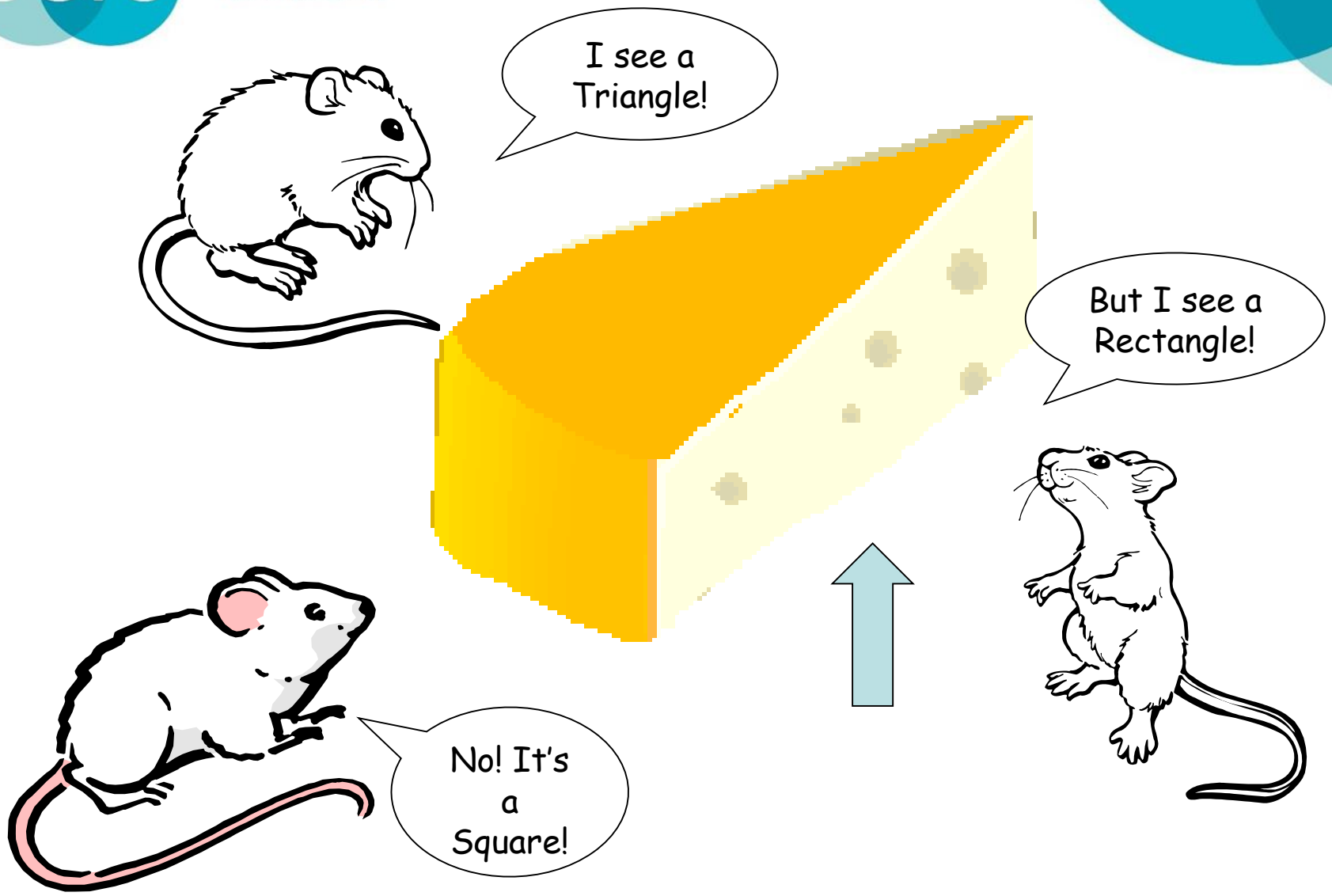

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"There is my truth, your truth, and the truth."

