

Communication, Negotiation, and Persuasion: Approaches for Better Results

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AAPM 2015

Communication, Negotiation, and Persuasion

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Outline

- Theoretical background of communication, negotiation, persuasion
- Goals of administrators vs goals of medical physicists
- Speaking the language of administrators

Interpersonal Skills

Need most pressing?

- SOMEONE ----->
- YOU ----->
- Both ----->
- Neither ----->

Appropriate Skill

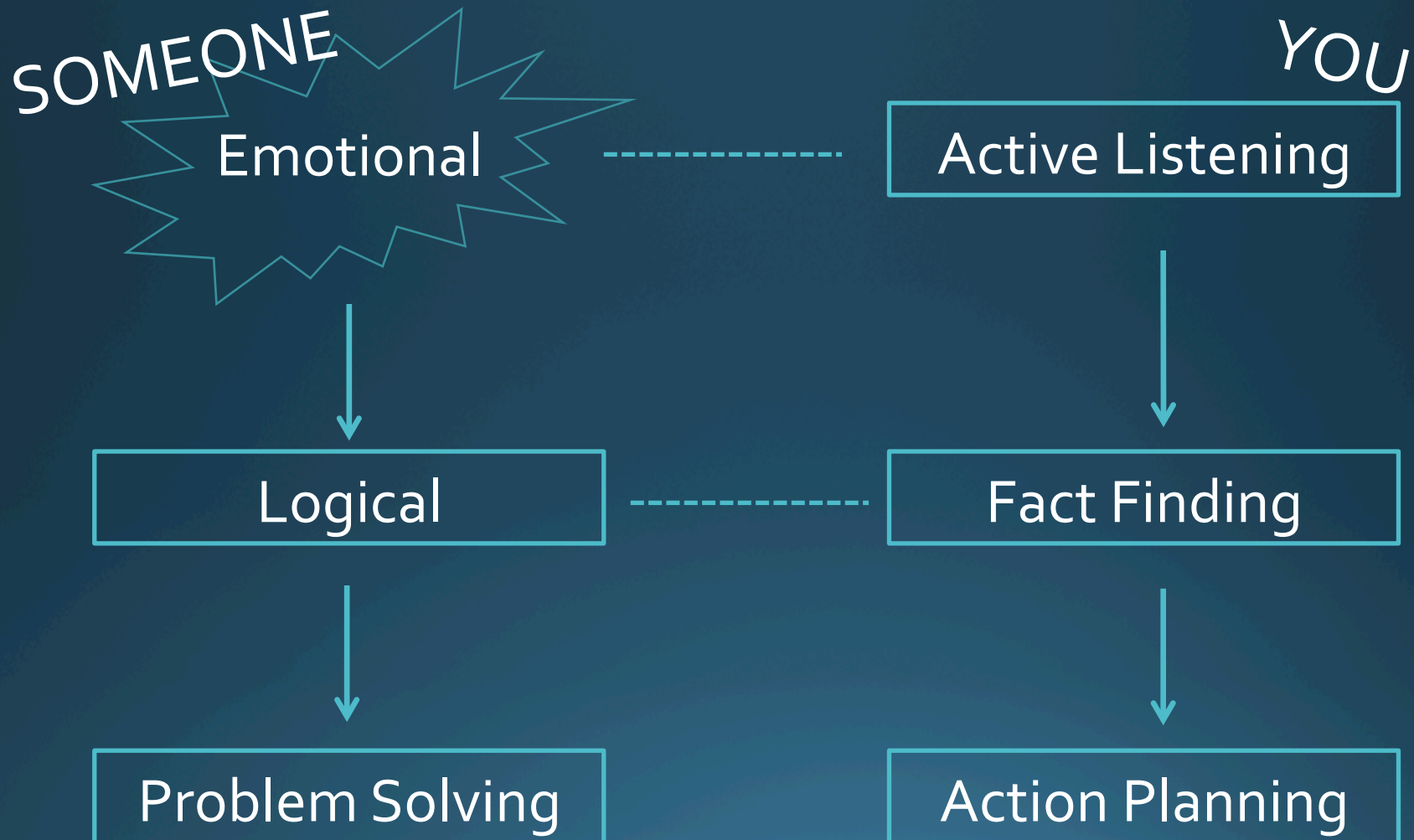
- Active Listening
- Assertion
- Conflict Management
-> Collaboration
- Not using a skill; “fun”,
just sharing stuff

