How to Effectively Negotiate the Outcomes You Really Desire

Shakaib Rehman, MD, FACP, FAACH

Interim Chair and Professor of Biomedical Informatics

University of Arizona College of Medicine

Associate Chief of Staff for Education

Phoenix VA Healthcare Systems

Shakaib.rehman@va.gov

ShakMD@Hotmail.com

HIMSS ARIZONA Chapter

Exercise

- What are your goals or objectives for today's session?

HIMSS ARIZONA Chapter

tableau

Exercise

- Who do you negotiate with every day?

Exercise

- Do you negotiate effectively?

- Video from any thing goes

- How smart is your Right Foot?

HIMSS ARIZONA Chapter

tableau

Keep moving your Right Foot to make a circle in the air

Keep on Making a Circular Motion with Right Foot

AND

Write number 6 in the air with your Right Index Finger

90/10 Principle

How to react?

10% of life is made of what happens to you

90% life is decided by how you react?

Steven Covey

Think about person who has influenced you?

Or who is the person if he/she ask you anything; you will do it without any hesitation

Who are the people who influenced you?

How did they do it?

Power, influence and negotiation are SAME

What are the characteristics of people who effectively influenced you?

HIMSS ARIZONA Chapter

tableau

Relationships
enables
cooperation
and
successful negotiation
outcomes.

We listen best to people we trust have our best interest in their heart

Intent/Planning/Thinking

Action/Behavior/Performance

Outcome/Results

What did you do?

Why YOU did it?

