PARTICIPANT HANDOUTS

“Lunchtime Learning” Professional Skill Development Distance Learning Series Event #5:
Foundations for Influencing - Communicating with a Goal in Mind Part C: Influencing through Negotiation

Presented by:
Maria Agnew, Sr. Director of Business Development at Influencing Options

Live Broadcast Date/Time:
Wednesday, August 20, 2014
12:00–1:00pm Mountain Time / 1:00–2:00pm Central Time

Series Overview:
Join Community Health Association of Mountain/Plains States (CHAMPS) and Colorado Community Health Network (CCHN) for the “Lunchtime Learning” Professional Skill Development Distance Learning Series! These six one-hour webcasts will take place between April and September of 2014. Participants may attend any selection of events, all designed to provide professional development and skills improvement as a component of a continuous process of advanced practice transformation, with the goal of positively impacting retention rates at Region VIII health centers. The events are primarily targeted at health center administrative and clinical support staff, although staff members from all levels of the health center are welcome.

Event Overview:
“Influencing through Negotiation” is the third event in a three-part series on Foundations for Influencing. The three events that make up “Foundations for Influencing – Communicating with a Goal in Mind” will improve your ability to interact effectively with those around you. In addition to gaining the skills needed to influence others at all levels of your organization with integrity, you will understand your own contributions to these communications, and learn when, and how, to negotiate. You’ll leave with tips and tools you can put immediately into practice, strengthening your relationships both professionally and personally.

Learning Objectives:
Participants will:
1. Define negotiation.
2. Determine when to use negotiation to move a conversation forward towards a common vision/goal.
3. Be aware of the positive, natural negative and imposed consequences associated with negotiation.
4. Utilizing negotiation as a tool to move a conversation towards a mutually beneficial understanding.
SERIES TIMELINE
Event #1: Tell Your Money Who’s Boss (04/30/14) Archive Available!
Event #2: Create Great Credit (05/21/14) Archive Available!
Event #3: Foundations for Influencing - Presuming Good Intent (06/18/14) Archive Available!
Event #5: Foundations for Influencing - Influencing through Negotiation (08/20/14)
Event #6: Motivational Interviewing: An Introduction to Encouraging Health Behavior Change (09/17/14)
Visit www.CHAMPSonline.org/Events/DistanceLearning.html#LunchtimeLearning for complete details, including registration for individual events.

CHAMPS ARCHIVES
This event will be archived online and on CD-ROM. The online version will be available within two weeks of the live event, and the CD will be available within two months. CHAMPS will email all identified participants when these resources are ready for distribution. For information about all CHAMPS archives, please visit www.CHAMPSonline.org/Events/DistanceLearning.html.

DESCRIPTION OF CCHN
Colorado Community Health Network (CCHN) is a non-profit organization representing the 18 Colorado Community Health Centers (CHCs) that together are the backbone of the primary health care safety-net in Colorado. CCHN is committed to educating policy makers and stakeholders about the unique needs of CHCs and their partners, providing resources to ensure that CHCs are strong organizations, and supporting CHCs in maintaining the highest quality care. For more information about CCHN, please visit www.cchn.org.

DESCRIPTION OF CHAMPS
Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII (CO, MT, ND, SD, UT, and WY) federally-funded Community, Migrant, and Homeless Health Centers so they can better serve their patients and communities. Currently, CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, and the collection and dissemination of regional data. For more information about CHAMPS, please visit www.CHAMPSonline.org.
SPEAKER BIOGRAPHY
Maria Agnew is the Senior Director of Business Development at Influencing Options, an organization that believes effective people always have options when they work to resolve issues directly and respectfully. Prior to joining Influencing Options, Maria worked in law enforcement for 24 years, and for the past 15 years she has held supervisory positions. Maria has an extensive background working in the public sector in a variety of criminal justice organizations, and has also worked with the US Forest Service, Bureau of Land Management, and other federal agencies. Maria has a diverse background in non-traditional work forces and experience conducting trainings and workshops that help organizations build a commitment culture through increasing trust.
**Interactive Poll**

How often do you find yourself needing to negotiate with someone either personally or professionally?

- Never
- Some of the time
- Most of the time
- All of the time
Interactive Question

How many total people are watching this event at your computer (yourself included)?
Objectives:

• Define negotiation
• Determine when to use negotiation to move a conversation forward towards a common vision/goal
• Be aware of the positive, natural negative and imposed consequences associated with negotiation
• Utilize negotiation as a tool to move a conversation towards a mutually beneficial understanding
What do you want?