Communication requires *active listening* and *assertion*



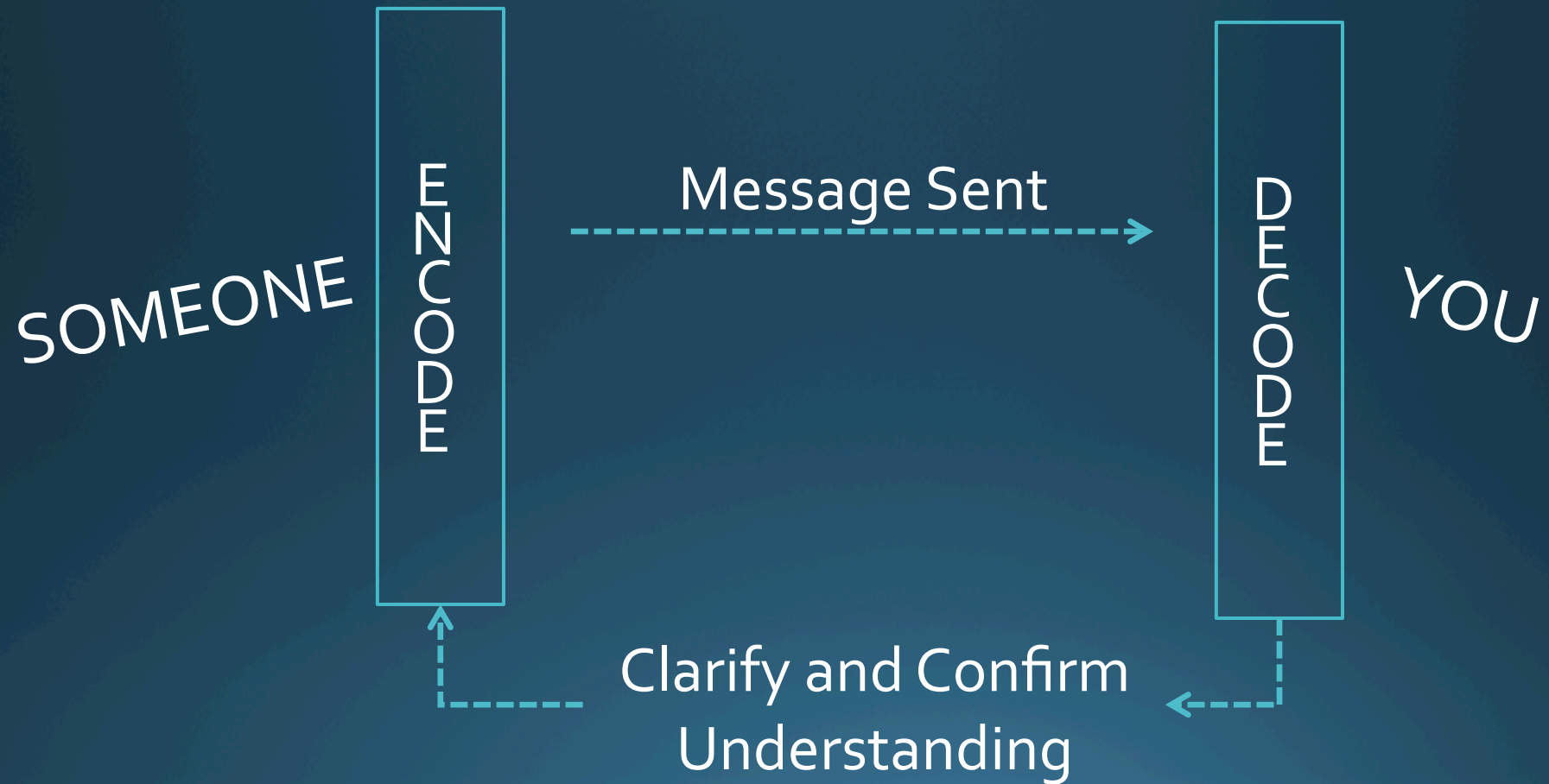
<http://www.buzzle.com/images/people/activities/kids/science-behind-temper-tantrums.jpg>.

