Communication, Negotiation, and Persuasion: Approaches for Better Results
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AAPM 2015

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Disclosures
• Nothing to disclose.
Communication requires active listening and assertion.


Communication - Barriers

- Evaluating
- Premature problem-solving
- Self-reference
- Distractions
Active Listening Skills

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


Assertion Skills

- Creative repetition
  - Protects space
- Diplomatically disengage or agree to disagree

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

Assertion Skills

- Influential
  - Simple and Direct
  - 3-part “I” message

One cries because one is sad.

For example, I cry because others are stupid and that makes me sad.
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/content/images/145616.jpg
Negotiation

Bigger Pie (Win-Win)

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

Negotiation

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 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.
    • M#1: Neglecting the other side’s problem
    • M#2: Letting price rule other interests

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
  • M#3: Letting positions drive out interests
  • M#4: Searching too hard for common ground
Negotiation

• M#5: Neglecting BATNAs
  • "Best alternative to a negotiated agreement" (Fisher, Ury, and Patton in Getting to Yes)
  • Course of action take if proposed deal not possible
  • Agreement must exceed (both party) interest(s) threshold
  • Better BATNA than other party gives you leverage
  • So deal vs. BATNA

• M#6: Failing to correct for skewed vision

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Everyday Negotiation

• Prepare
  • At least as much time as the actual meeting
  • Your key interests
  • Other party's key interests
  • Think 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

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Persuasion

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

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Persuasion

- 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


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

https://hbr.org/resources/images/products/15038E_500.png
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
- 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

Common Goals of Administrators & MPs

- Patient safety and quality
- Technology
- Personnel shortages
- Efficiency

Administrators & MPs

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

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