

The art of influencing people

NEGOTIATION & PERSUASION SKILLS

DR LAYTH DELAIMY

MB CHB MRCP

GP SPECIALTY TRAINING PROGRAMME DIRECTOR- CHERTSEY

KSS DEANERY

AIM OF NEGOTIATIONS



How to reach an agreement?

WHY ARE THEY IMPORTANT

- ✘ Greater customer satisfaction
- ✘ Increased employer satisfaction
- ✘ Higher levels of productivity
- ✘ Fewer mistakes
- ✘ Greater innovation and creativity

ARISTOTLE ART OF PERSUASION (384-322 BC)

- ✘ Ethos, Pathos & Logos
 - ✘ Has to be ethical & credible
 - ✘ Empathic & emotional appeal
 - ✘ Logical
-
- ✘ Empathy + Sincerity = Persuasion

EMPATHY

- ✘ is is when someone with a need has been understood by another. The listener needs to understand the thoughts, beliefs and feelings of the speaker.
- ✘ How can you help



EMPATHY

- ✘ Helping people out



SYMPATHY

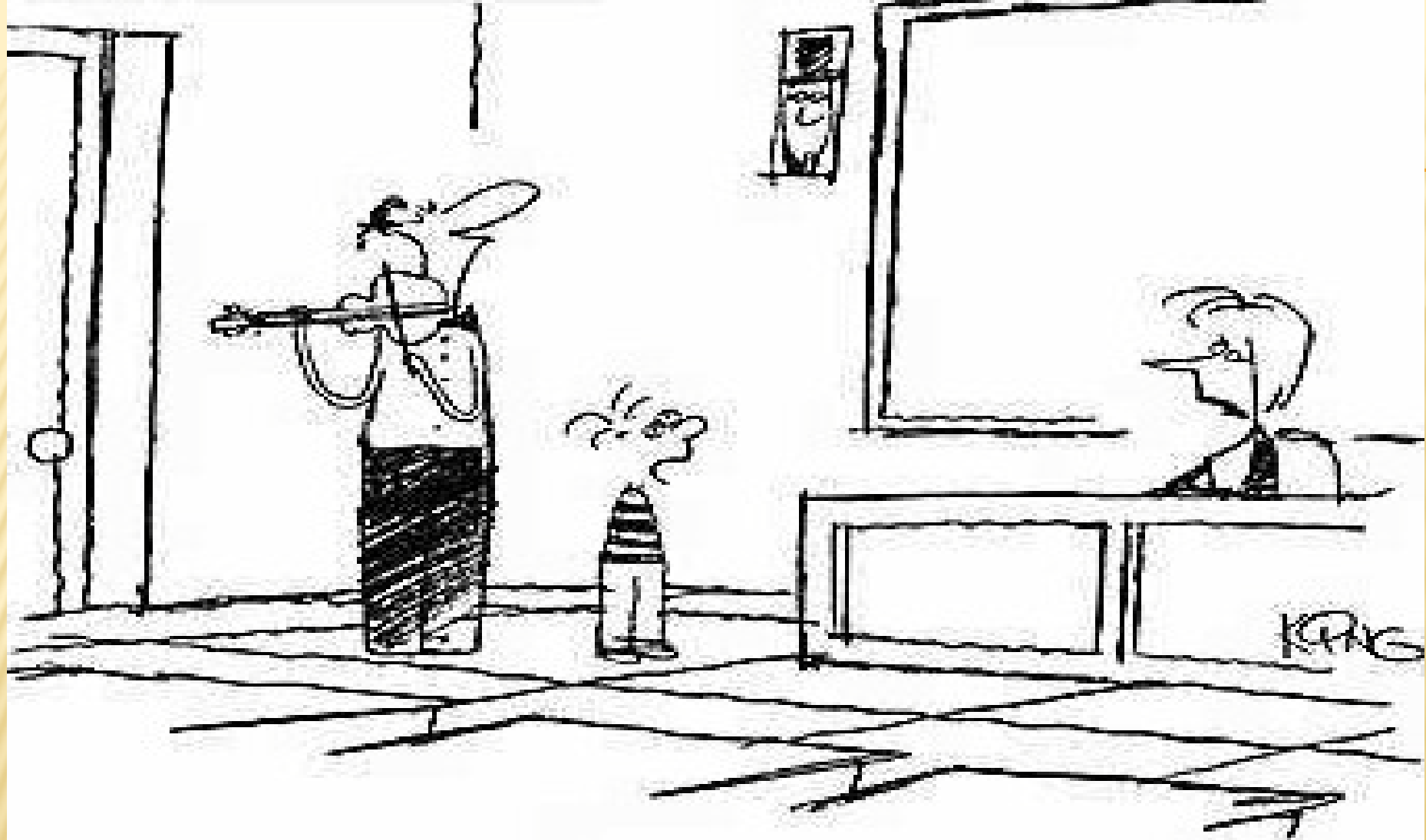
TO FEEL THE SAME WAY, YOU HAVE TO BE
IN THE SAME SITUATION



EMOTIONAL INTELLIGENCE

- ✘ Interpersonal Intelligence
 - + Knowing other people

- ✘ Intrapersonal Intelligence
 - + Knowing the person's own



"I've hired this musician to play a sad melody while I give you a sob story why I didn't do my homework. It's actually quite effective."

LISTENING

- ✘ Different from hearing
- ✘ Would you know if you are a poor listener?
- ✘ True or false: good listeners are often the people who have little to say for themselves
- ✘ Factors interfering with listening
 - + Anxiety
 - + Running tapes in your head

FACTS

- ✘ We talk between 120-150 words/ minute
- ✘ We think at a rate of 600-800 words/ minute
- ✘ Listeners are always ahead

A GOOD LISTENER GUIDE

- ✗ Don't interrupt
- ✗ Don't finish other people's sentences
- ✗ Don't talk over the other person- quoting
- ✗ Don't offer advice or diagnosis too soon

- ✗ Use paraphrasing, i.e. summarising
