Communication, Negotiation, and Persuasion: Approaches for Better Results

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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**
Communication

Emotional

Logical

Problem Solving

Active Listening

Fact Finding

Action Planning

Communication

SOMEONE

ENCODE

MESSAGE SENT

DECODE

YOU

Clarify and Confirm Understanding

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

- Creative repetition
- Diplomatically disengage or agree to disagree

If you don’t mind, I’d like to stop listening to you

http://38.media.tumblr.com/tumblr_m1v493l2aE1q4whg01_500.gif
Influential

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

Simple and Direct

• I want/need

• because/so

something descriptive & actionable

explain why you want/need it

• Larger picture
• Organizational needs
• Your needs
• Impact
• Rationale
3-part “I” Message

• When you

• I feel

• because

description of behavior/action

your emotional response

implications of behavior
Negotiation
Negotiation

Bigger Pie (Win-Win)

Splitting Bigger Pie

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

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Negotiation Game Theory

• See players and relationships
• Change the game so you can win regardless of competitors’ outcome
• 1944: John Nash, John Harsanyi, and Reinhart 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

\[ Value = \frac{Outcomes}{Costs} \]

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