Believe

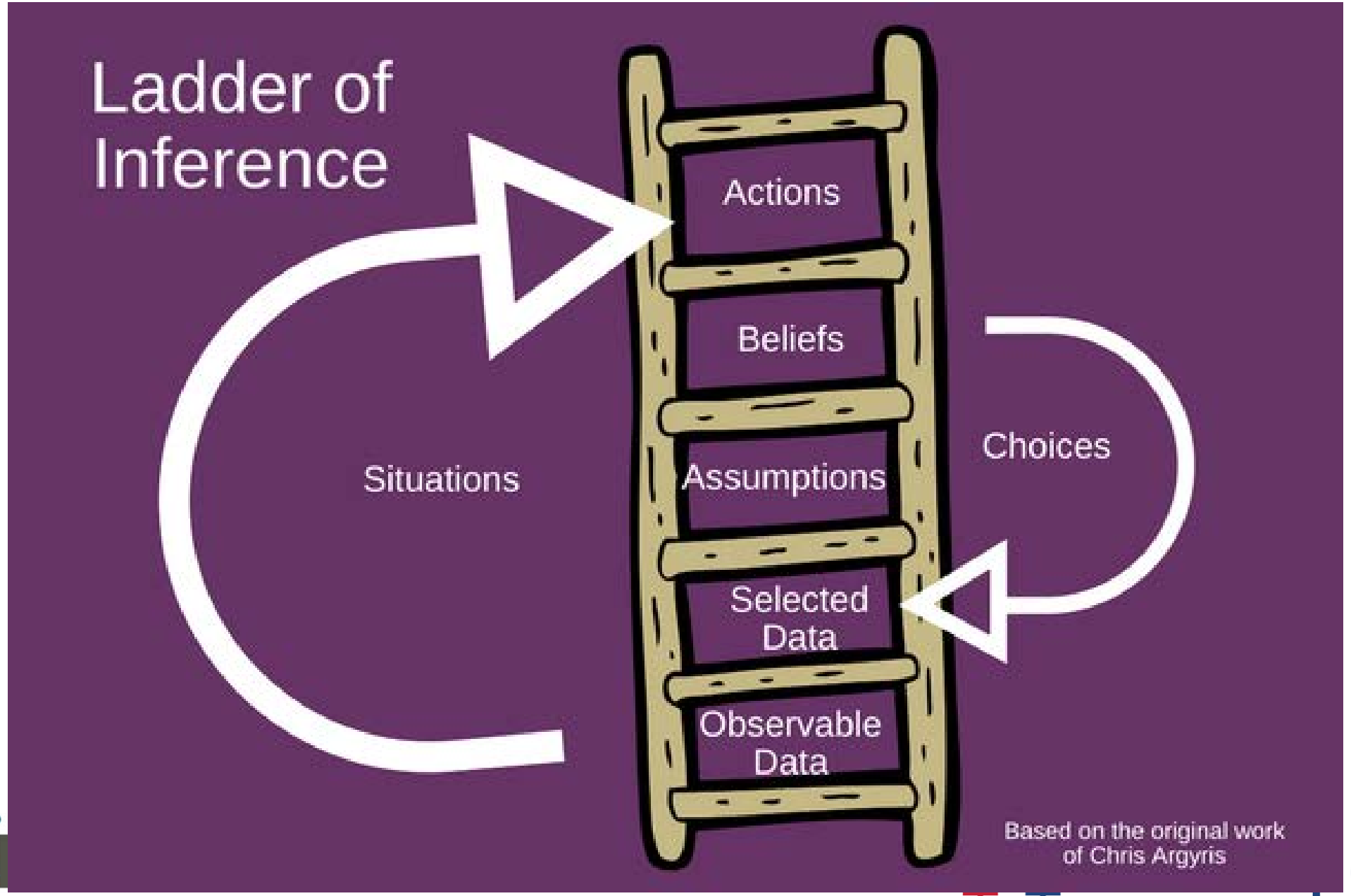
Believe

Value

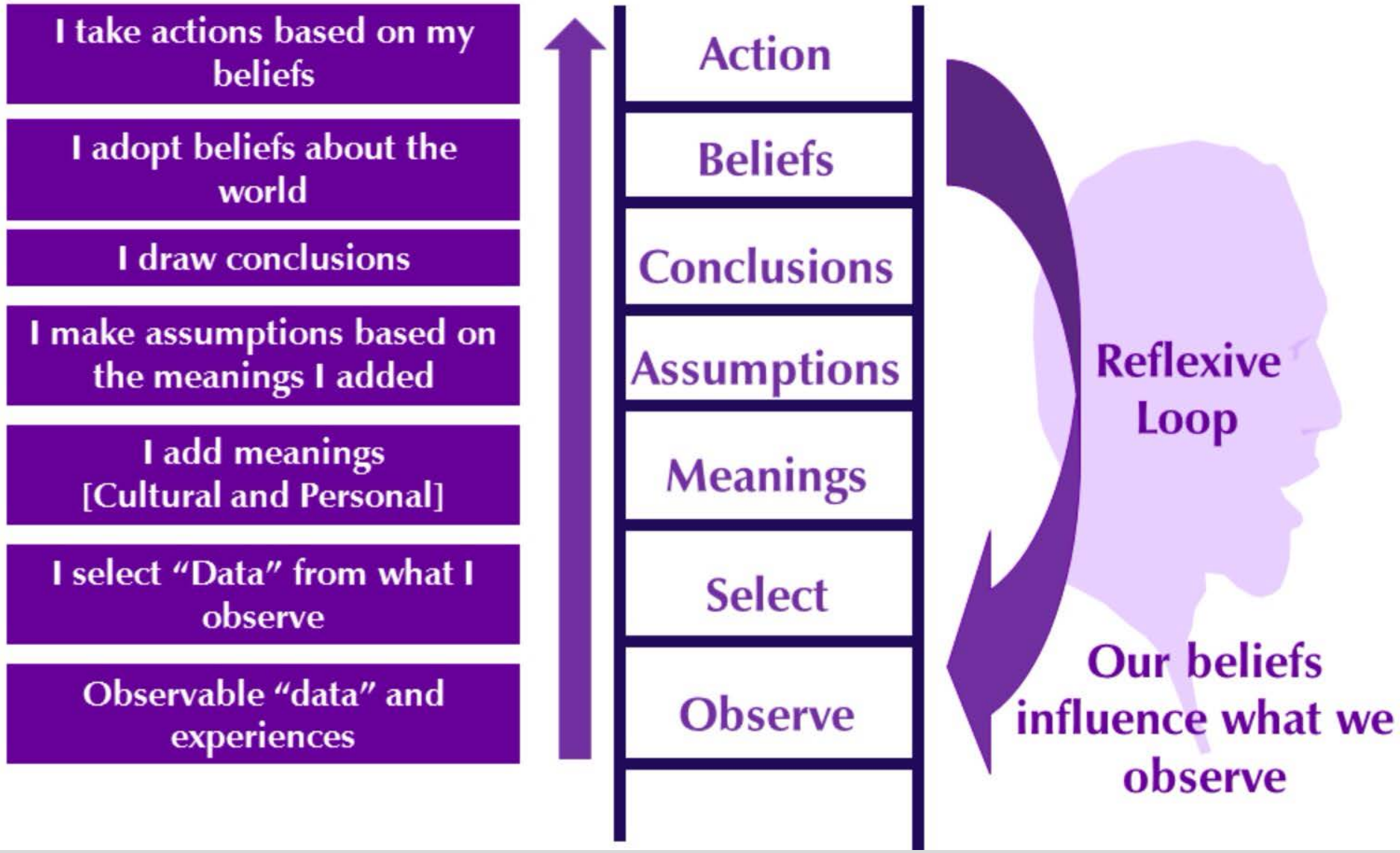
How do YOU get the information

AND

How you process the information


Ladder of Inference
Actions
Beliefs
Assumptions
Selected Data
Observable Data
Situations
Choices
Based on the original work of Chris Argyris

The Ladder of Inference



How YOU transmit the information/decision/actions to others (world)?

Or

How do you respond to the others/world?

Communication

Verbal
and
Nonverbal

Impostor syndrome

- Impostor syndrome (also spelled imposter syndrome)
- Term coined in 1978 by clinical psychologists Dr. Pauline R. Clance and Suzanne A. Imes
- Referring to high-achieving individuals marked by an inability to internalize their accomplishments and a persistent fear of being exposed as "fraud".

HIMSS ARIZONA Chapter

tableau

3 steps of Developing a negotiation strategy

3 steps

1. Assess your negotiation **style**

2. Assess your negotiation **context** (Relationship and Outcomes)
   A. **Diagnose** your negotiation situation and your style/initial strategy
   B. **Anticipate** the other party's strategy

3. Select appropriate negotiation strategy

HIMSS ARIZONA Chapter

tableau

#1: Assess your negotiation style

Exercise

How do you tend to handle conflict?

Know your style

HIMSS ARIZONA Chapter

tableau

How do you tend to handle conflict?

