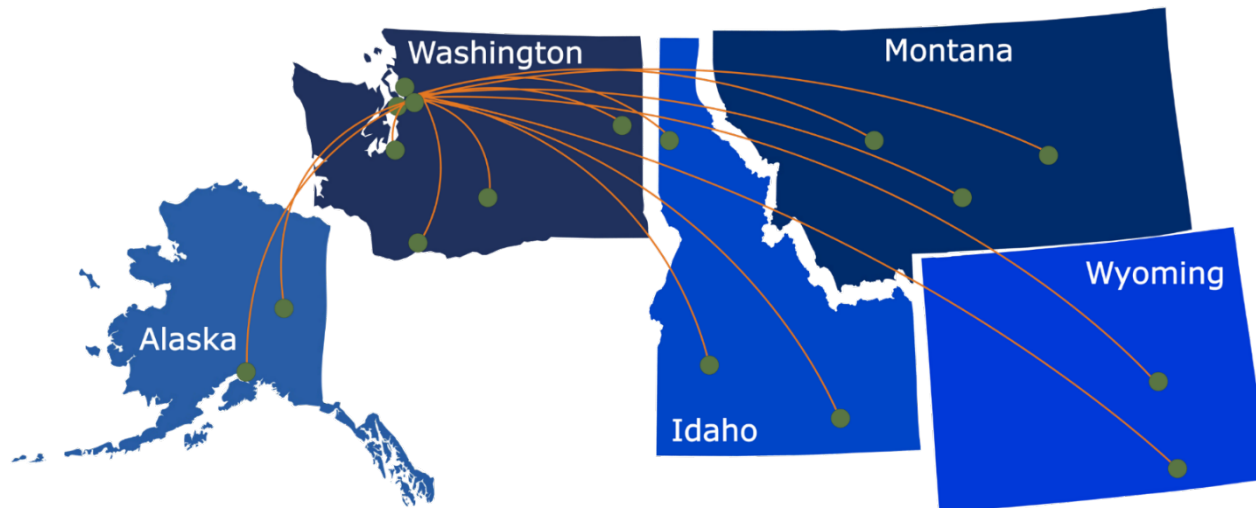


**Art of Negotiation Series #1:
Fundamental Negotiation Skills**



ITHS

Institute of **Translational** Health Sciences
ACCELERATING RESEARCH. IMPROVING HEALTH.



What We Offer:

- 1 Research Support Services:** Members gain access the different research services, resources, and tools offered by ITHS, including the ITHS Research Navigator.
- 2 Community Engagement:** Members can connect with regional and community based practice networks
- 3 Education & Training:** Members can access a variety of workforce development and mentoring programs and apply for formal training programs.
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Contact our **Research Navigator**



- **Project Consultation**
- **Strategic Direction**
- **Resources and Networking**

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ART OF NEGOTIATION SERIES #1: FUNDAMENTAL NEGOTIATION SKILLS

ITHS FACULTY CAREER DEVELOPMENT SERIES
SEPTEMBER 30, 2019



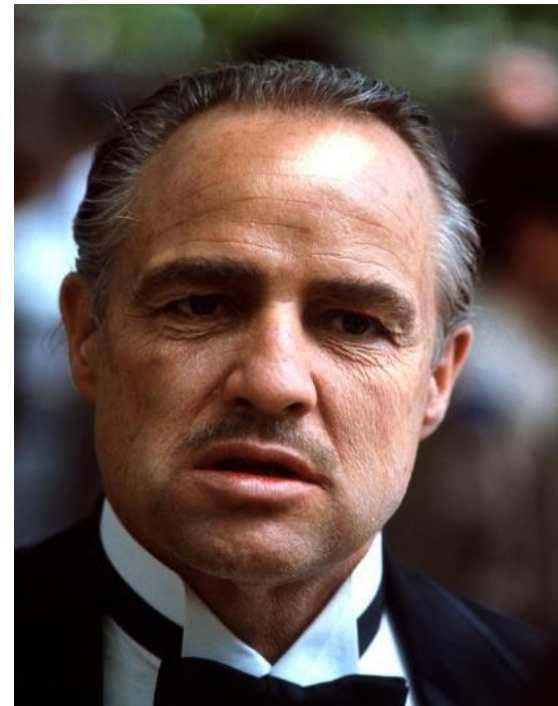
Jon Payne, Conflict Resolution Specialist, UW Medicine HR

