

How Facilitators language can create ...



... and avoid

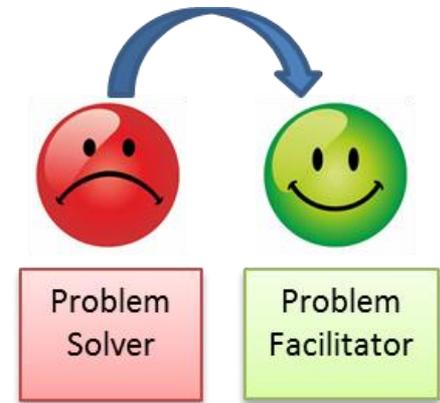


Some Psychology for Negotiators

A change of approach to your negotiating role could reduce your stress levels.

Think like a **Facilitator** not a **Problem Solver**:

- ✦ Negotiators think they must create all the answers.
- ✦ Don't you have good people around you?
- ✦ Isn't a negotiator's role to understand everyone's needs?
- ✦ Wouldn't it be good if they carried more of the weight?
- ✦ What if you helped them think of possible solutions?
- ✦ So they develop better analytical skills?



What makes this work?

- ✦ Two powerful motivators:
 - ✦ Self Interest,
 - ✦ Self Determination, and
- ✦ a reduction in your stress levels.



Some Psychology for Negotiators

Motivator 1: Self Interest

- ☀ Research shows this motivates every decision we make, e.g. when we donate to charity it alleviates our distress.
- ☀ If someone has a problem, who really knows what's in their self interest? Probably them?



Motivator 2 : Self Determination

- ☀ Mostly we don't like being told what to do.
- ☀ We want to have control over our lives.
- ☀ So if we make a decision we are more likely to act on it.

Negotiators use both motivators and language techniques:

- ☀ to help other people think about what might be in their best interests,
- ☀ to help them explore how their best interests might match your own,
- ☀ because if they make the decision, they're more likely to commit to it.

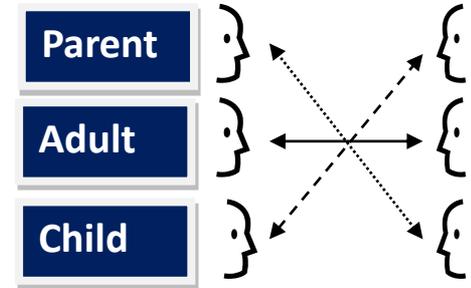


Some Psychology for Negotiators

Tone of Voice: Transactional Analysis (TA)

The principle is simple – whenever we talk to each other we are engaging in a transaction:

- ☀ To get someone to agree with us
- ☀ To get someone to take an action we want
- ☀ To gain information from them



Parent Adult Child “states”

TA suggests in any conversation we adopt communication styles, based on “states” we observed in people significant to us – as “Parent” or “Adult” or “Child.”

- ☀ In “Parent” we are the boss, we condescend, talk down to the other person, we tell others “what you need to do”;
- ☀ They feel threatened, responding in Child, reacting emotionally, apparently agreeing but actually rejecting us and the conversation.



For most discussions the “Adult to Adult” state is the most appropriate, being a discussion amongst equals designed to create a practical outcome from the conversation.



Some Psychology for Negotiators

The Language of Adult to Adult

We assume the conversation is between equals, so our approach and language reflects that.

- ☀ I am interested in gaining information from you.
- ☀ Your ideas have equal value to mine.
- ☀ Brainstorming our ideas may lead us to a better outcome.
- ☀ I would like to reach a collaborative agreement on the action we should take.



The language we use also reflects a desire for information and agreement.

- ☀ “I’d be interested to hear what you would want to achieve here?”
- ☀ “Can you help me to understand what you think about?”
- ☀ “What is most important to you about?”
- ☀ “If that wasn’t possible, what else would work for you?”

So our language sequence is to start by Asking, followed sometimes by a Suggestion.

But if possible we never, ever Tell them what to do. That denies their self determination, is very Parental, will make them feel threatened and they will reject any idea we put forward.



Facilitators Language



Checking / Clarifying

- ✦ Am I right in thinking you said
- ✦ Can I just ask what you meant by
- ✦ Can you explain that a bit more?
- ✦ Can you help me with this? If Then is ...?

Reality Testing

- ✦ If we don't agree today, what happens ?
- ✦ If you were them, how would you see this?
- ✦ What do you think they (customers) want?
- ✦ What could you live with?

Understanding Attitudes/Motivations

- ✦ What needs to happen for you to
- ✦ How might we move forward?
- ✦ Where do you think this is going?
- ✦ What could success look like?

Summarising

- ✦ I think this is what you said, but can I check that it was
- ✦ So, if I've got this right, there are three things we need to deal with. First



Summary

Negotiators seek collaboration from the people they are negotiating with.

Principled Negotiation:

- ☀ focusses on the problem, not the other people,
- ☀ seeks best interests, not wants,
- ☀ seeks collaborative agreements.

 I win You lose	 I win You win  It's a deal!
I lose You lose 	 I lose You win

Facilitative negotiators use self-interest and self-determination:

- ☀ to help everyone think about what's in their joint best interests,
- ☀ because if they make the decision, they're more likely to act on it.

How do they help them think like this?

- ☀ By always asking questions or suggesting options.
- ☀ The Facilitative Negotiator does *NOT* tell the others what to think or do.

So the their Conversation Sequence is: Ask, Suggest, Tell



And finally

- ✿ Was this useful for you?
- ✿ What questions we haven't answered?
- ✿ What else might we be able to do to help?
- ✿ Please let us know



Thank you for your time.


Jeremy Scuse