Thomas-Kilmann Conflict Mode Instrument

Kenneth W. Thomas and Ralph H. Kilmann

Self-assessment tool identifies reactions you tend to have towards conflict

HIMSS ARIZONA Chapter

tableau

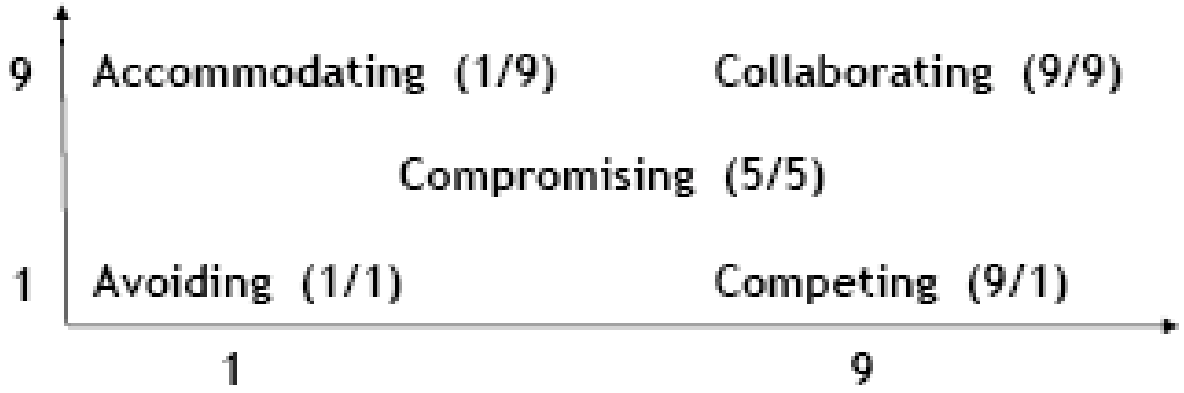
Thomas-Kilmann Conflict Mode Instrument

Scoring and Interpreting the
Thomas-Kilmann Conflict Mode Instrument

	(9/1)	(9/9)	(5/5)	(1/1)	(1/9)
1.				A	B
2.		B	A		
3.	A				B
4.			A		B
5.		A		B	
6.	B			A	
7.			B	A	
8.	A	B			
9.	B			A	
10.	A		B		
11.		A			B
12.			B	A	
13.	B		A		
14.	B	A			
15.				B	A
16.	B				A
17.	A			B	
18.			B		A
19.		A		B	
20.		A	B		
21.		B			A
22.	B		A		
23.		A		B	
24.			B		A
25.	A				B
26.		B	A		
27.				A	B
28.	A	B			
29.		9	A 7	B 5	5 4
30.		B			A

Total the number of items circled in each column:

(9/1)	(9/9)	(5/5)	(1/1)	(1/9)



#2: Assess your negotiation context

Key questions:

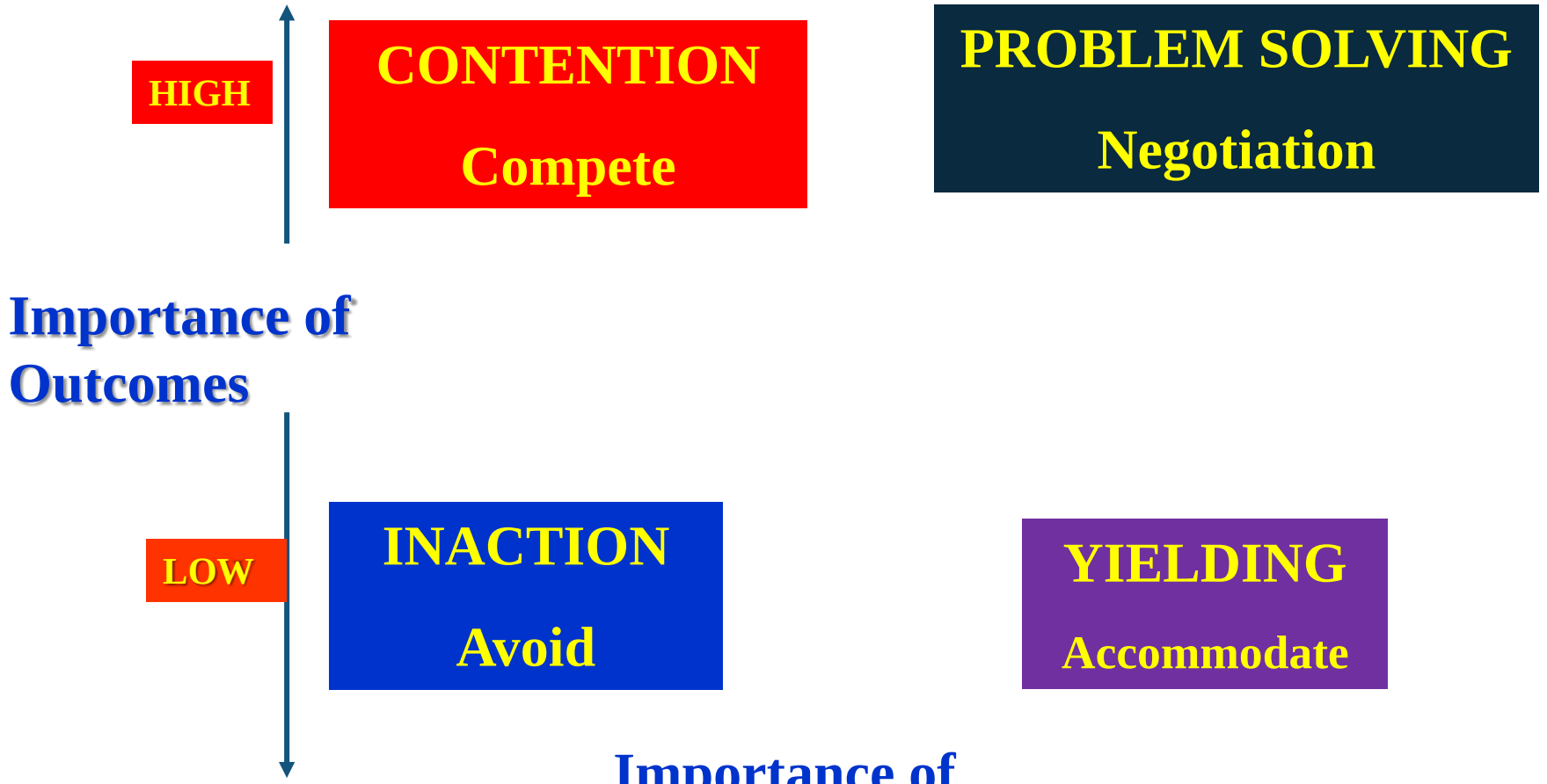
- "How important are **relationships** between negotiators?"
- "How important is the **outcome** to you?"