Communication



Rogers, C. R., & Roethlisberger, F. J. (1952). Barriers and gateways to communication. *Harvard Business Review*, 30(4), 46-52.

Communication



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Communication - Barriers

- Evaluating
- Premature problem-solving
- Self-reference
- Distractions

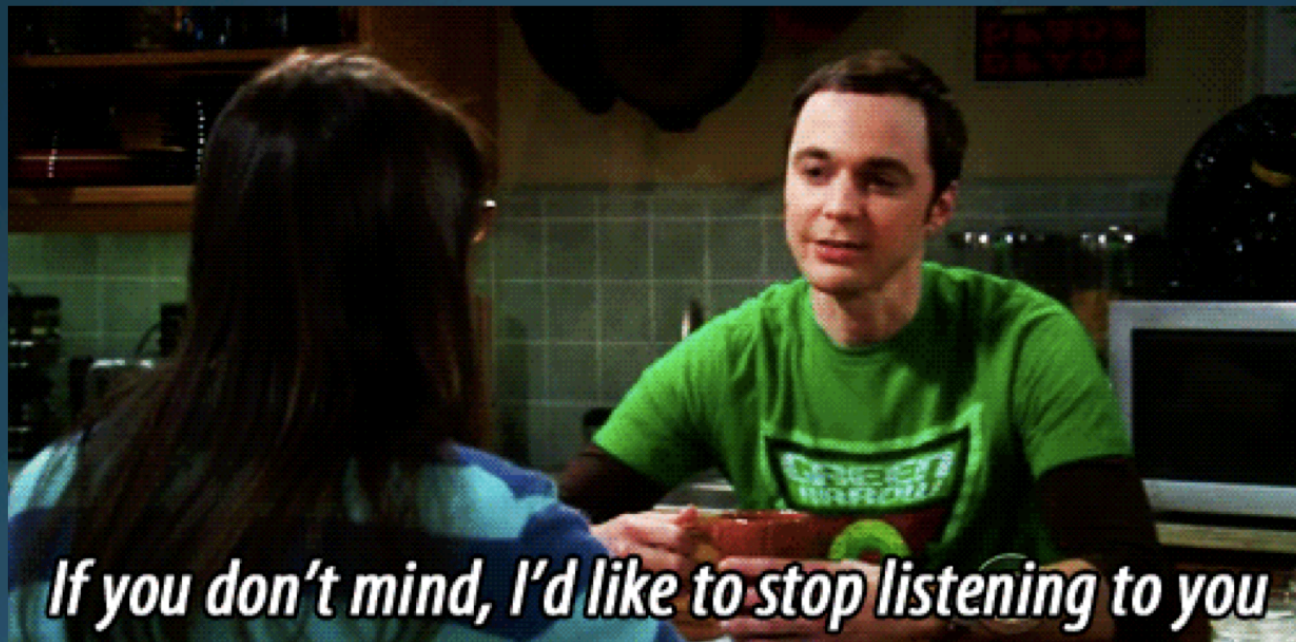
Active Listening Skills

- Non-verbal listening / attending behaviors
 - FIELD model
- Encouraging inquiry
 - “Can you elaborate?”
- Paraphrase information or message
 - “What I heard is...”
- Reflect feelings
 - “You seem frustrated.”

