

Managing difficult conversations in negotiation



Aims of today:

Understanding
what makes this
difficult

How our
preferences and
judgements
impact

Basic negotiation
skills

Transactional
Analysis – a
relevant theory

Practical tools
and scripts

Pause to reflect

Think of a scenario /
situation that you
will work with



What makes this difficult?



- We all see the world through different lenses
- Facts/Assumptions and our judgements
- Our own preferences impact
- Our fight/flight system

The 'Ladder of Inference' – Chris Argyris



*Reflexive
loop*



Your Preferences

insights Powering up your personal brand — by color

The four dimensions of type

- EXTRAVERSION** + **INTROVERSION**
Where do you get your energy from?
- SENSING** + **INTUITION**
What kind of information do you prefer to use?
- THINKING** + **FEELING**
What process do you use to make decisions?
- JUDGING** + **PERCEIVING**
How do you deal with the world around you?

Compassion Focussed Approach

- Threat Mode**
Amygdala, Adrenaline, Cortisol
- Drive Mode**
Nucleus Accumbens, Dopamine
- Soothe Mode**
Prefrontal Cortex, Opiates, Oxytocin



Conflict Resolution
Thomas-Kilmann Conflict Model

**Bring it all
together.....**

**In what way might
you be seen as
'difficult' at work?**



Negotiation skills the fundamentals

1

Separate People
from the Problem

2

Focus on Interests
or 'needs', not
'Positions'

3

Prepare
Thoroughly

4

Build and Maintain
Rapport

5

Use Active
Listening –
consider a
coaching approach

Separate the people from the problem

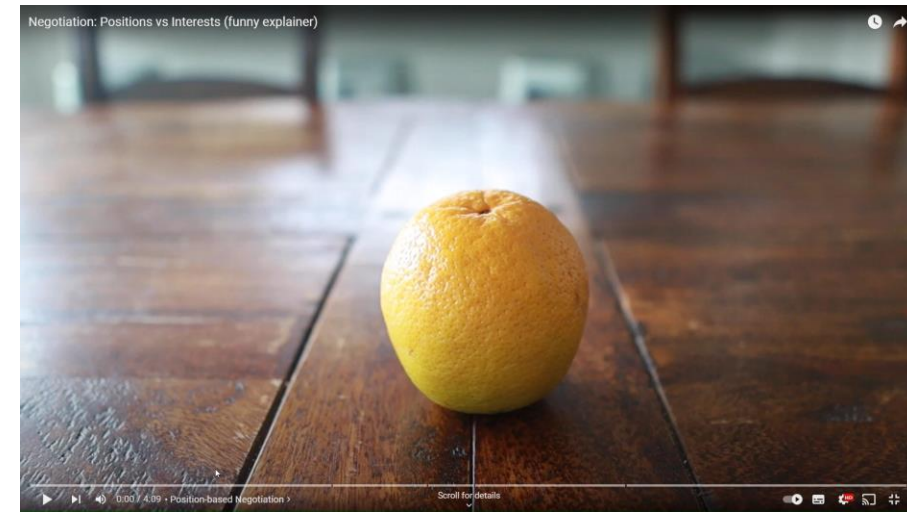
Emotions and personal
conflicts should be dealt with
separately from the
substantive issues.



Instead of rigidly sticking to positions, identify and address the underlying interests of all parties involved.

This allows for more creative and mutually beneficial solutions

Focus on Interests
not Positions





Prepare thoroughly

- Understanding your own positions and interests, the interests of the other party, and potential options is crucial.
- Have clear, fair criteria for evaluating actions e.g. data-driven metrics to determine priorities
- Consider how you might voice this, the language you will use

Build and Maintain rapport

Establishing and maintaining a positive working relationship with the other party is essential as is to have honest, open transparent communication

This helps create a collaborative atmosphere and facilitates problem-solving.