HIMSS ARIZONA Chapter

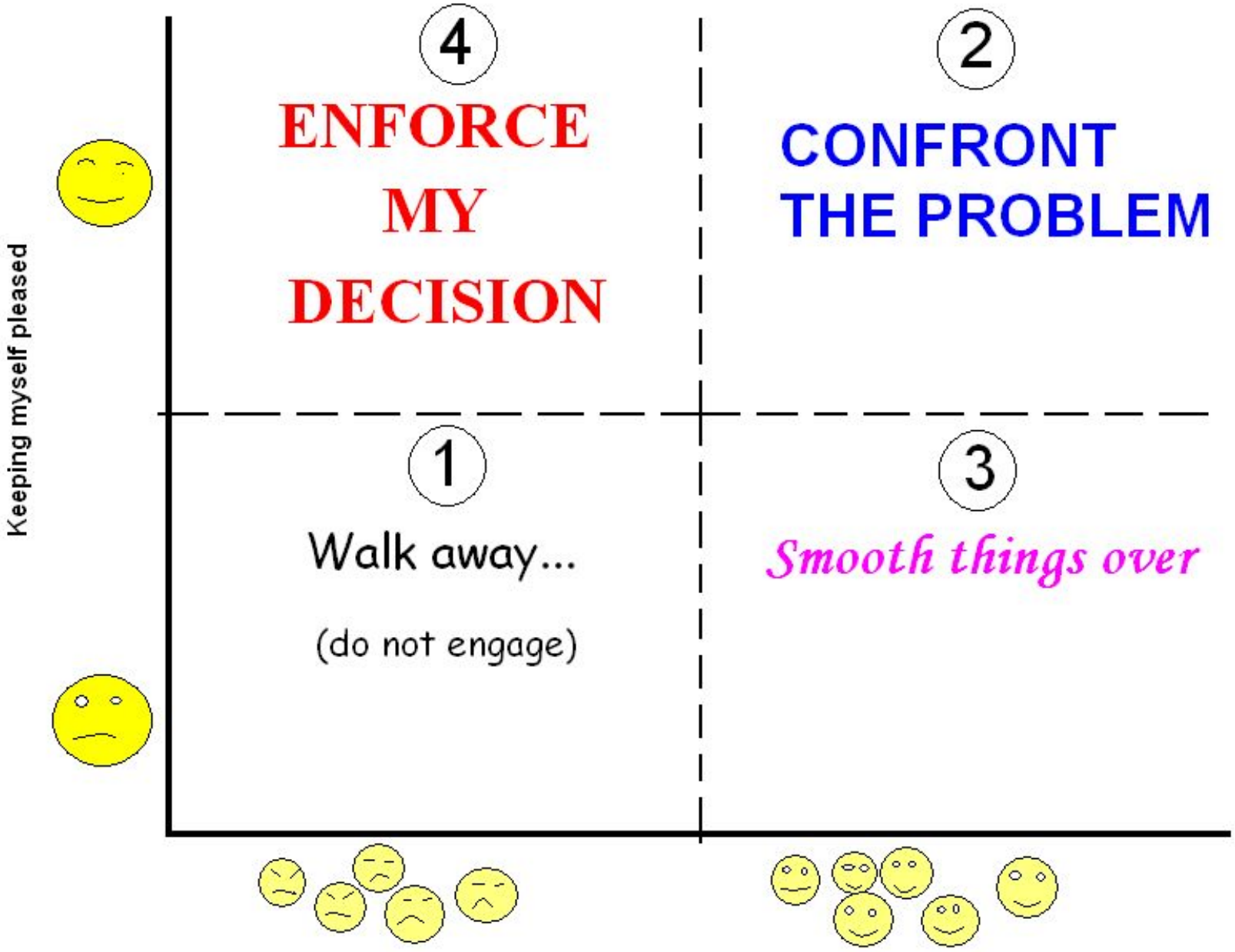
tableau

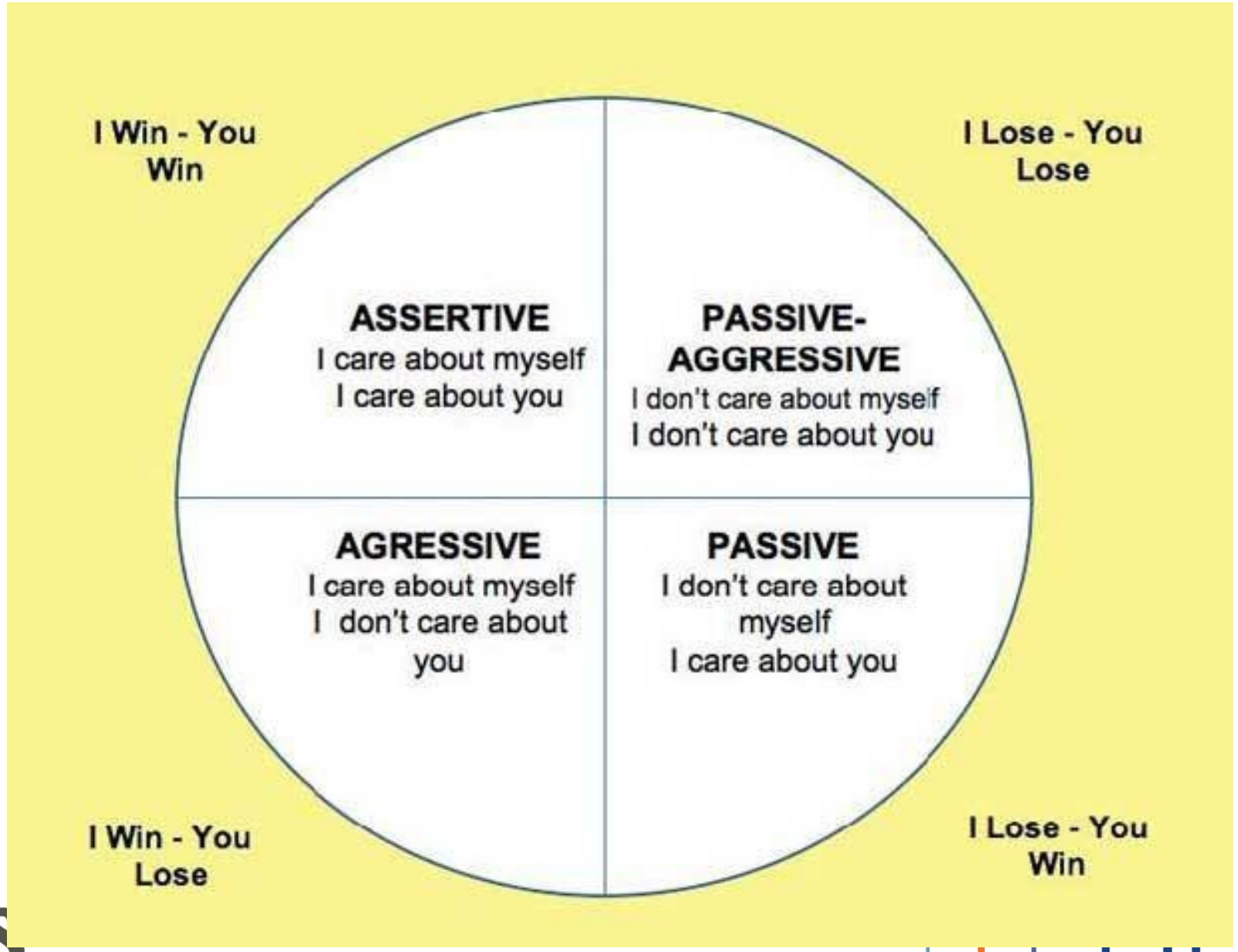
Adopted from Savage, 1989

Diagnose your negotiation Style

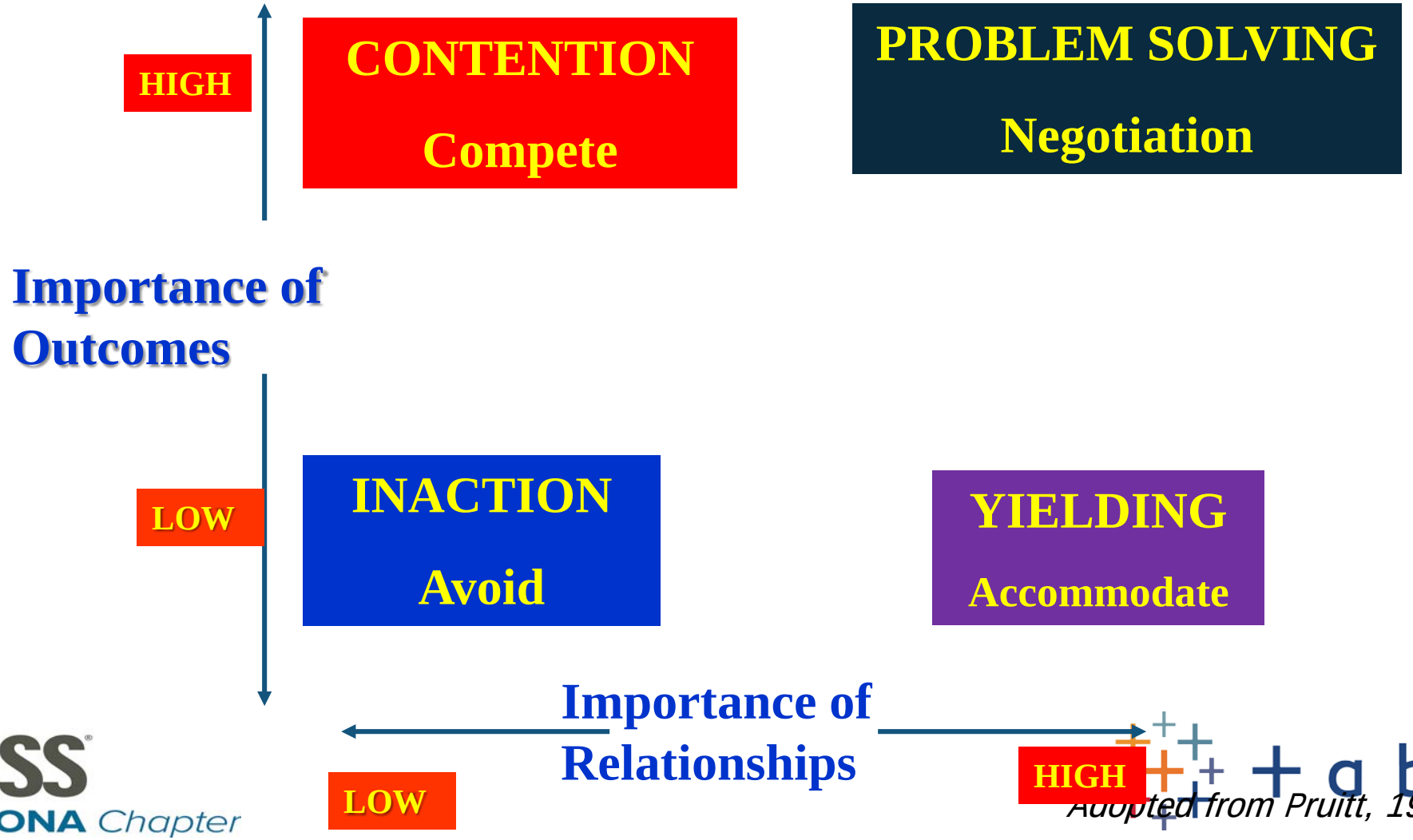


Adopted from Pruitt, 1991


4
ENFORCE MY DECISION
2
CONFRONT THE PROBLEM
1
Walk away...
(do not engage)
3
Smooth things over
Keeping myself pleased
Keeping everyone else pleased