Peter Brook, 'I I and I 2'

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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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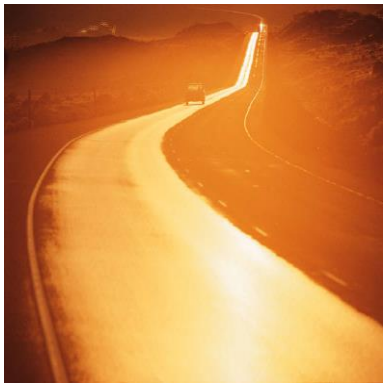
Humility

Responsibility

Courage

Discipline



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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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"One of the things I learnt when I was negotiating was that until I changed myself I could not change others"

Nelson Mandela

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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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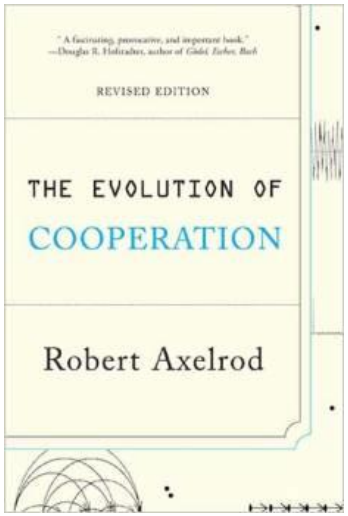

"We are used to thinking about competitions in which there is only one winner....But the world is rarely like that..

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

Robert Axelrod

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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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"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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Asserting

Collaborating

Cooperating

Optimising

Maximising

(no)

Compromising

Avoiding

Accommodating

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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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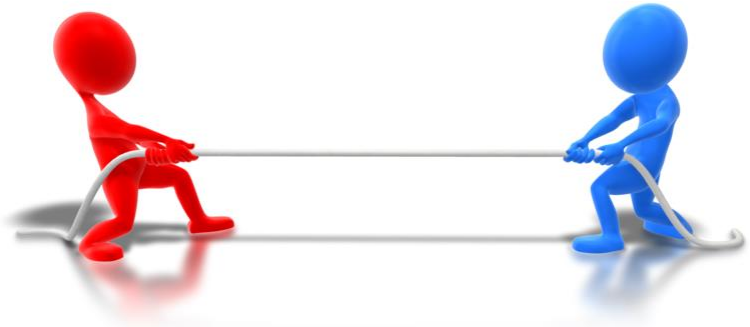

Contrast Positions and Interests

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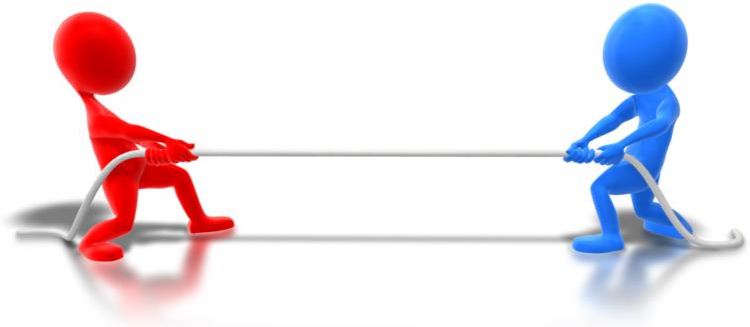

Contrast Wants and Needs

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How to optimise value all round?

A Protocol

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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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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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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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Rapport?

- separate people from the problem
- respect and rigour, patience and tolerance
- 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 – non violent communication - reframe?

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But…?