Using Active Listening



- Effective communication helps build trust and facilitates a more productive negotiation, by listening **actively** to the other party's concerns and interests there is a greater chance of mutual understanding and trust – vital in any negotiation
- This skill is fundamental to coaching and we'll be looking at how you might use a coaching model later

Transactional Analysis

3 ego states:

Parent, Adult,
Child

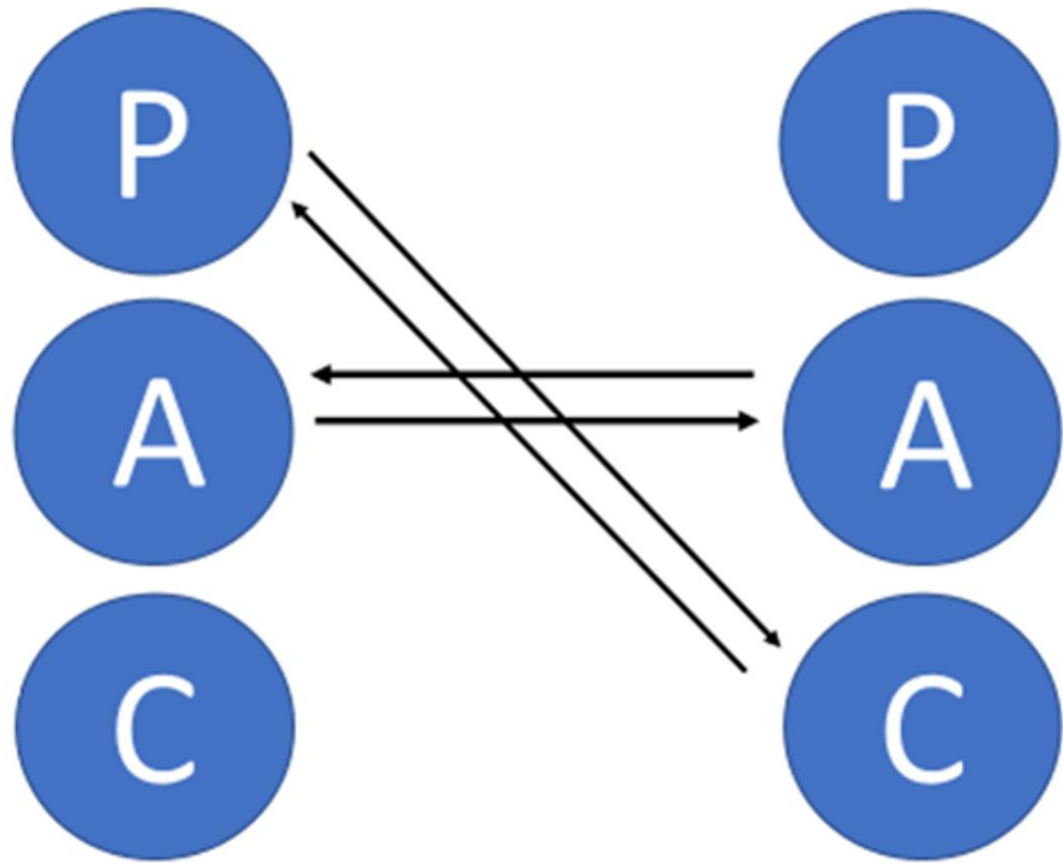
Parent – thinking, feeling and behaving like a parental figure in your life. You will be either **controlling** and directive, or **nurturing** and loving

Adult – thinking, feeling and behaving in the ‘here and now’, concerned with data, facts, logic and have careful use of non-judgemental language e.g. ‘I’m wondering if, it seems like, You appear to be anxious’

Child - thinking, feeling and behaving like a child and you will be **free spirited**, carefree and push boundaries and as well as being quiet and **adaptive**/compliant/following rules

So, how might this play out in negotiations?

'Crossed'
Transactions
change the
'game'



'TA' the relevance



Non-judgmental Adult language
– talking from 'I'

It seems like....

I'm wondering if....

I think....

I believe....



Power games; hierarchies

Who do you think you are?

Don't you realise what we do here?

