

II. HOW TO KEEP YOUR COMPOSURE

A. Many of our negotiations are done under pressure

1. It's not so much who you are, but how you communicate and what you do

2. Communications: Problem vs. Symptom

3. Epinephrine release
 - *Good Relationships*
 - *Effective Tasks*
 - *Evidence of Preparation*
 - *Establishment of Precedent*
 - *Building Reputation*
 - *Making Decision*
 - *Giving Direction*
 - *Standing Up Under Scrutiny*
 - *Commitment to Continue Conversation*

NOTES: _____

B. Some communication fundamentals:

1. There are two channels of communication

— The Fact Channel:

— The Feeling Channel:

Example:

Fact:

Feeling:

Corrected:

2. Focus on the problem, not on the person

Person focus:

Problem focus:

3. Don't confuse their actual intent with the outcome

Example:

The outcome is . . .

Fact:

Feeling:

- *“When procedures aren't clear, relationships are at risk!”*

Their intent was . . .

Fact:

Feeling:

- 4. Slow down your reactions** — evaluate your alternatives: choose the alternative with the greatest likelihood of achieving the overall outcome you desire

- *Pause between stimulus and response — Viktor Frankl: The “Final Freedom”*

Example:

The outcome is . . .

Fact:

Feeling:

The intent was . . .

Fact:

Feeling:

1) **OTHER** (Passive) — 2) **SELF** (Aggressive) — 3) **COMMUNITY** (Assertive)

NOTES: _____

C. How to influence with integrity

1. Listening

2. Acknowledgment

- shows that you've heard
- conveys acceptance of them (not their position)
- invites them to correct you

3. Word choice

- support vs. accuse?
- observe vs. judge?
- fix problem vs. fix blame?

D. First Steps – Positive Confrontation

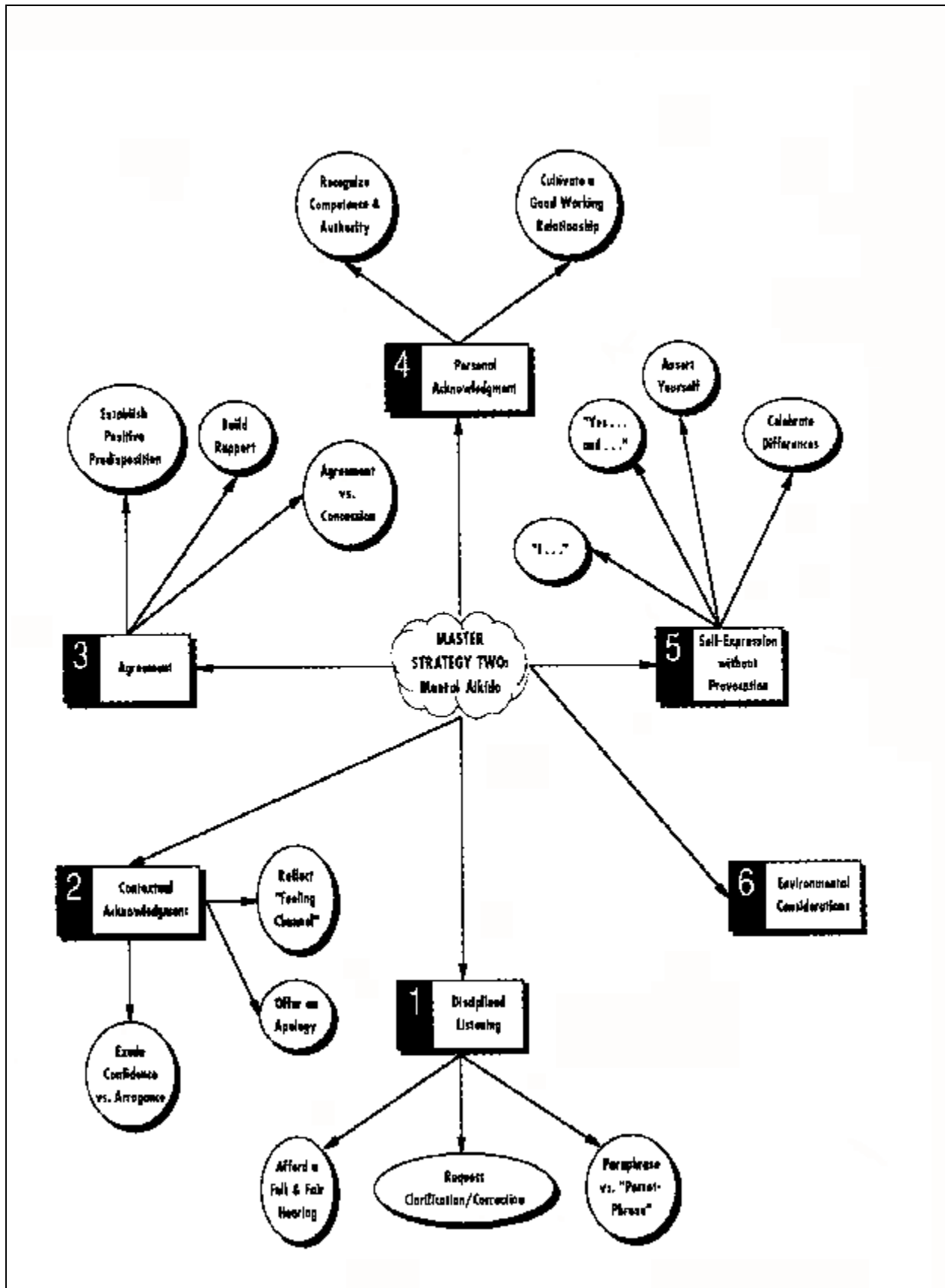
1. PLAN #1: "NOT-SO-HOT"

