

Interest-Based Job Development Negotiation

Communication
Strategies for
Customized
Employment

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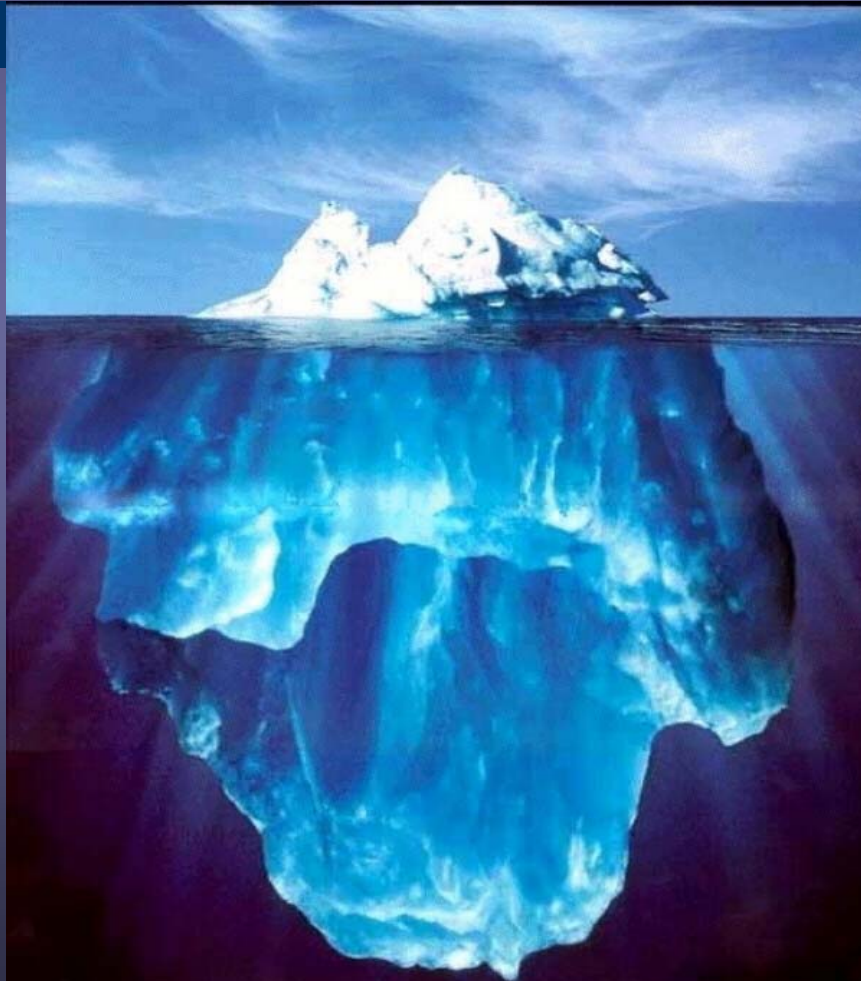
www.mntat.org

Interest-Based Negotiation: Getting Started

- CE's Foundation is based on Non-Comparative Processes
- CE creates new or modified jobs
- CE uses an Economic Development Model
- CE finds the Jobs Behind the Jobs



Interest-Based Negotiation: Jobs Behind Jobs



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Conflict & Communication: Myths

- *In All Negotiation lies the potential for Conflict*
- It's Dysfunctional
- Represents a Communication Breakdown
- Ignore & it goes Away
- All Conflicts can be Solved



Conflict & Communication: Questions

- The Shadow of the Future?
- Walk Away Position?
- Big Win/little win?
- Wimp/Wimp?



Conflict & Communication: Common Ground

- Employers love Creating Jobs
- We Need to Create Jobs
- Lots of Common Ground
- Where's the Disconnect?