Assertion Skills

Protects space

- Creative repetition
- Diplomatically disengage or agree to disagree

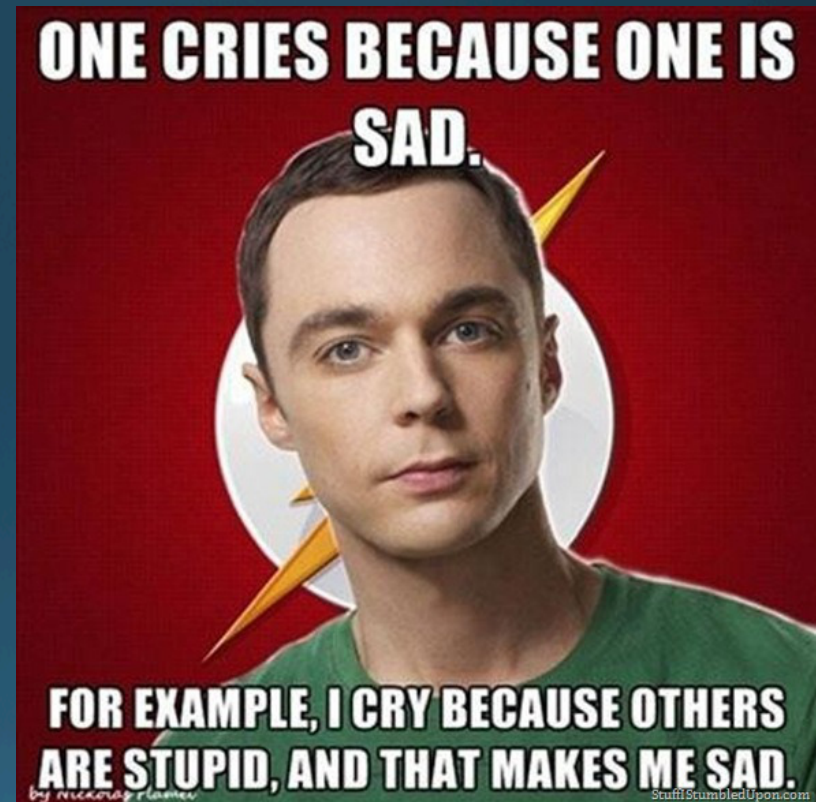


http://38.media.tumblr.com/tumblr_m1v493l2aE1ql4whgo1_500.gif

Assertion Skills

Influential

- Simple and Direct
- 3-part "I" message



https://epikfails.files.wordpress.com/2012/11/sheldon-cooper-meme-lol-funny-pictures-the-big-bang-theory-flash-quotes_thumb.jpg?w=587

Simple and Direct

- I want/need

*something descriptive
& actionable*

- because/so

*explain why you
want/need it*

- Larger picture
- Organizational needs
- Your needs
- Impact
- Rationale

3-part “I” Message

- When you *description of behavior/ action*
- I feel *your emotional response*
- because *implications of behavior*

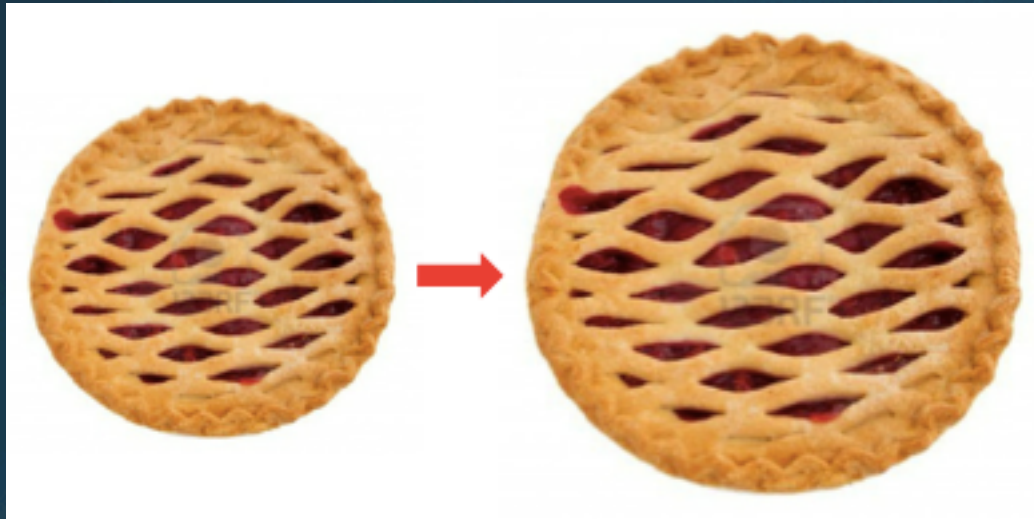
Negotiation



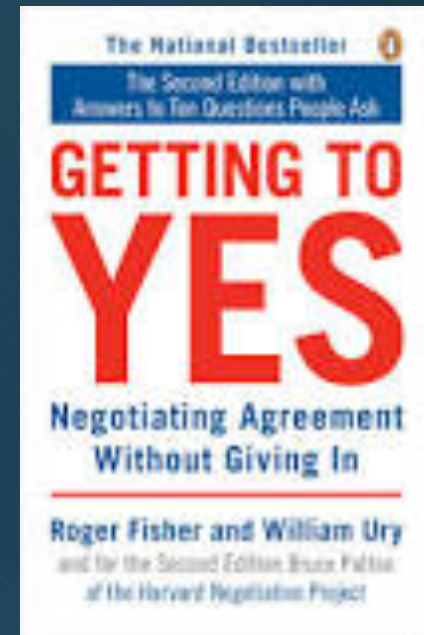
<http://www.theartof.com/assets/images/Vaseball.jpg>