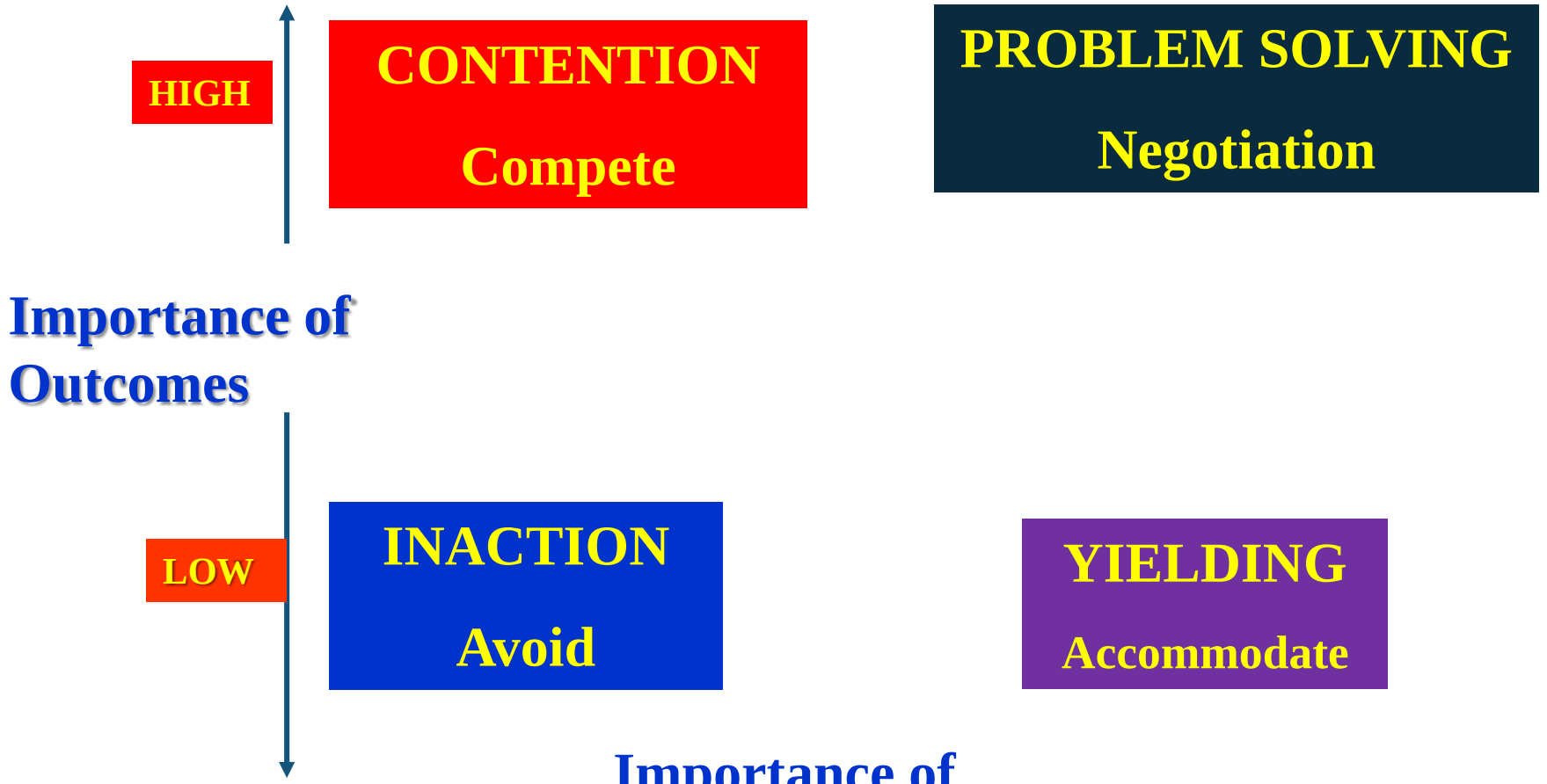

I Win - You Win
I Lose - You Lose
ASSERTIVE
I care about myself
I care about you
PASSIVE-AGGRESSIVE
I don't care about myself
I don't care about you
AGRESSIVE
I care about myself
I don't care about you
PASSIVE
I don't care about myself
I care about you
I Win - You Lose
I Lose - You Win

#2A: Diagnose your negotiation situation and your initial strategy



Adopted from Pruitt, 1991

#2B: Anticipate the other party's strategy



Adopted from Pruitt, 1991

#3: Select appropriate negotiation strategy

1. **Positional Negotiation**:

   a) Soft negotiation (Inaction, Yielding): Goal is to please, give in, "stay friends"

   b) Hard negotiation (Contention): Adversarial, aggressive, competitive

2. **Principled negotiation**: Problem solving, Collaboration

Fisher, 1991

Why positional bargaining may not be a good strategy

- It is inefficient
- May produce unwise agreements
- May endanger ongoing relationships
- It may not even lead to a conclusion

So what's the alternative?

Suffering is optional

- You will feel better when you say what you need to say

- Shari Harley. **How to say anything to anyone**. Greenleaf Book Group Press. 2013

HIMSS ARIZONA Chapter

tableau

Principled negotiation

1. Separate the people from the **problem**
2. Negotiate about **interests**, not positions
3. Invent **options** for mutual gain
4. Insist on **objective** criteria
5. Know your **BATNA** (Best Alternative to a Negotiated Agreement)

Fisher *Getting to Yes*

HIMSS ARIZONA Chapter

tableau

Positional Bargaining vs. Principled Negotiation: the Principles

Positional Bargaining		Principled Negotiation
Soft	Hard	
Participants are friends	Participants are adversaries	Participants are problem solvers
Goal is agreement	Goal is victory	Goal is wise outcome reached efficiently and amicably

Improving Communication

- **Listen** actively
- **Reflect** back what you think is being said
- Always **respect** other.
- Speak about **yourself**, not about the other side
  - "I feel let down" vs. "You broke your word"
- Speak for a clear **purpose**. **B**efore speaking know what you want to communicate or find out.