Conflict & Communication:



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Conflict & Communication: Job Creation/Resource Ownership

- ID Employer Needs
- Match to Consumer Interests, Skills, Talents
- Enhance Contribution thru Exploitable Resources
- Ti, Joseph, et al

Conflict & Communication: Amalgamated Funding

- Interest-Based Approaches may require Funding Flexibility
- May Require New Funders
- Dave & Bill/Habitat Productions (www.habitatproductions.net)

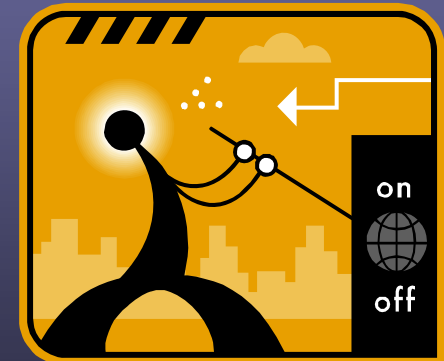
Conflict & Communication: Root Causes: Relationship Problems

- Strong Emotions
- Misperceptions & Stereotypes
- Poor Communications
- Negative, Repetitive or Misunderstood Behavior
- History of Mistrust



Conflict & Communication: Root Causes: Values Disconnects

- Day to Day Values
- Spiritual Values
- Self-Definition Values
- Sanctimony
- Superiority



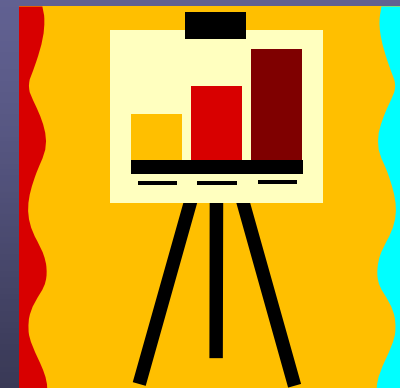
Conflict & Communication: Root Causes: Structural Problems

- Roles & Responsibilities
- Authority
- Physical Arrangements
- Time Resources



Conflict & Communication: Root Causes: Data Problems

- Lack of Data
- The Incorrect Data
- The Wrong Data
- Poor Data Collection
- Improper Data Analysis



Conflict & Communication:

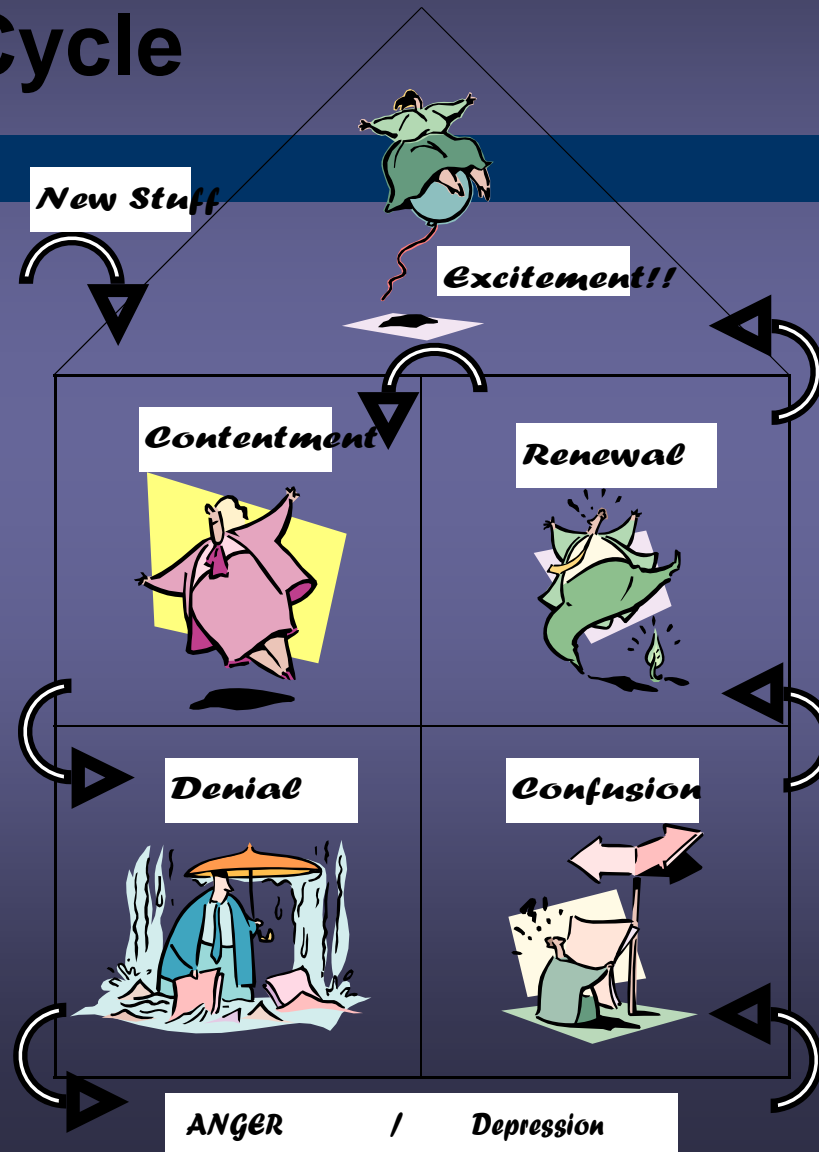
Root Causes: Interests

- Competing Needs & Desires
- Resource Acquisition or Loss
- Procedural Issues
- Psychological (Equity, Respect, Trust)