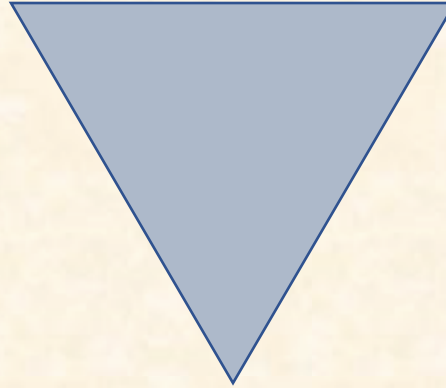


Watch out for the drama, don't get on the stage

The Drama Triangle

Persecutor

- 'This is all nonsense'
- 'Are you trying to tell me that ...'
- 'I'm in charge here, and this isn't happening'
- Critical, labelling, punish, belittle



Rescuer

- Want to be needed, wanted, liked
- Think others can't solve, so jump to solutions
- 'I could maybe see if they change their mind for you'
- Might avoid the difficult conversation

Victim

- 'I'm just rubbish, I need your help'
- Complaining, helpless, withdrawing, learned incompetence, Poor me
- What are they making us do now
- 'I don't have to deal with the difficult things'
- I don't think I could do that

The Winner's Circle

Assertive

Characteristics:

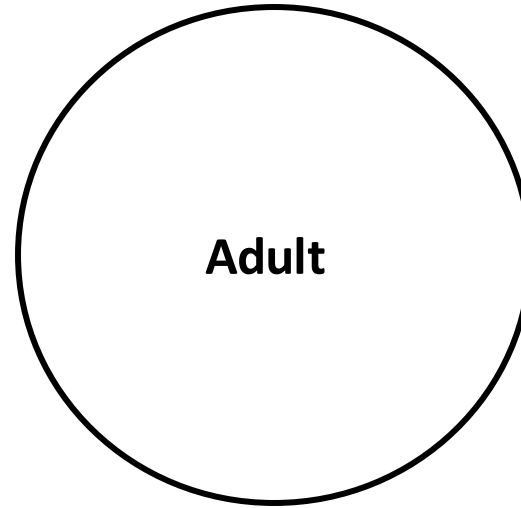
Ask for what they want

Say "No" to what they don't want

Make changes in order to get their needs met

Do not punish

Are willing to negotiate



Caring

Characteristics:

Do not do the thinking for others

Do not take over unless asked

Do not do more than their share

Say "No" to what they don't want

Know how to listen to others

Are self-aware

Vulnerable

Characteristics:

Use their Adult-Ego State for thinking and problem solving.

Are aware of their feelings & use them as data for problem solving.

Are willing to ask for help when they need it and refuse when they don't

Introduction to some practical tools and scripts

- A coaching approach using the GROW model
- Actions, Impacts, Assumptions tool
- CPR tool - Content, Pattern, Repercussions
- DESC
- Re-framing





The **GROW** Model

Actions, Impact, Assumption

- **Actions**
 - What did the person *actually* say or do?
- **Impact**
 - What was the impact on me?
- **Assumption**
 - Based on this impact, what *assumptions* am I making?





'DESC' tool

Describe the behaviour without judgement:

'When you say you support this in principle'

Explain the impact on you:

'I get confused because I can see no proposals of how you see this working'

Show understanding; recognise feelings:

'I can see that you seem unhappy to consider the proposal ...'

Communicate your ask:

'So can I ask that you to help me understand what's going on for you just now?'

Content, Pattern, Repercussion tool

Content

You seemed upset when we proposed this change

Pattern (2nd-3rd-4th time)

*I notice that when we try to discuss this we end up in another argument
- what do you think is going on between us, can we talk about it?*

Repercussion (5th time)

I'm struggling to manage this situation now as there is no shift and that leaves me frustrated.

