



Pathfinder
Communication, LLC

Better Communication, Better Decisions, Better BusinessSM

www.PathfinderCommunication.com

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Pathfinder Curriculum

- Relationships
- Critical Thinking and Discussions
- Influence
- Persuasion
- Negotiation

Face to Face Communication Skills

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What's THE SCORE?

– Creating AMAZING Business Relationships

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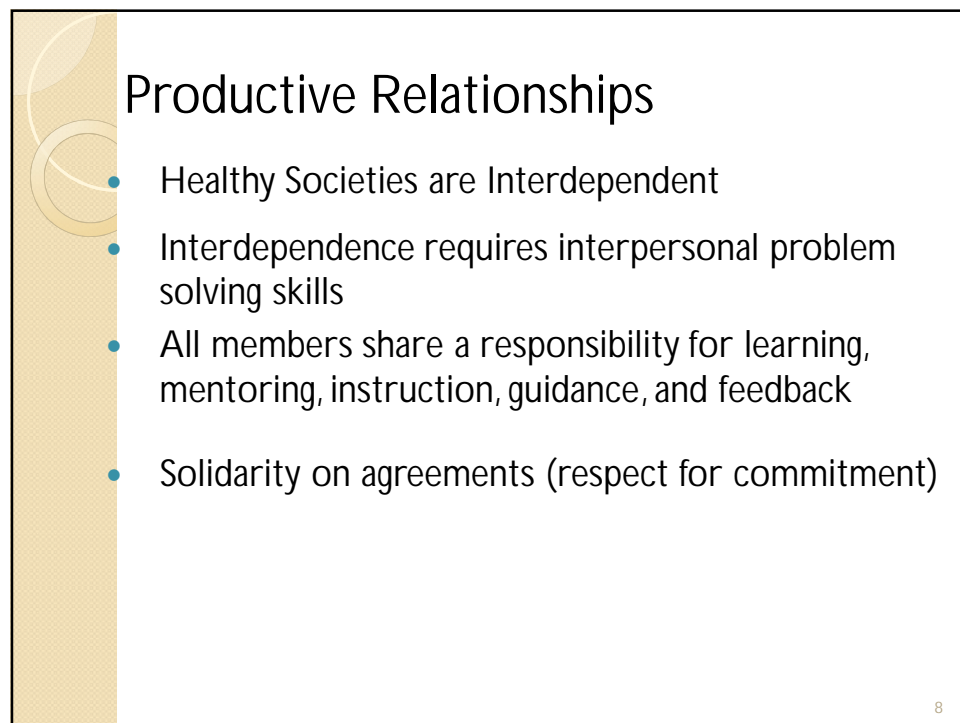
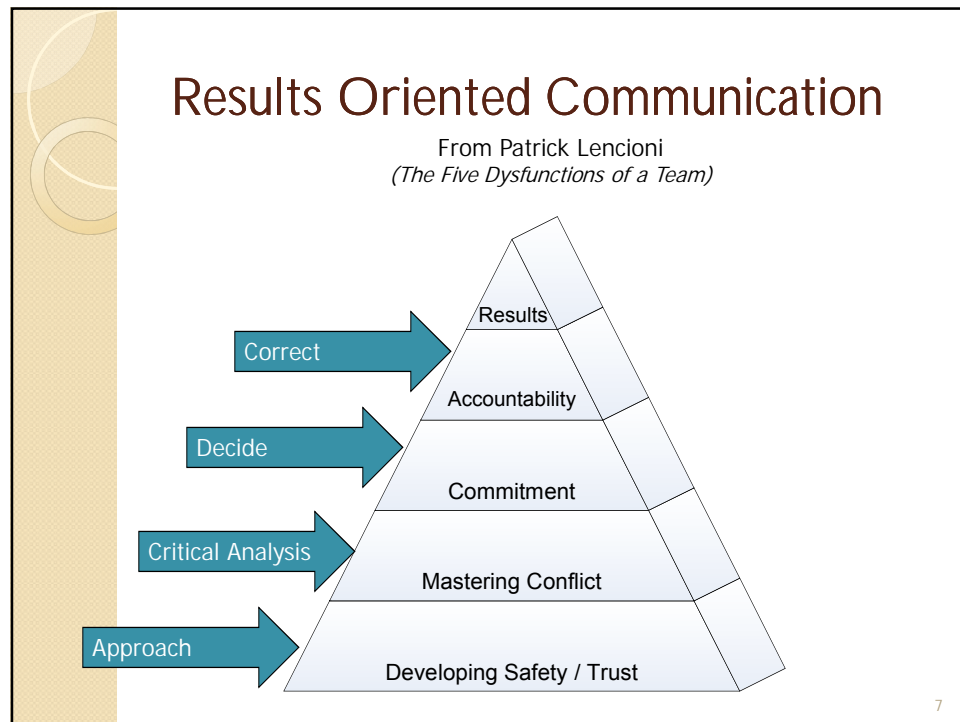
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LeadershipIQ - In the 90 days from 5/1/07 to 8/1/07 (272 companies; 9,561 respondents)