“erm, let me clarify what you're saying”

ATTENTION

- ◎ Causes of no attention

- Listener disagrees or not interested
- Audiovisual distraction

Advice

Reduce interruption and distractions

Change seat or position

Golden rule in holding attention is the use of the “set induction theory”

Research shows that people only take away 40% of what they hear



BODY LANGUAGE (PARALANGUAGE)

- × They constitute
 - + 55-60% of communications
 - + 38% of non verbal aspects of speech
- × Why non verbal cues are important
 - + Can be used instead of speech
 - + Can be used to reinforce speech or show disagreement
 - + It displays s person's mood

Be aware of **Perception**

Encoder & decoder, take the cultural background into account

HOW TO CLARIFY PARALANGUAGE

- ✘ Use of empathy
- ✘ Be positive, smile and the whole world will..
- ✘ Your body language gestures
- ✘ Eye contact
- ✘ Gestures
 - + Emblems
 - + Illustrate, alongside speech
 - + Regulators, nods shifting body position
 - + Affect display, i.e. facial expressions

✘ Use of Adaptors

- + Self adaptors, such as smoothing down hair, scratching hair or steeping the fingers
- + Alter-adaptors, arm folding, protective hang movements to represent intimacy, withdrawal or flight.
- + Object-adaptors, such as fiddling with an item or jewellery- indicating emotions.

NEGATIVE PARALANGUAGE TO AVOID

- ✘ Crossed arms- defensive
- ✘ Sitting position, open position
- ✘ Touching nose, rubbing eyes, touching mouth, rocking chair & playing with hair.
- ✘ Be positive

GENERAL CONSIDERATION

- ✘ Be careful answering why
- ✘ Do not be negative
- ✘ Use open communications
- ✘ Avoid exaggeration
- ✘ Be careful with your words
- ✘ Remember the BATNA (the Best Alternative To No Agreement)

HOW DIFFICULT PEOPLE BEHAVE?