"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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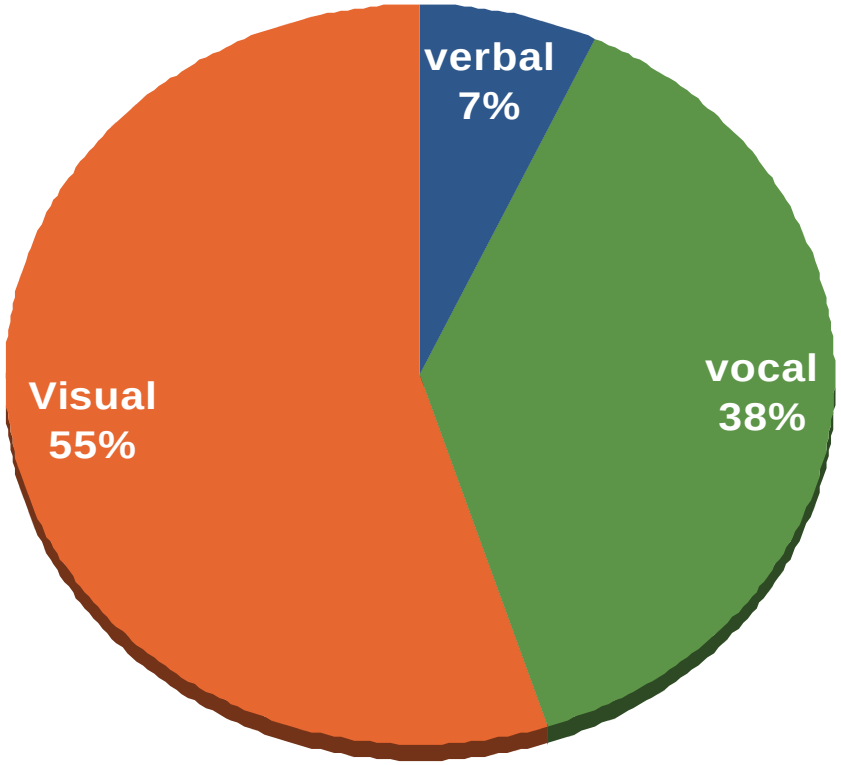

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Our words, delivery and behaviour affect how we and our communications are perceived - and how others react

Nothing is neutral

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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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Understanding

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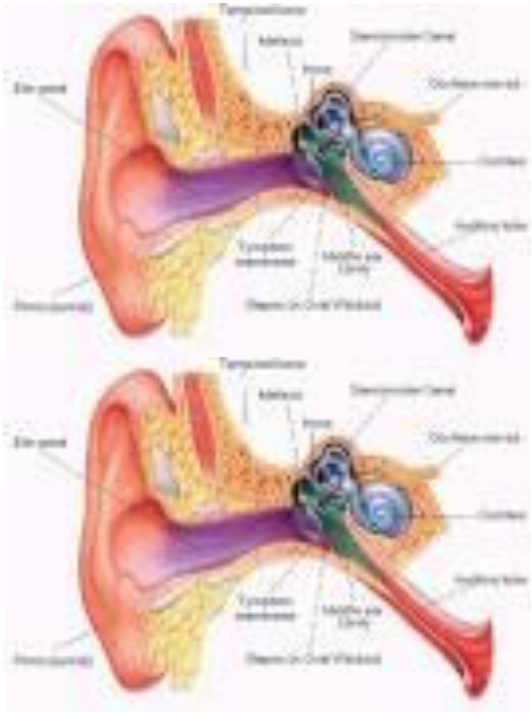

… listening…

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The Power of the Pause

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Listening

- to what they say
- listen at the margins
- listen to it all
- search for meaning - the chasm

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Listening - barriers?

- not interested
- switched off
- heard it before - we assume
- know answer already, mind-reading
- pre-judging - baggage
- considering our position / response
- preparing to butt in

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

Oscar Wilde

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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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Effective Questioning

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

….and listening…..