- 93% of people have avoided confronting a coworker about inappropriate behavior
- 81% of managers have avoided confronting a subordinate about inappropriate behavior
- 89% of people have avoided confronting their boss when he or she failed to fulfill an expectation or promise
- 77% of people say that when they speak up about sensitive topics, the other party gets angry or defensive
- 83% of people say that they occasionally or frequently withhold important information from bosses, coworkers and employees because they fear the conversation will end badly
- 37% of an employee's willingness to stay at their company is driven by their comfort with speaking the truth about these sensitive issues

Even when a customer or the organization suffered as a result



Safety Begins with Credibility

- Competence
- Trustworthiness
- Good Will
- Dynamism
- Eyewitness Access to information
- Background and Training
- Good track record

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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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Values + Beliefs = Behaviors

- Values are universal concepts like fairness, justice, freedom, equality, respect, honor, compassion, and service – tend to unite
- Beliefs are interpretations of how to achieve values - tend to divide
- Your values and beliefs determine your tendencies and behaviors
 - Myers-Briggs; DISC

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Canine Bias



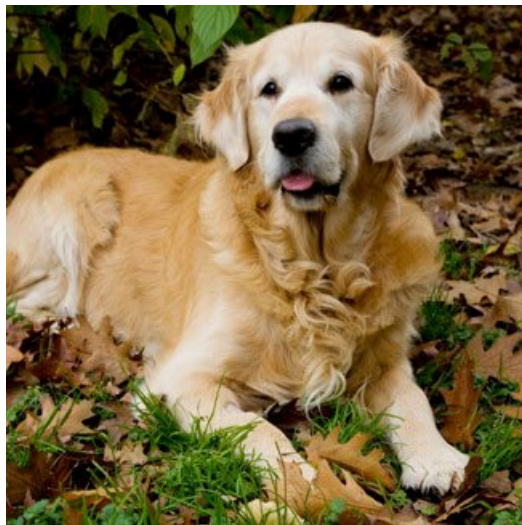
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Canine Bias



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Canine Bias

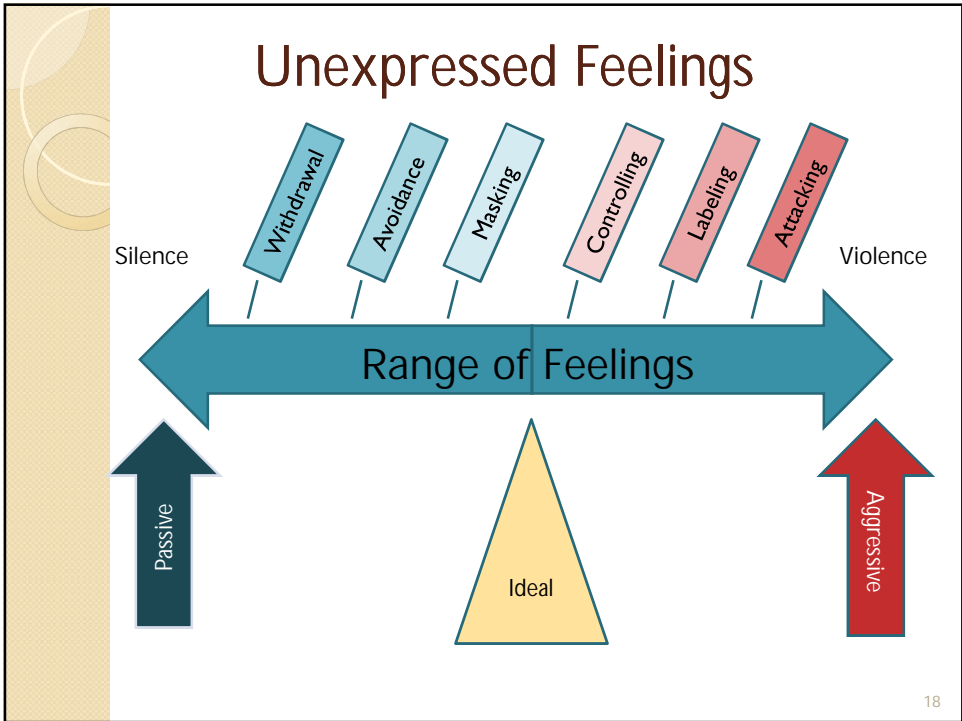


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Human Bias

- Overconfidence bias
- Sunk Cost effect
- Recency effect
- Confirmation bias
- Anchoring bias
- Illusory Correlation