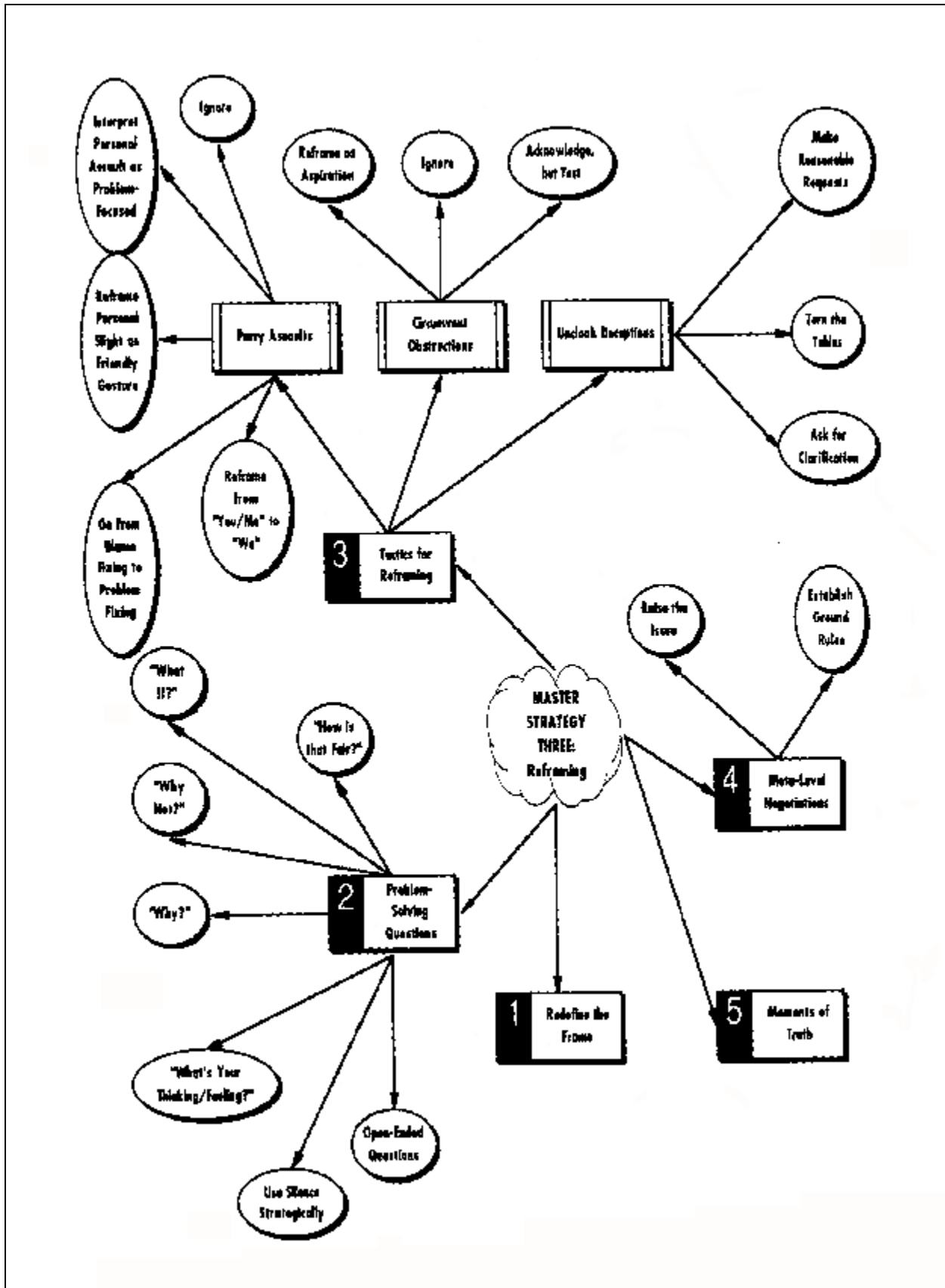
- a. "I want X"
- b. "You're keeping me from it"
- c. "I'm right"
- d. "You're wrong"
- e. Therefore . . . I'm right to punish you"