Conflict & Communication: Organizational Conflict Sources

- Change
- Conflicting Goals & Objectives
- Unclear Purpose
- Limited Resources
- Mixed Values
- Instability

Conflict & Communication: Change Cycle



Conflict & Communication: Management/Negotiation Methods

- Competition (Win/Lose):

When Quick Action is Required

When Unpopular Changes must Occur

When other methods Fail

Where low Trust has Stalled Progress

Conflict & Communication: Management/Negotiation Methods

- Accommodation (Lose/Win):
Relationship Preservation Matters
Issue Matters more to the Other Party
You are seeking Growth from Others
You are Setting the Stage for Reason

Conflict & Communication: Management/Negotiation Methods

- Avoidance (Lose/Lose):

Both parties see issue as Minor

No One Gains from Resolution

Stalling for Data

Cooling off Period is Needed

Conflict & Communication: Management/Negotiation Methods

- Compromise (Win/Lose – Win/Lose)

Need Agreement & Both Parties are Equally Powerful

Need Common Ground to meet Mutual Goals

Temporary fix for a Complex Issue

Find Solution under Time Pressure

Conflict & Communication: Management/Negotiation Methods

- Collaboration (Win/win)

Preserving Important Relationships

Do More with Less

Do More with More

Bring Innovation into Play

Capture New Opportunities



Conflict & Communication: Language Barriers: *Talk at 3 Levels*

- What the Speaker is Saying
- What the Speaker Thinks she is Saying
- What the Listener Thinks the Speaker is Saying



Conflict & Communication: Communication Strategy

- **Feel**
- **Felt**
- **Found**



Conflict & Communication: Communication Strategy: AEIOU

- *Assume* the other person Means Well
- *Express* Your Feelings
- *Identify* what you would like to Happen
- *Outcome* Expected
- *Understanding* on a Mutual Basis

Conflict & Communication:

Communication Strategy: *Planning Guidelines*

- Anticipate Reactions
- Anticipate greatest Point of Resistance
- The Best Time & Place?
- What's in it for Them?
- Outline Key Phrases
- Left/Right Hand Analysis



Conflict & Communication:

Communication Strategy: *Active Listening*

- Basic Acknowledgements (*Uh-huh; No Kidding?*)
- Silence is Golden (*Brings out more info*)
- Questions (*Wait, then probe*)
- Paraphrase for Clarity
- Reflective Listening (*You seem angry; I'm concerned....*)

Conflict & Communication:

Communication Strategy: *Avoid Destructive Criticism*

- Don't act while Angry
- Focus on Behavior, Not Personality
- Use Neutral Language (*"This behavior..."*)
NOT: "You always...")
- Indicate a commitment to Resolution
(*Give Hope*)
- Plan your Discussion

Conflict & Communication: Negotiation

- From Smooth Talker to Smooth Listener
- From Win/Lose to Win/win
- No more Wimp/Wimp
- Game Theory: John Nash



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Conflict & Communication:

Negotiation: The 5 Ps

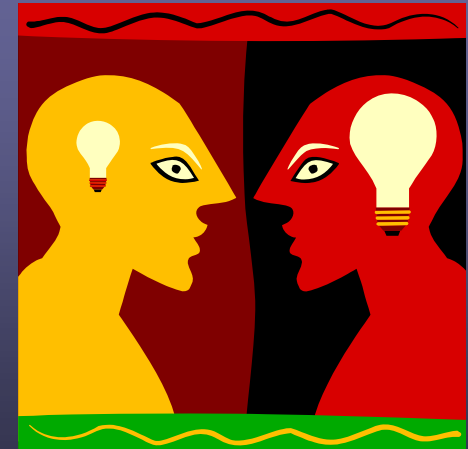
- Prepare
- Probe
- Partner
- Propose
- Participate