I'm worried that if we cannot resolve this it may be beyond our control



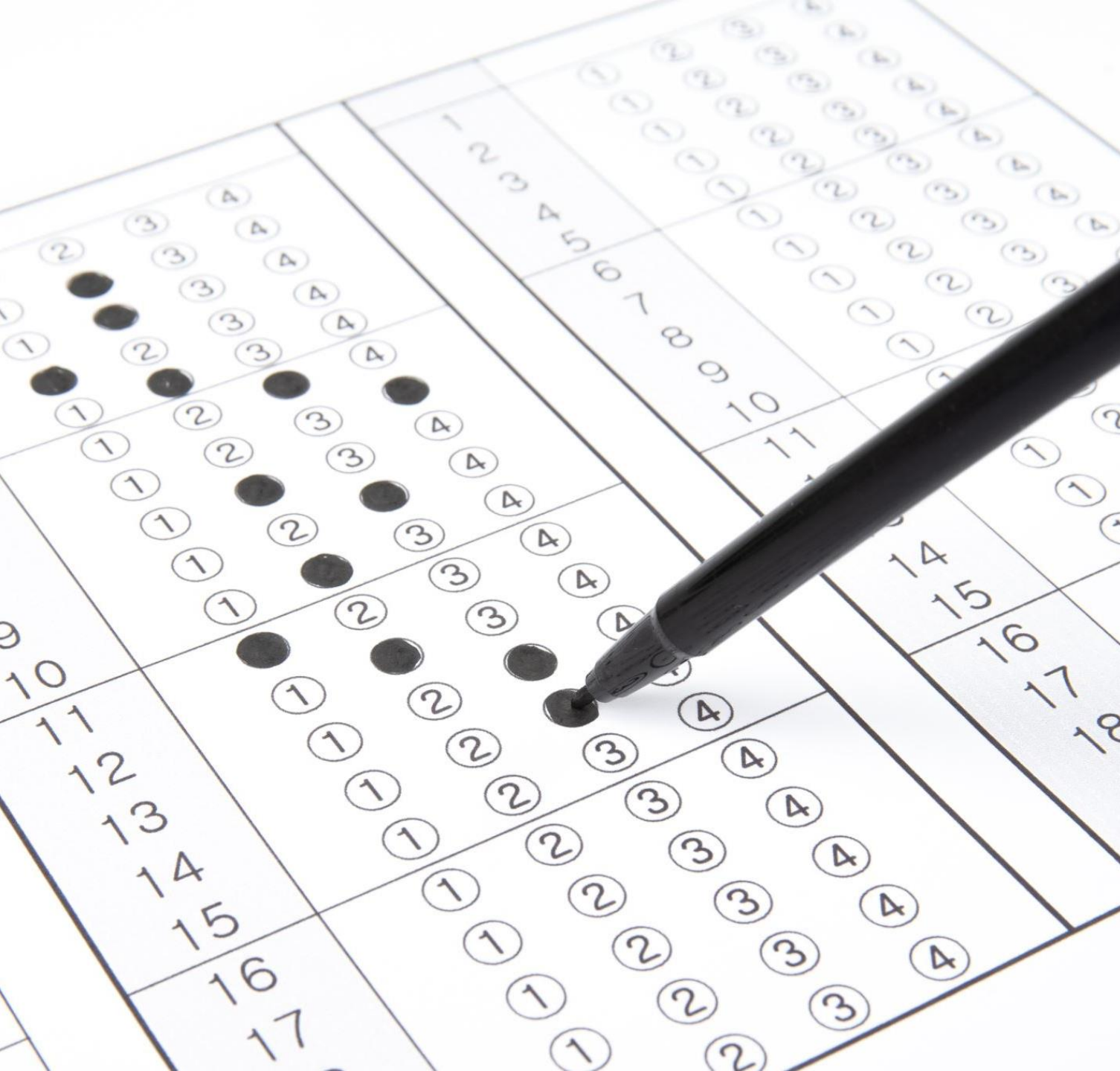
Re framing - A reflection or a summary of a statement: + •

- *“It’s so annoying, we’re kept in the dark and just don’t know what’s happening”*
- *“So, what I think you’re saying is that you’d like me to give you regular feedback on progress?...”*
- Can be useful in changing negative statements to positive, identify common ground or identifying interests and concerns





Questions / Reflections



Evaluation