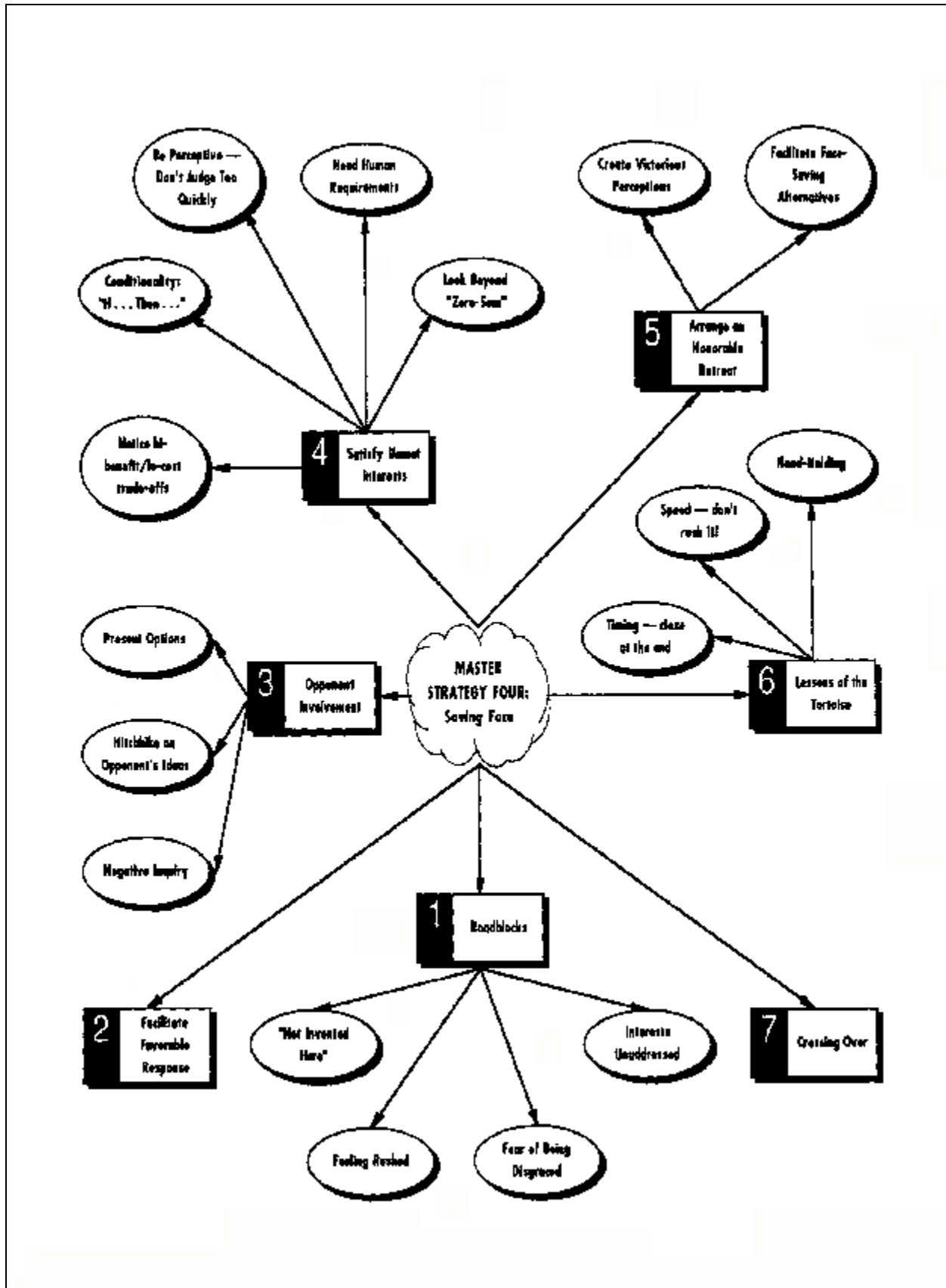
2. PLAN #2: "POSITIVE CONFRONTATION"