LEARNING OBJECTIVES

- 1 Review tools and strategies for improving the quality of our negotiation communications
- 2 Discuss challenges/traps in negotiations communications
- 3 See tools and challenges in action

Negotiate

“to confer with another so as to arrive at the settlement of some matter”



MUTUAL GAINS / INTEGRATIVE NEGOTIATION

- Important when relationship is ongoing
- Empowers both sides to get more of what they want
- Reduces need for competitive bargain driving or unnecessary concessions
- Win/win +

QUESTION FOR AUDIENCE

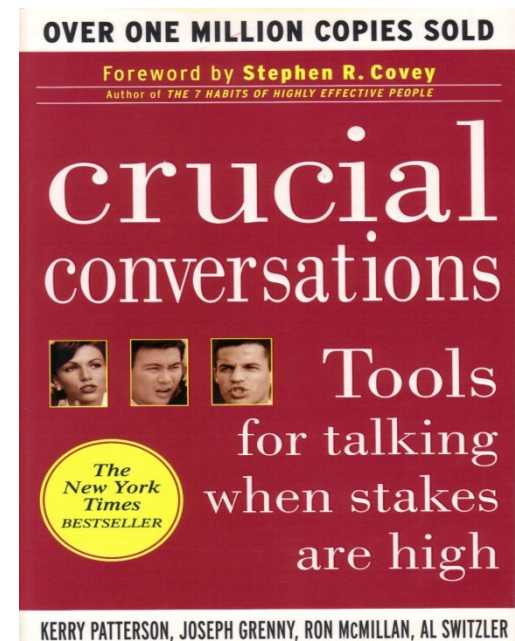
What types of negotiations do you know (or anticipate) will be coming up in your career?

CRUCIAL CONVERSATIONS

Crucial Conversations – Tools for talking when stakes are high (Patterson, Grenny, McMillan and Switzler, 2002)

Crucial Conversation – a discussion between two or more people when

- *Stakes are high*
- *Opinions vary, and*
- *Emotions run strong*



DIALOGUE

Dialogue – the free flow of meaning between two or more people.

Seeking to build the “shared pool of meaning”

- the greater the shared meaning in the pool, the better the choice

Requires the ability and willingness to ***listen*** and ***see other viewpoints***

HURDLES

When interaction becomes stressful, we and others often do the opposite of what works.

Tactics counterproductive to productive dialogue - ***silence*** (withholding, cold shoulder, wall flower, walk away, masking, avoiding) and ***violence*** (forcing meaning, manipulation, sarcasm, labeling, attacks)



“START WITH YOUR OWN HEART”

- Begin with the end in mind
- What is the purpose of this interaction?
 - What do I want to get out of this negotiation? What are my intentions?
 - What do I want the other person to get out of this negotiation? What do I think their needs are?
 - What do I want for our professional relationship moving forward?
- Be conscious of your own motives/ biases/predisposition
- How would I act if I really wanted this outcome?

SEPARATE THE PEOPLE FROM THE PROBLEM

Beware of “just a”

He or she is

- just a complainer
- just a drama queen
- just a glory hog
- just a jerk

“In every moment, we choose to see others either as people like ourselves or as objects. They either count like we do or they don't.”