- ✗ Expectations
- ✗ Boundaries
 - + Procrastinator
 - + Explosive
 - + Rigid
 - + Self-important
 - + Untrustworthy
 - + Antagonist
 - + Dampener
 - + Extrovert

THE PROCRASTINATOR

- ✘ Those who cannot pick or the last to pick from a restaurant menu
- ✘ Those people do not like the idea to make a mistake
- ✘ Look at the potential disadvantage of their decision if it was a mistake
- ✘ Show empathy, sometimes sympathy
- ✘ Help them through the process

THE EXPLOSIVE

- ⦿ Instant anger, followed by feeling ashamed at their loss of control
- ⦿ They are already experiencing a degree of self loathing
- ⦿ The anger may be directed at you for something that you may or not have done
- ⦿ Don't say "keep calm" as it makes them worse
- ⦿ Get their attention by using their name, show your understanding to the circumstances that led to the outburst (you do not have to agree)

THE RIGID

- They would not consider any possibility that has been put in front of them
- They use frightening words in response as contradiction or change
- Like detail & minutiae any invitation to change results in analysis of what's wrong with the proposal
- Rigid in their ideas & prefer numbers but not statistics
- “if you torture figures enough, you can make them mean all things to all people”
- They would not let you explain your side of the story
- Tend to take a long time and the dialogue ends unfinished
- Solution
 - Empathy does not work for long
 - Speak their language of figures, mirror their way of talking

THE SELF IMPORTANT

- Very concerned but only about themselves
- They do not even think that need to put themselves in any other person's shoes
- See the world only from their perspective
- Very obsessed in showing how important they are
- Will not listen to your explanation
- Your boss may use this as protective shield to cover inadequacy
- Solution
 - Simple acknowledgement may validate their feelings
 - These people like to be asked questions about their work and life as it appeals to their ego

THE UNTRUSTWORTHY

- ⦿ You do not feel “good” in their company
- ⦿ They lie or exaggerate
- ⦿ Often pass unnoticed but in a small setting this may become well known, very damaging to the relationship
- ⦿ Insecurity may make them behave this way or they may feel super smart by outwitting you
- ⦿ Solution
 - Make sure that the other side knows that you knew
 - In a very constructive way move on and suggest solutions
 - Empathy would be inappropriate

THE ANTAGONIST

- Rude, unfriendly & sarcastic
- Unfriendly & aggressive
- Direct antagonism may be against you personally
- Stimulates you to behave aggressively in response
- People (doctors) dealing with these people can feel emotionally drained
- They are unaware of the effect they have on other people, low on the emotional intelligence quotient
- Solution
 - Ask precise questions to pinpoint the problem “could you let me know how I could help you, as I understand that you are unhappy.”
 - Take responsibility to get to the bottom of it

THE DAMPENER

- ⦿ Heart-sink patients, dampeners on everything
- ⦿ They lack self-awareness, can have poor eye contact or will not pay attention to what you say. Their mind is pre-occupied by what they want to say.
- ⦿ Very good at details, they will counter your suggestion with a mass of superfluous facts
- ⦿ This is the nature of the person- personality
- ⦿ They jump from a problem to another as they put dampeners on your suggestions.
- ⦿ Solution
 - Perhaps limiting the encounter to dealing with one issue at a time as the issues may pile up as you progress

THE EXTROVERT “THE LIVEWIRE”

- The Narcissists, lets talk about me
- Have hunger for attention and show off, they are irritating
- Their craving for attention leaves no room for your feelings or agenda
- They lack empathy and spend their time trying to be noticed
- Your boss may be like this and may have no time for you
- They are high maintenance
- Solution
 - Overcome your temptation to prick the balloon, they want complements. Let them have it then add your own comments. Stick to your guns to pass your agenda

BIBLIOGRAPHY

- ✘ **Hargie, O and Dickinson, O.** (2004, reprinted 2008) *Listening. Skilled Interpersonal Communication, Research, Theory and Practice*. 4th Edition. East Sussex : Routledge.
- ✘ **Borg, James.** (2007) *Persuasion*. Harlow : Pearson Education Limited.
- ✘ **Kennedy, Gavin.** (2004) *Essential Negotiations*. London : Profile Books Limited.
- ✘ **Fisher, Roger and Ury, William.**(1991) *Getting to Yes Negotiating Agreement Without Giving In*. New York : Penguin Group (USA) Inc.
- ✘ **Fisher, Roger and Shapiro, Daniel.** (2005) *Beyond Reason, Using Emotions as You Negotiate*. London : Random House Group Limited.
- ✘ **Hobson, David.** (2009) *Negotiation Skills*.Cumberland Lodge Windsor : KSS Deanery.