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Some Summary 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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- 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 in the family/business?
- 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 brother/sister/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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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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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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Deliberating:

Exploring and Assessing Options

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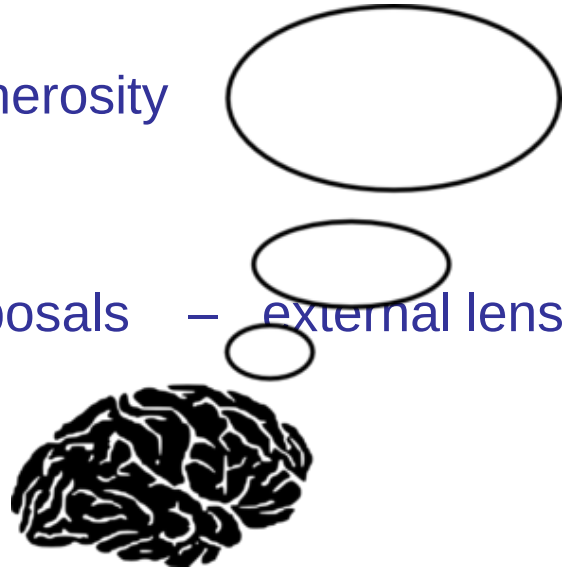
Developing Options

- brainstorming: being creative; what is possible? expand pie?
- later, evaluating strengths and weaknesses / risks / pros and cons / long v short term / perceived “fairness”
- alternatives: BATNA; WATNA; RATNAS - identify and manage risks (decision trees)
- concessions: Give to Gain? Generosity
- reality testing
- objective criteria to support proposals – external lens
- possible solutions
- ***joint gains***



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Options and Alternatives

Benchmarks, objective criteria, rational assessment

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Balconies, Precipices and Crises

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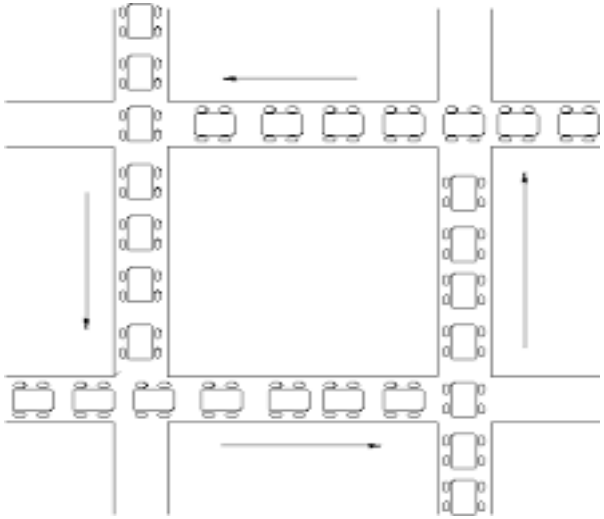
Deadlock?



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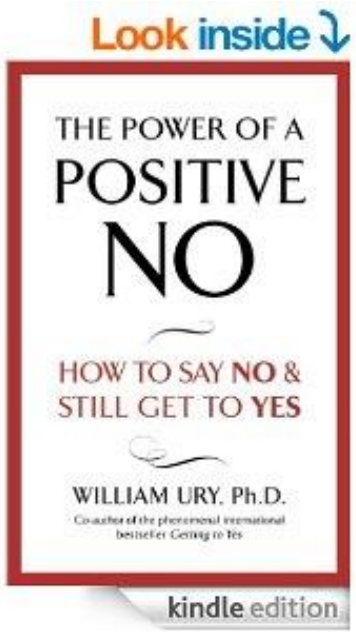
The Power of a Positive No



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better outcomes

Some ideas

- 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
- Surprise each other; under-promise/over-deliver
- Identify a unilateral concession – and wait for the reciprocal response - recognise different weighting and values
- Change the teams / the setting / the time - or back off
- Use wizards and straw men

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don’t put money at the front -
take your time:

expand the axes:

where is the non-monetary value?

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Build Golden Bridges

And write victory speeches for outside constituencies (PR!)

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Deciding

- the best option in the circumstances?
- precise terms
- detail
- testing workability, durability, reality
- checking
- authority
- acknowledging

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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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Reflections on today and learning

What do you take forward from this?
What will you do?

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