- Arbinger Institue, *The Anatomy of Peace, Resolving the Heart of Conflict*

Keep it Safe

- Must ***establish*** and ***maintain*** safety
- Watch ***content*** and ***conditions***
- Know and pay attention to your own style and signals under stress
- Note cues that others feeling unsafe
- When it's unsafe, you and others start to go blind (emotions crank up, key brain functions start shutting down)
- 6 second pause

RETURNING TO SAFETY

When safety threatened

- Step out, return to safety, step back in
- Remind yourself of what you really want
- “Can we change gears for a minute, . . . I’d like to . . . My goal is . . .”
- Notice which condition of safety is at risk
 - Mutual purpose
 - Mutual respect

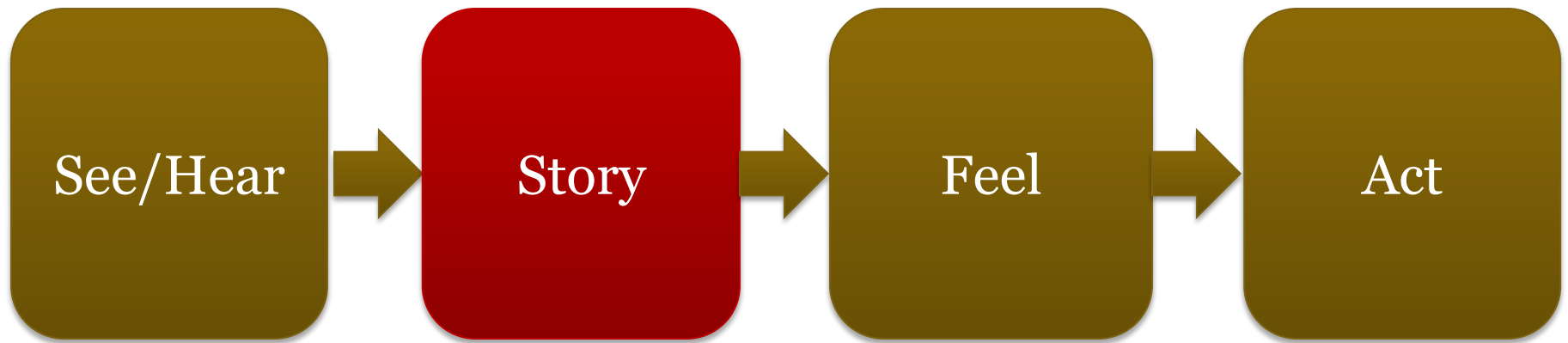
RETURNING TO SAFETY (CONT)

When Mutual Respect or Mutual Purpose at risk, step out and:

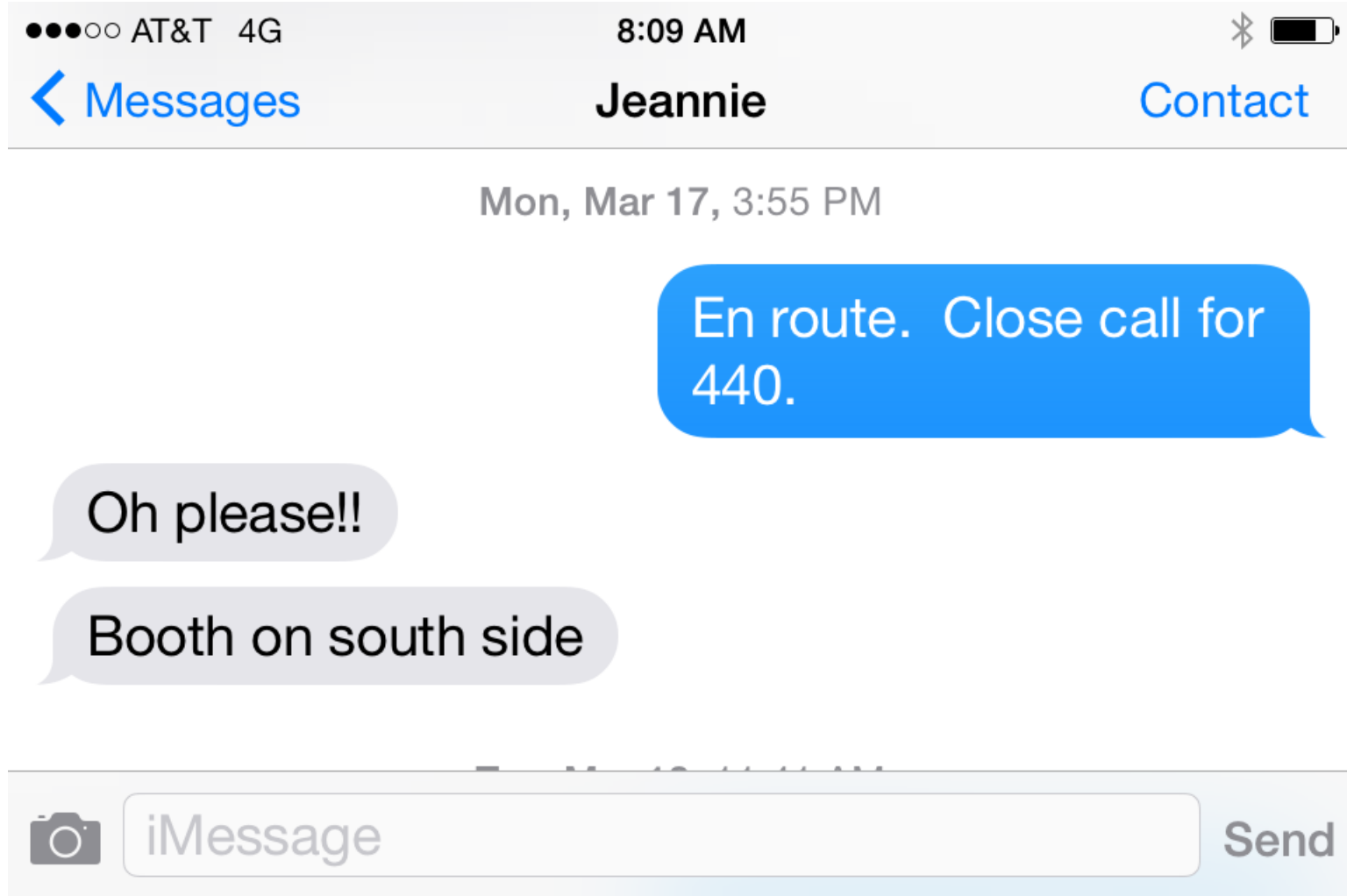
- Apologize
- Contrast, or
- Back up
 - Commit (or re-commit) to seeking mutual purpose,
 - Invent a mutual purpose, and
 - Brainstorm new strategies

After building safety, step back in

THE PATH



STORIES



FOCUS ON INTERESTS, NOT POSITIONS

Identify interests motivating the other party

Share your own interests



THE NEGOTIATION CONVERSATION

- Establish mutual purpose
- Share your information with a blend of confidence and humility (courage and kindness)
- Make sure you've created right conditions for dialogue in yourself
- The conversation roadmap
 - Share your facts
 - Tell your story
 - Ask for others' paths (and ***actually listen***)
 - Talk tentatively
 - Encourage testing

KEY SKILLS FOR EXPLORING OTHERS' PATHS

- Avoid making assumptions
- Attribute positive intent
- Be sincere in desire to learn others' path and story
- Be patient
- Stay open-minded and curious
- Keep the conversation going -
 - Ask
 - Mirror
 - Paraphrase
 - Prime the pump

MOVING TO ACTION (“CLOSE AND AFFIRM”)

Dialogue is not decision making

- Separate dialogue from decision making
- Capture agreements
- Determine *who* does *what* by *when*
- Set follow up time
- Record commitments people have made and hold them accountable to their promises

THE BLUEPRINT

1. Begin with the end in mind
 - Identify mutual purpose/shared problem
 - Assess individual and shared needs
2. Know yourself
 - Be aware of what you really want (for self, counterpart, relationship)
 - Pay attention to/proactively address your biases and predispositions
3. Roadmap for the Negotiation Conversation
 - Commit to listening and seeking to see other viewpoints
 - Separate the people from the problem
 - Avoid making assumptions
 - Attribute positive intent
 - Establish (and, if necessary, re-establish) mutual purpose
 - Balance confidence and humility
 - Focus on interests, not positions
 - During the conversation, share your facts, tell your story, and ask for and listen to others' paths
4. Establish and maintain safety
 - Note cues that safety is threatened
 - Step out and return to safety if necessary (6 second pause)
5. Close and affirm
 - Establish and record agreements and timeframe

Thank You

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