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THE S²COR⁴E

Tentativeness

Humility

Empathy

Simplicity & Sincerity

Curiosity

Openness

Respect for Content, Process,
Counterpart, & Self

Engagement

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Negotiation

- Kinds of Negotiations
 - Distributive (zero-sum)
 - Integrative (bigger pie)
- Best Alternative To a Negotiated Agreement
 - What are your options if you fail to reach an agreement?
- Walk Away price
 - The least value you'll accept and still come to an agreement
- How big is the pie?
 - What do they do?
 - What do you need?
- What is the OTHER guy's BATNA? Walk Away?
 - Research what you can
 - Observe their actions
 - it is difficult to estimate your counterpart's BATNA objectively
- Leverage
 - Advantage to either side that can affect the other sides ability to achieve their goals
- Terms for Performance
 - Incentives
 - Penalties

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Negotiating Styles

- Avoiding
 - Would really rather just skip the whole thing
- Accomodation
 - Let's do it your way
- Compromise
 - Split the difference
- Competition
 - I didn't say what YEAR I'd pay you back!
- Problem Solving
 - Our slices are too small – we need a BIGGER PIE!

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Negotiation Strategy vs Situation

		<u>Perceived Conflict over Stakes</u>	
		<i>High</i>	<i>Low</i>
<u>Perceived Importance of Future Relationship</u>	<i>High</i>	<u>1 – Balanced Concerns</u> (Business Partnership, Joint Venture) – Strategy – Problem Solving or Compromise	<u>2 – Relationships</u> (Marriage, Friendship, Work Team) – Strategy – Accommodation, Problem Solving, or Compromise
	<i>Low</i>	<u>3 – Transactions</u> (Divorce, House Sale, Market Transaction) – Strategy – Competition, Problem Solving, or Compromise	<u>4 – Coordination</u> (Highway Intersection or Airline Seating) – Strategy – Avoidance, Accommodation, or Compromise

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Negotiation Strategy vs Situation

Your Perceived Leverage
(perceived by YOU)

		<i>Strong</i>	<i>Weak</i>
<u>How You Want To Act</u>	<i>Firm</i>	Make Confident Demands and Credible Threats Display your alternatives and leave the decision up to the other party	Emphasize the Uncertain Future Bluff (act strong when you are not)
	<i>Flexible</i>	Show the other party you are investing in the relationship Be Generous	Acknowledge the other party's power and stress the potential gains from future cooperation Appeal to other party's sympathy. What would they do in your position?

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- ## Key Points in a New Job Negotiation
- Mutual Purpose – You are working on the same problem
 - Danger Signs – Debate, forced opinions, trying to win, hidden agendas, accusations.
 - Recovery – get back to how solving the problem addresses issues for both of you. Try moving to a broader problem.
 - Respect – You care that you both are satisfied
 - Danger Signs – Defense of Dignity, Insults
 - Recovery – step out of content and check process
 - Recovering Safety
 - Apologize, if appropriate
 - Contrast (Don't / Do)
 - CRIB (Commit, Reinforce or Invent purpose), Brainstorm
 - Listen
 - THE SCORE
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Inquiry Model Behavior and a Percentage of All Behavior Observed

Inquiry Activity	Skilled Negotiators	Average Negotiators
Asking Questions	21.3%	9.6%
Test for Understanding	9.7%	4.1%
Summarizing	7.5%	4.2%
Total	38.5%	17.9%

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Your To-Do List

- When the opportunity presents itself, LISTEN.
- SHUT UP this once. Come to understand their interest. They are doing you a service.
- DON'T JUDGE, ASSUME, OR ATTRIBUTE. Ask questions.
- DON'T think about your position; just theirs.
- END without coming to a conclusion. Promise to think about their side and DO IT.
- ASK follow up questions.
- TELL them just what you think with appropriate humility and respect.

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