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Communication, LLC

Better Communication, Better Decisions, Better BusinessSM

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Great Minds Do NOT Think Alike

– Getting and Staying On the Same Page


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V1.0


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Twenty Four Years Ago

- Steve Simons



- Ray Pike



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Transforming Our Perspective

(Garvin & Roberto)

Characteristic	Advocacy Model	Inquiry Model
Concept of Decision Making	A contest	Collaborative problem solving
Purpose of discussion	Persuasion and lobbying	Testing and evaluating
Participant's role	Spokespeople	Critical thinkers
Patterns of behavior	<ul style="list-style-type: none"> • Strive to persuade others • Defend your position • Downplay weaknesses 	<ul style="list-style-type: none"> • Present balanced arguments • Remain open to alternatives • Accept constructive criticism
Minority Views	Discouraged or dismissed	Cultivated and valued
Outcome	Winners and losers	Collective ownership

We are not contestants – we are problem solvers

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Question Number One

- What ONE element is considered most important for achieving a bipartisan agreement?

EMPATHY

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Why Do I Have To Care?

- The others in the conversation are most comfortable in the Advocacy model and don't know they have an option.
- If you care, others will share their thoughts
- If you care, others will listen
- If you care, you will be more credible
- Problem solvers care
- People know if you care, and if YOU don't, they WON'T !

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What Does Empathy Look Like?

- Ask questions about their perspective
 - How would you go about solving this?
 - What makes you think so?
 - How would you handle an exception?
 - Tell me more about....
 - Do you mean to say that...?
 - That must be difficult (maddening, wonderful)
- Do NOT talk about, or even mentally compare, your perspective. LEARN about theirs.

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Question Number Two

- When is talking about the solution is a HUGE mistake?

Before you have defined the PROBLEM!

Defining the Problem

- Interests vs. Positions
 - What do we want? Really?



Defining the Problem (cont'd)

- Impact
 - Why is the Problem a Problem?
 - Negative impact on business
 - People are threatened / Violates tradition / Too much effort / Want things to be different
- Symptoms
 - How do we know we are having the problem?
- Eventual Consequence
 - What will happen if nothing changes?

Question Number Three

- What is the SINGLE LARGEST BARRIER to getting on the same page?

LISTENING!

What Does Listening Look Like?

- Sincerity
 - Be interested. Why? Because it is to your advantage!
- Curiosity
 - Actively ask questions about the idea.
- Open
 - Be ready to accept or adopt something, even if it is different than you imagined, if it is better!
- Engaged
 - Don't drift to other tasks or conversations if you expect the other party to feel heard.

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Getting on the Same Page

- Process starts when all sides are expressed
 - Their side first, yours last – it takes time to understand
- Be certain of your own interest
 - This is the time to understand your biases
 - It is appropriate to change your mind when you learn new things
- Understand the similarities and differences surrounding your interests.
- Seek creative ways to bridge the differences
 - Usually not a “Zero Sum” contest

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Upon Reaching Civilization

- Ask questions about their position and don't think about your position
- Focus on understanding Interests, Impacts, and Eventualities from their point of view.
- Think about how they may feel – ask about it (if appropriate). Good to be presumptive
- End with “You've given me a lot to think about. Thanks”