Negotiation

Bigger Pie (Win-Win)

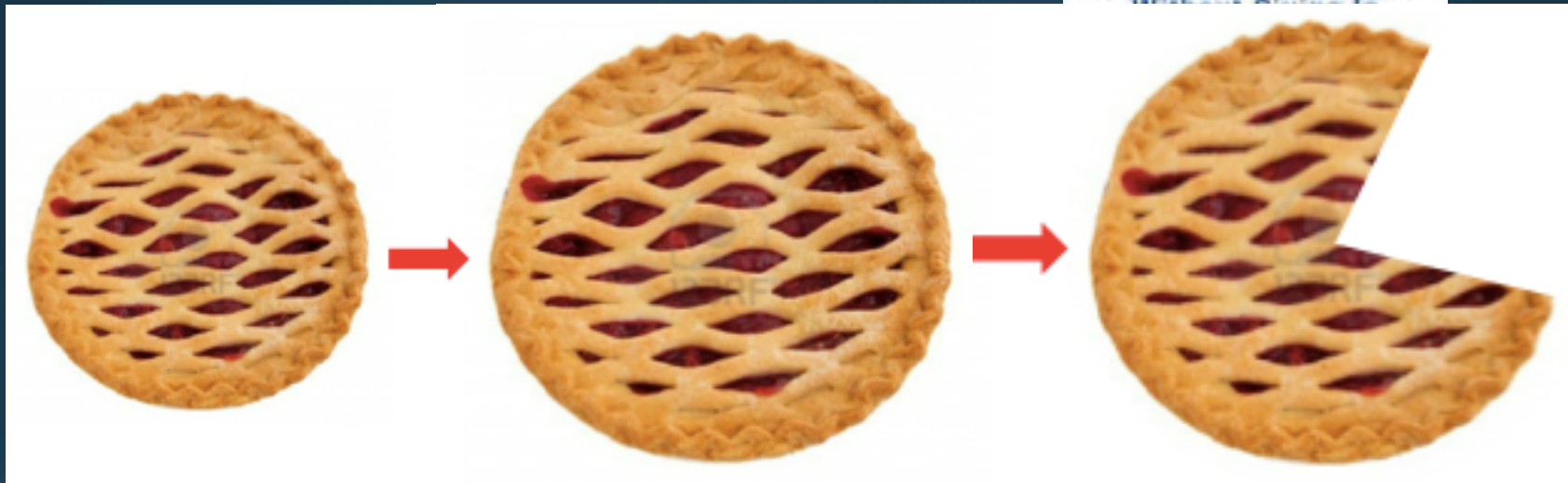
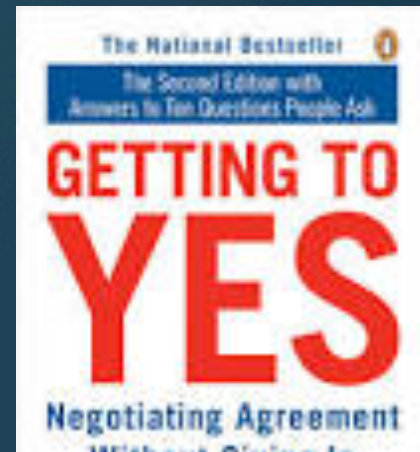


Splitting Bigger Pie



Negotiation

Bigger Pie (Win-Win)