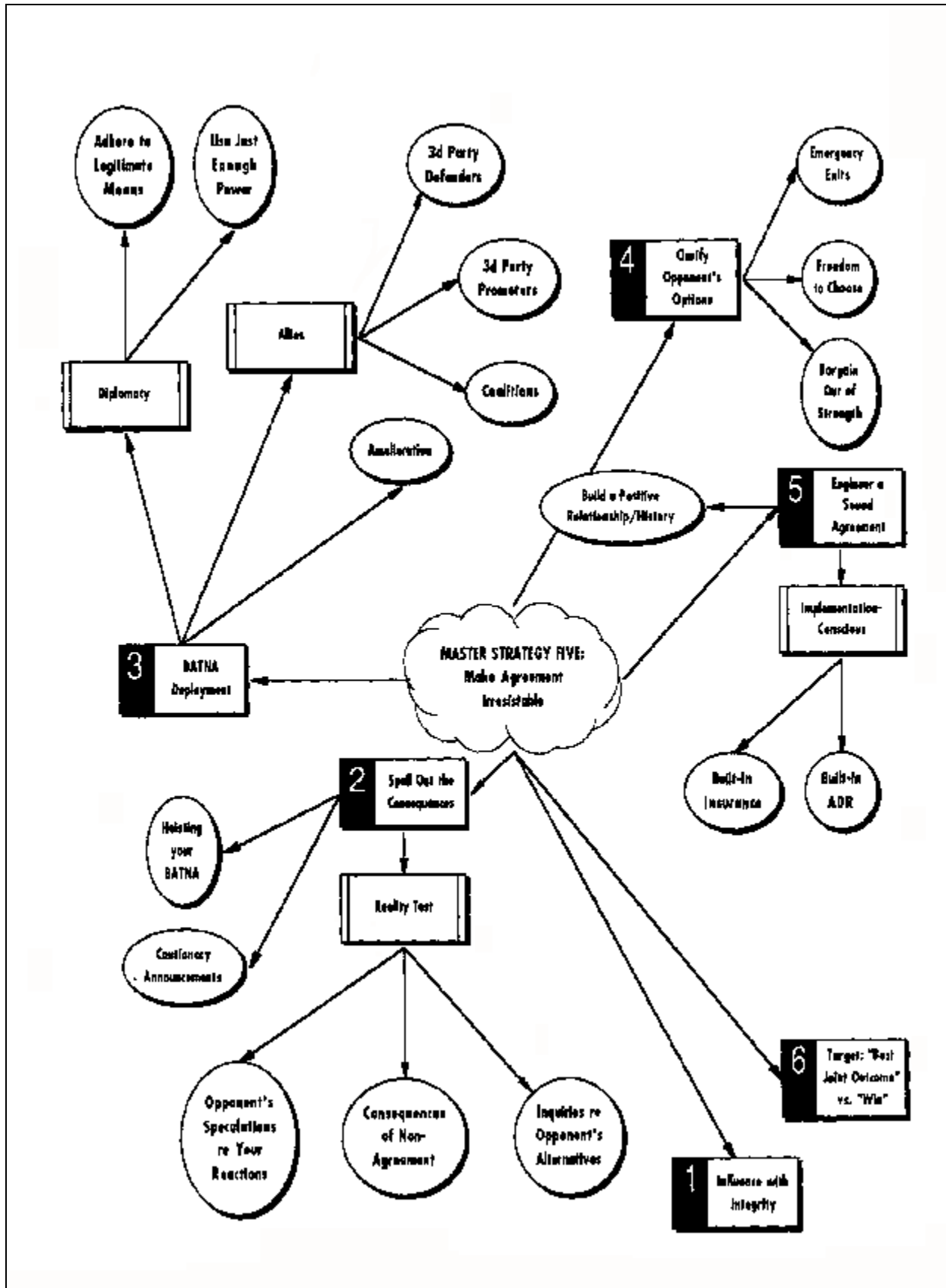
- a. Identify the problem BEHAVIOR
- b. Acknowledge YOUR FEELINGS
- c. Identify the REASON YOU FEEL the way you do
- d. Generate OPTIONS
- e. CHOOSE

THIS PAGE LEFT INTENTIONALLY BLANK









THIS PAGE LEFT INTENTIONALLY BLANK