Assess the relationship:

1. Commitment to Shared Vision/Goals
2. Trust & Personal Power

Interactive Question

When I have difficulty moving the conversation forward to get a mutually agreeable outcome, I will tend to:

a. Just stop talking and feel frustrated!
b. Say something I might regret!
c. Go away and complain to someone else!
d. Take breath and step away for a moment!
**Interactive Question**

Negotiation is about getting what you want!

True
False

**Negotiation Defined:**

Negotiation is a conversation where your goal is to reach an agreement.
Learn to ask for what I want!

1. Converting Undesirable Behavior to Desirable Behavior
2. Making a behavior request
3. Using Negotiation to move the conversation forward
1. Own it with an “I” message
2. Convey the importance
3. Be specific
4. Share the impact

Ensure Delivery of the Core Principles

<table>
<thead>
<tr>
<th>UNDESIRABLE</th>
<th>DESIRABLE</th>
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<tbody>
<tr>
<td>current behavior</td>
<td>new/changed behavior</td>
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<tr>
<td>specific examples or current behaviors</td>
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<tr>
<td>negative consequences or impact of current behaviors</td>
<td>positive consequences or impact of new/changed behaviors</td>
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</tbody>
</table>
CONVERTING BEHAVIORS

<table>
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<tbody>
<tr>
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Stop Interrupting

<table>
<thead>
<tr>
<th>specific behaviors</th>
<th>specific changed behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cut me off in mid sentence</td>
<td>Ask questions before I am finish talking</td>
</tr>
</tbody>
</table>

negative impact

seen as rude

No one wants to work with you

positive impact

Changing the World, One Conversation at a Time! ©2014 | All Rights Reserved.
**UNDESIRABLE**

- **current behavior**: Stop Interrupting
- **new behavior**: Actively Listening

**CONVERTING BEHAVIORS**

- **specific behaviors**: Cut me off in mid sentence, Ask questions before I am finish talking
- **specific changed behaviors**: Allow me to finish, My thoughts before commenting

- **negative impact**: Seen as rude, No one wants to work with you
- **positive impact**: Seen as respectful, A valued and committed team member

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**INFLUENCING OPTIONS**

**INFLUENCING REQUEST**

1. (degree of choice language)
2. (to + verb)
3. (what you want)
4. By that I mean
5. .
6. .
7. .
8. .
9. And as a result
10. (add positive impact, answer the WIFM and make sure you’ve included why it’s important to you)
### Changing the World, One Conversation at a Time!

#### INFLUENCING OPTIONS

**YOUR CONTROL**

<table>
<thead>
<tr>
<th>Sample Degree of Choice Words</th>
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</thead>
<tbody>
<tr>
<td>Demand (rarely used)</td>
</tr>
<tr>
<td>Expect</td>
</tr>
<tr>
<td>Need</td>
</tr>
<tr>
<td>Want</td>
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<tr>
<td>Prefer</td>
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<tr>
<td>Would like you to</td>
</tr>
<tr>
<td>Would like you to consider</td>
</tr>
<tr>
<td>Wonder if you could</td>
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</tbody>
</table>

**OTHER’S CHOICE**

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**Types of Consequences**

- Negative (if they don’t)
- Positive (if they do)
- To Person
- To Others
- To Team
- To Organization

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**Actively Listening**

- Stop Interrupting
- Actively Listening

**Stop Interrupting**

<table>
<thead>
<tr>
<th>Specific Behaviors</th>
<th>Specific Changed Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cut me off in mid sentence</td>
<td>Allow me to finish</td>
</tr>
<tr>
<td>Ask questions before I am finished talking</td>
<td>My thoughts before commenting</td>
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</table>

**Converting Behaviors**

<table>
<thead>
<tr>
<th>Current Behavior</th>
<th>New Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seen as rude</td>
<td>Seen as respectful</td>
</tr>
<tr>
<td>No one wants to work with you</td>
<td>A valued and committed team member</td>
</tr>
</tbody>
</table>

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13
Would like you (degree of choice language)
Stop interrupting me (what you want)
Allow me to completely finish my sentence
And train of thought so you are fully informed
before you speak,

And as a result You will have (add positive impact, all the information and you will be seen as a answer the WIIFM and make sure you’ve included why its respectful and committed team member. important to you)

We made our request.

The person may respond in several different ways and you need to perceive the response.

You want to be aware of the different smokescreens people may use. In other words, how are they saying “no” to you.
Negotiation Defined:

Negotiation is a conversation where your goal is to reach an agreement.

Interactive Scenario

Maria is talking with Sally about a performance issue. Sally has been consistently late for the past 2 weeks.

What do you think Sally would say when confronted by Maria?

a. It’s no big deal. You don’t seem too concerned about anyone else.

b. Wow. I had a hard time getting out of the house on time with getting the kids off to school. I am sure you understand!
Consider this:

1. Identify your min/max for a successful conversation.
2. Don’t plan for a zero-sum game.
3. Recognize when the person is stuck.
**NEgotiation Question**

The Negotiation Question indirectly acknowledges the other person’s “no” at the moment and asks them to participate in a discussion to talk about a future state, a solution.