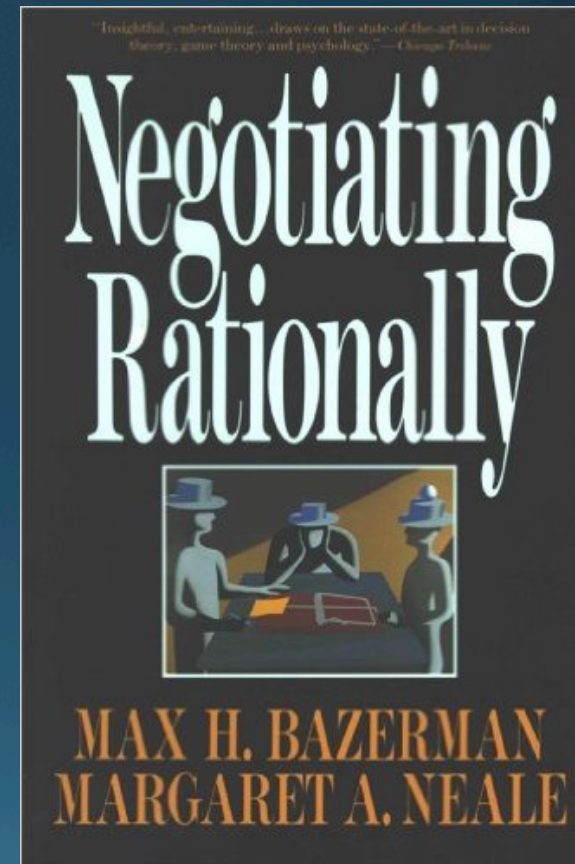
Splitting Bigger Pie



<http://lifeatweatherhead.blogspot.com/2014/04/negotiating-job-offer.html>

Negotiation Game Theory

- See players and relationships
- Change the game so you can win regardless of competitors' outcome
- 1944: John Nash, John Harsanyi, and Reinhard Selton awarded the Nobel Prize
- PARTS



Negotiation

- Solving the right negotiation problem
 - Options: Accept a deal or take best no-deal option
 - Goal: Both sides to get a deal better than their best no-deal option
 - Other side chooses in *its own interest* what you want.

Negotiation

- The relationship – working together
- The social contract – spirit of the deal, to reinforce economic contracts
- The process – just as important as the negotiation content
- The interests of the full set of players – prevent individual sabotage

Negotiation

- Negotiator influences whether dominate with price or kept in perspective with other issues

Everyday Negotiation

- Prepare
 - At least as much time as the actual meeting
 - What are your key interests, what are the other party's, thinking of creative solutions, ID persuasive standards
- Creative
 - More options for solution -> more successful
 - Aim for at least 7 or 8 ideas for simple negotiation
 - Each should address a subset of needs for both parties

Persuasion

- Change the Way You Persuade
 - Focus on both the message content and delivery
 - Determine the chief decision maker
 - Tailor arguments to chief's decision-making style
 - Charismatics, Thinkers, Skeptics, Followers, Controllers

Persuasion

- Purpose
- Audience
- Content (logical arguments)
- Emotion
- Ethos

Persuasion – Issue Selling

- Seven tactics
 - Tailor your pitch
 - Frame the issue
 - Manage emotions on both sides
 - Get the timing right
 - Involve others
 - Adhere to norms
 - Suggest solutions

Persuasion

- Help them make effective decisions efficiently
 - Provide legitimate comparisons to evaluate a choice, rather than evaluate in isolation
 - Provide testimonials
 - Signal the progress made already

Business Case

- Background
 - How fits into long term plan
 - Financial business case if any
 - Impact on the organization
- Options
- Pros and cons
- Next steps
- More comprehensive report to make the decision

Executive Summary

- Key points of information (background)
- Key decisions to be made
- 30 second elevator speech written down (1 page)
- Provide information to an executive so they can have an intelligent conversation around the topic and make a decision.

Concerns of Administrators vs. MPs

Administrators

- Financial challenges
- Healthcare reform implementation
- Governmental mandates
- Patient safety and quality
- Care for the uninsured/
underinsured
- Patient satisfaction
- Physician-hospital relations
- Population health management
- Technology
- Personnel shortages

Medical Physicists

- Patient safety and care
quality
- Optimize patient
outcomes
- Technology / capital
equipment
- Personnel shortages
- Process efficiency

Goals of Administrators vs. MPs

- Common interests:
- Patient safety and quality
- Technology
- Personnel shortages
- Efficiency

Administrators & MPs

$$\textit{Value} = \frac{\textit{Outcomes}}{\textit{Costs}}$$

- Find mutually-beneficial ways to increase value
 - Patients / patient care
 - Technology
 - Processes