Negotiation Analysis (Pirates of the Caribbean

https://www.youtube.com/watch?v=xjQ5OomkVpg

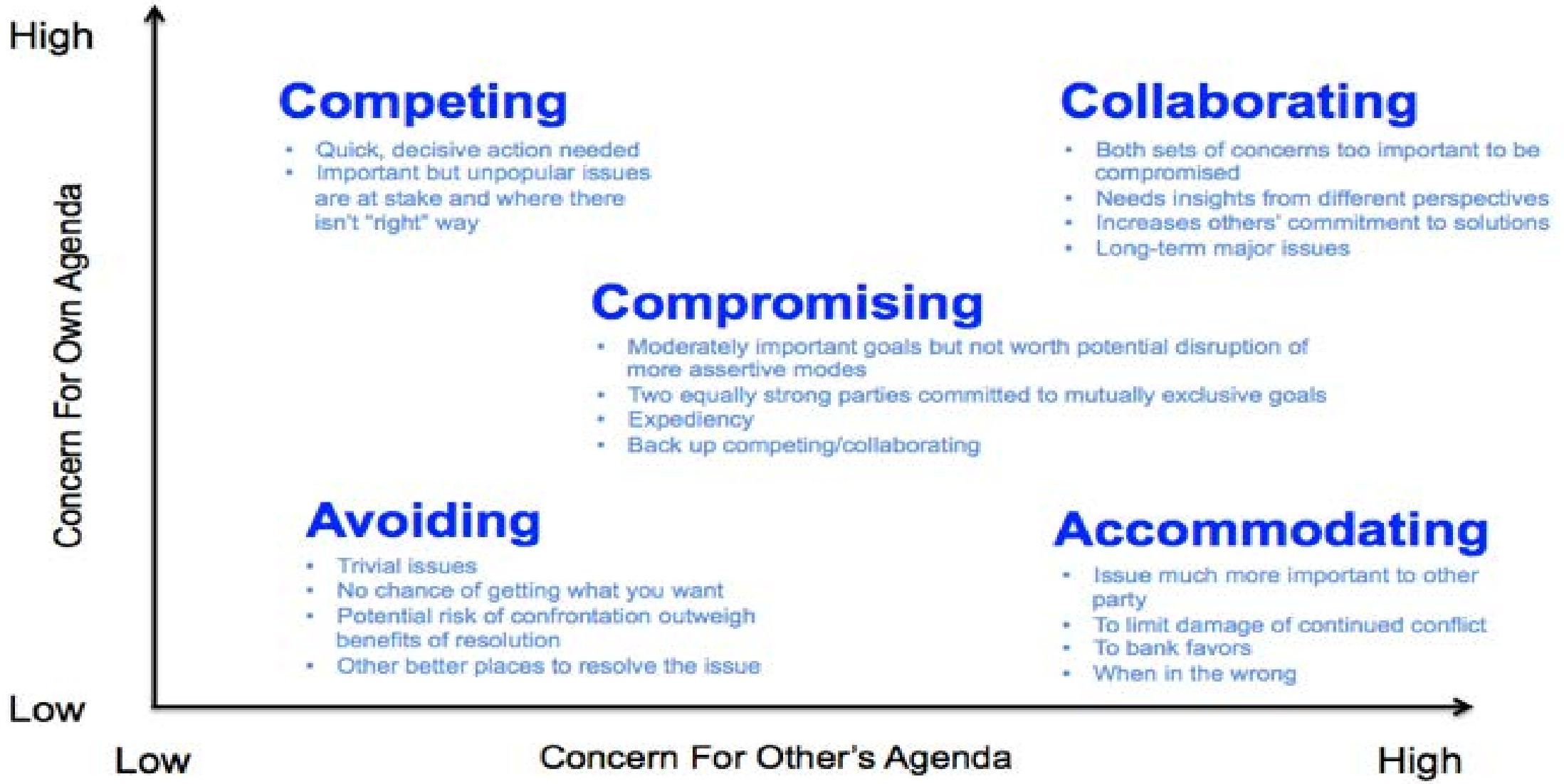
Small Group Discussion

When to use?

Where to use?

How to Use?

Also revisit the attributes and see how you can develop and use in your negotiations


High
Concern For Own Agenda
Low
Low
Concern For Other's Agenda
High
Competing
Quick, decisive action needed
Important but unpopular issues are at stake and where there isn't "right" way
Collaborating
Both sets of concerns too important to be compromised
Needs insights from different perspectives
Increases others' commitment to solutions
Long-term major issues
Compromising
Moderately important goals but not worth potential disruption of more assertive modes
Two equally strong parties committed to mutually exclusive goals
Expediency
Back up competing/collaborating
Avoiding
Trivial issues
No chance of getting what you want
Potential risk of confrontation outweigh benefits of resolution
Other better places to resolve the issue
Accommodating
Issue much more important to other party
To limit damage of continued conflict
To bank favors
When in the wrong

Four Stages of Negotiation

- I. Preparation
- II. Exchanging information
- III. Bargaining
- IV. Closing and Commitment

Shell, Richard. Bargaining for Advantage: Negotiation Strategies for Reasonable People (Penguin 1999)

Exercise

Roper Cardiologists

VS

University Family Care

- Six months ago, **ROPER Cardiology** acquired a vacant parcel of waterfront property in the Tempe Lakeside

- They planned to build a 2-storey new office.

- The parcel is in front of **University Family Urgent Care**

- The issuance of building permit has been formally challenged by the University Family Care, an urgent care facility located adjacent to the parcel.

- University contend that the parcel is smaller, hence zoning laws not allow to build.

Attorneys on both sides estimated that going through

- local city regulatory procedures
- a court trial
- and possible appeals

could easily take **several years**

Cost at least **$250,000** in legal fees, perhaps more for each side

- University approached Roper Cardiology to sell the property to them.

- Roper board has decided that that selling the parcel to them is the best option before both invest too much money (and time) in regulatory and legal expenses.

- It is impossible to get a definitive appraisal of the value of the disputed parcel due to small size and the unresolved zoning issues. In the end, its value can only be set by what a willing buyer and willing seller happened to agree on.

A meeting with the

University Family Care's CEO

and

Cardiologist Group's VP

is about to take place.

HIMSS ARIZONA Chapter

+ableau

“If there is one secret to success, it lies in the ability to get the other person’s point of view and see things from that angle as well as your own.”

Henry Ford

Tips for the next Negotiation

- Listen actively
- **Ask, ask, ask**
- Prepare, probe, propose
- **Know when the negotiation has begun**
- Do not fall victim to ambush negotiation
- **Do not undervalue yourself**
- Be prepared to say no or not now, I need more information
- **Don’t take any of this personally, stick to the issues/goals**
- In order to do my best, I need….(List your needs/Desires)
- **Find the Win-Win solution**

Role Play

Faculty and Chair Meeting

Topic: Faculty requested a Salary Increase Of $50,000.00

Wrap-up

- Know your style
- Negotiation context
- Assessing other person(s) style/context/strategy
- Principled negotiation approach
- BATNA

People will
forget
what you said ...
they will forget
what you did
but people will
NEVER FORGET
how you made them
FEEL
Maya Angelou

Have high confidence in yourself

Light at the end of tunnel

Beyond This Workshop.....next steps...

Choose 1 or 2 tools you will try?

Reflections

- 1-2 thing you learned
- 1 or 2 new tools/skills/practices you will try for a specific task (think of that challenge/task now) and see the impact
- 1 activity you enjoyed

HIMSS ARIZONA Chapter

tableau

We have to negotiate with the Rich, the Poor, the Beautiful, & the Ugly

Thank You

HIMSS ARIZONA Chapter

tableau

Anger Management

- **Acknowledge** that you have heard/seen him/her.
  - **Ask** questions to clarify your understanding.
  - **Apologize** if appropriate
  - **Agree** if you can
- **Noise** (Verbal): Listen intently/actively
- **Gestures** (Nonverbal cues): Observe carefully
- **Empathy**: Expectations/Explore options
- **Respect** is like air. You don't notice it until it is not there; then it's all you notice.

HIMSS ARIZONA Chapter

tableau

My Doctor said "Only 1 glass of alcohol a day". I can live with that.