

Communication, Negotiation, and Persuasion: Approaches for Better Results

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AAPM 2015

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Disclosures

- Nothing to disclose.

Outline

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

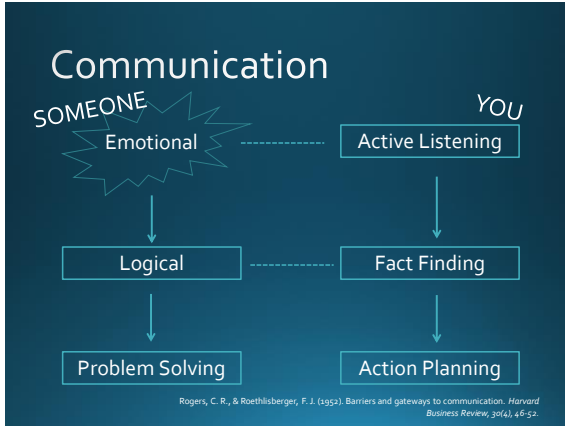
Interpersonal Skills

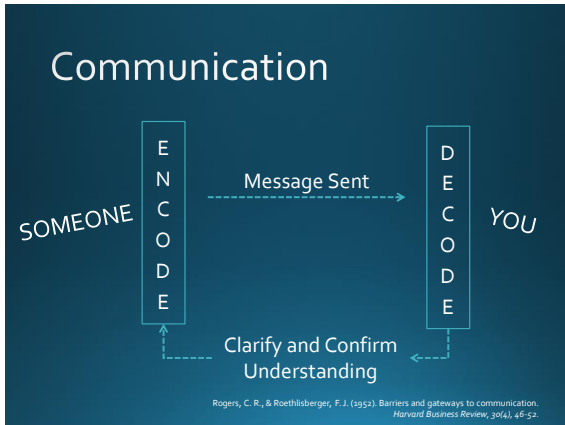
Need most pressing?	Appropriate Skill
• SOMEONE ----->	• Active Listening
• YOU ----->	• Assertion
• Both ----->	• Conflict Management -> Collaboration
• Neither ----->	• Not using a skill; "fun", just sharing stuff

Communication requires *active listening* and *assertion*



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





- ### Communication - Barriers
- Evaluating
 - Premature problem-solving
 - Self-reference
 - Distractions
- Rogers, C. R., & Roethlisberger, F. J. (1952). Barriers and gateways to communication. *Harvard Business Review*, 30(4), 46-52.

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."

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

Assertion Skills

- Creative repetition
- Diplomatically disengage or agree to disagree

Protects space



http://jg8.media.tumblr.com/tumblr_m1sv932aE1qwh9os_g0o.gif

Assertion Skills

Influential

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



https://epikfails.files.wordpress.com/2012/12/sheldon-cooper-meme-lol-funny-pictures-the-big-bang-theory-flash-quotes_thumb.jpg?w=587

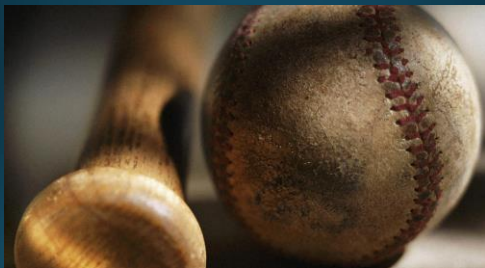
Simple and Direct

- 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

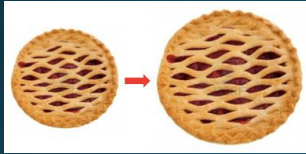
- When you *description of behavior/ action*
- I feel *your emotional response*
- because *implications of behavior*

Negotiation

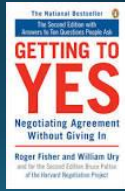


<http://www.theartof.com/assets/images/Vaseball.jpg>

Negotiation

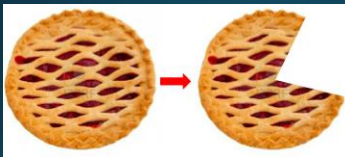


Bigger Pie (Win-Win)



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

Negotiation



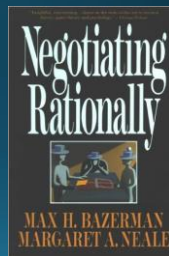
Splitting Bigger Pie



<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 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.
 - M#1: Neglecting the other side's problem
 - M#2: Letting price rule other interests

Sebenius, J. K. (2003). Six habits of merely effective negotiators. *Harvard Business Review*, 79(4), 87-97.

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

Sebenius, J. K. (2003). Six habits of merely effective negotiators. *Harvard Business Review*, 79(4), 87-97.

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

Sebenius, J. K. (2003). Six habits of merely effective negotiators. *Harvard Business Review*, 79(4), 87-97.

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

Sebenius, J. K. (2003). Six habits of merely effective negotiators. *Harvard Business Review*, 79(4), 87-97.

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

Weiss, J. (2014). Even small negotiations require preparation and creativity. *Harvard Business Review*, 92(5).

Persuasion

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



Ellet, W. (2011). The practical art of persuasion. *Harvard Business Review*, 89(3).

<http://keenetrial.com/blog/wp-content/uploads/2012/12/persuade-4325395209775.gif>

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

Williams, G. A., & Miller, R. B. (2002). Change the way you persuade. *Harvard Business Review*, 80(5), 64-73.

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

Martin, S. (2014). To persuade others, give them options. *Harvard Business Review*, 92(12).

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/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

<https://www.ache.org/pubs/Releases/2015/Top-Issues-Confronting-Hospitals-2014.cfm>

Common Goals of Administrators & MPs

- 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