Be careful about asking the question “why”? with a “no” response.

Be prepared: Here are some sample negotiation questions...
Sample Negotiation Questions:

- What can we do to make this happen?
- What can we do to resolve this?
- Where do we go from here?
- What do you see as your/our choices?
- How can we move forward?
- What other options have you considered?

Interactive Question

There is really no such thing as positive consequences when having a difficult or stressful conversation!

True

False
Definition of Consequences

Consequences are the result of your actions. They can be either positive or negative, but every action or decision has some type of consequence.
### Positive Consequences
- Stress these in your initial Behavior Request to decrease defensiveness
- Good stuff that happens
- Stressed in initial Influencing Request

### Negative Consequences
- Something that is risky or costly
- Might be a deterrent

**Imposed:** You must take an action

**Natural:** Happens without your intervention

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### Behavior

<table>
<thead>
<tr>
<th>Not Following Through</th>
<th>Negative Natural Consequences</th>
<th>Imposed Consequences</th>
</tr>
</thead>
<tbody>
<tr>
<td>People will not trust you</td>
<td>People will be reluctant to do something that you would like them to do.</td>
<td>Filing a grievance Reporting you to superiors Refusing to work with you</td>
</tr>
<tr>
<td>Causing Disruption or Negative interactions in Team Meetings</td>
<td>Lack of participation from team members Being alienated-no one want to work with you</td>
<td>Coaching and Counseling Could be removed from the team</td>
</tr>
</tbody>
</table>
KEY POINT:
Negative Natural Consequences are powerful because the person perceives you have their best interest in mind.

I would like you (degree of choice language) (to + verb) stop interrupting me (what you want). By that I mean allow me to completely finish my sentence and train of thought so you are fully informed before you speak, 

You will have (add positive impact, all the information and you will be seen as a answer the WIFM and make sure you’ve included why its respectful and committed team member important to you).
ACCOUNTABILITY

Accountability Definition

Accountability is the demonstration of responsibility to someone or to some agreed upon activity.
**Interactive Question**

Can you increase someone’s Accountability?

Yes.

No.

**Why Do People Change, or Not?**

When the pain is greater than the gain = change!
Interactive Question

Is there a legitimate reason why might people not experience the pain of their consequences?

YES.
NO.
There are 3 Reasons Why someone may not experience the pain of their consequences:

- **Blind Spot:** No one ever told them there was a problem
- **Denial:** Even after they were told they refuse to see the problem/issue
- **Enabler:** It is easier to just go along with the person, it is less conflict (perceived)

**KEY POINT:**

Ultimately, we are powerless over people!

We cannot make anyone change, but we can use influencing to show them their options and share the positive and negative consequences.
Strengthen the Relationship

- follow up
- evaluate and assess
- offer assistance
- coach
- counsel
- give feedback
Please join us for our next event Motivational Interviewing: An Introduction to Encouraging Health Behavior Change on September 17, 2014, 12:00 – 1:00 p.m. Mountain Time / 1:00 – 2:00 p.m. Central Time

Thank You for Joining Us!

Your opinions are very important to us.

Please complete the Evaluation for this event. Those attending the entire event and completing the Evaluation questions will receive a Certificate of Participation.

Each person should fill out their own Evaluation Survey.

Please refer to the SurveyMonkey link provided under the “Handouts” tab of the online event. The same link was provided in the reminder email sent out in advance of the event, and will be included in a follow-up email to those logging onto the live event. Please pass the link along to others viewing the event around a shared computer.

To learn more about trainings offered by CHAMPS and CCHN, please visit:

www.CHAMPSonline.org/Events/
www.CCHN.org/training-and-events
## Converting Undesirable to Desirable Behavior

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**UNDESIRABLE**

- current behavior

**DESIRABLE**

- new behavior

**specific behaviors**

- specific changed behaviors

**negative impact**

- positive impact

**convert**
Sample Script

I ____________________________ (to + verb)

(degree of choice language)

_________________________. By that I mean

_________________________.

(what you want)

Include all four parts of a successful influencing request:
1. Own it using an “I” statement
2. Share the importance
3. Be specific
4. Share the impact

_________________________. And as a result ____________________

(add positive impact, answer the WIIFM and make sure you’ve included why it’s important to you)

Degree of Choice/Sense of Assertion Language

“I demand . . .”

“I expect . . .”

“I need . . .”

“I want . . .”

“I prefer . . .”

“I would like you to . . .”

“I would like you to consider . . .”

“I wonder if you could . . .”