Conflict & Communication:

Negotiation: Win/win

- Find Ways to Agree
- Remove Ego
- Be Inventive
- Be Innovative
- Increase the Pie



Conflict & Communication:

Negotiation: Win/win

- Know what They Really Want
- Know What You Really Want
- Explore Alternative Rewards & Responses
- Let them Win Some
- Don't Wimp into a Bad Deal

Conflict & Communication:

Negotiation: Win/win

- The Best Way to Get what You Need is to Help Others Get what They Need



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Conflict & Communication:

Negotiation Types

- Wimp/Wimp: *“Let’s not fight...”*
- Addicted: *“I love this house!”*
- Anxious: *“I hate buying cars!”*
- Apathetic: *“Let’s get this over with.”*
- Amiable: *“How are the kids?”*

Conflict & Communication: Negotiation Preparation

- Precedents
- Alternatives
- Mutual Interests (and Otherwise)
- Deadlines
- Strengths & Weaknesses
- Highest Goal-Walk Away Position
- Strategy & Team

Conflict & Communication:

Negotiation: Probe

- Ask Why
- Hypothesize: What If?
- Ask Questions for Clarity
- Take inventory of What you do and do not know

Conflict & Communication:

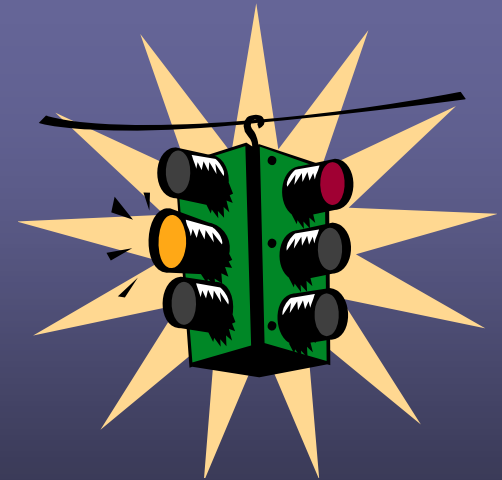
Negotiation: Partner

- Who else can help?
- What's in it for us, together?
- Who has the resources we don't?
- Who do we need short & long term?

Conflict & Communication:

Negotiation: Propose

- Don't make the first offer
- Never (immediately) accept the first offer
- Set your aspirations high
- Slow down



Conflict & Communication:

Negotiation: Participate

- Put up or Shut up
- Roll up your sleeves
- Leverage Resources
- Bring in new partners to Expand & Improve

Conflict & Communication:

Negotiation: RAIDS (Emotional Tactics Defense)

- *Recognize* Emotions are a Tactic
- Ask how they handled similar Circumstances
- *Identify* exactly what emotion is being Employed
- *Deflect* emotion & focus on the Issues
- *Suggest* a Cooling-Off Period

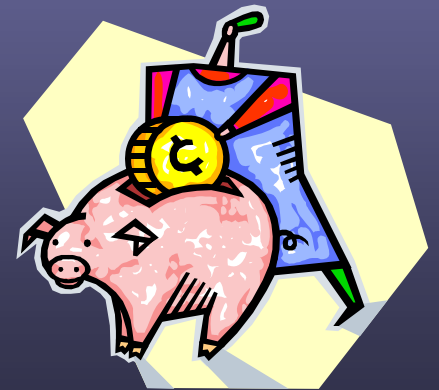
Conflict & Communication:

Negotiation: Dealing with Difficult Negotiators

- Don't take it Personally; Don't get Personal
- Be Prepared; Have a Strategy
- Challenge the Premise
- Take a Time-Out
- Acknowledge their Pressures & Concerns
- Let them Win some...

Conflict & Communication: Negotiation from Weakness

- Abundance & Adventure Vs Scarcity & Dependence



Conflict & Communication: Negotiation from Weakness

- Do you use Victim words?
- Are you stuck with old Ideas?
- Where do you agree with the other Party?
- Where's the Common Ground?
- Sometimes No Deal is the Best Deal

Conflict & Communication:

Build Relationships

- A 5% increase in Customer Retention can Double Small Business Profits
- Meet & Bond Vs Hit & Run
- Practice discovering Style, Recreational, Hobby, Family, Cultural, Civic links with others
- Be Sincere