

# Negotiation, Persuasion and Conflict for Systems Engineers

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# Introduction

A map of the journey

# Overview- Schedule (EST)

- 9:00-Class begins
- 9:00-10:00 Class session
- 10:00-10:10 Break
- 10:10-11:10 Class session
- 11:10-11:30 Break
- 11:30-12:30 Class session
- 12:30-12:45 Break
- 12:45-1:45 Class session
- 1:45-2:00 Class wrapup
- 2:00- Class concludes for the day



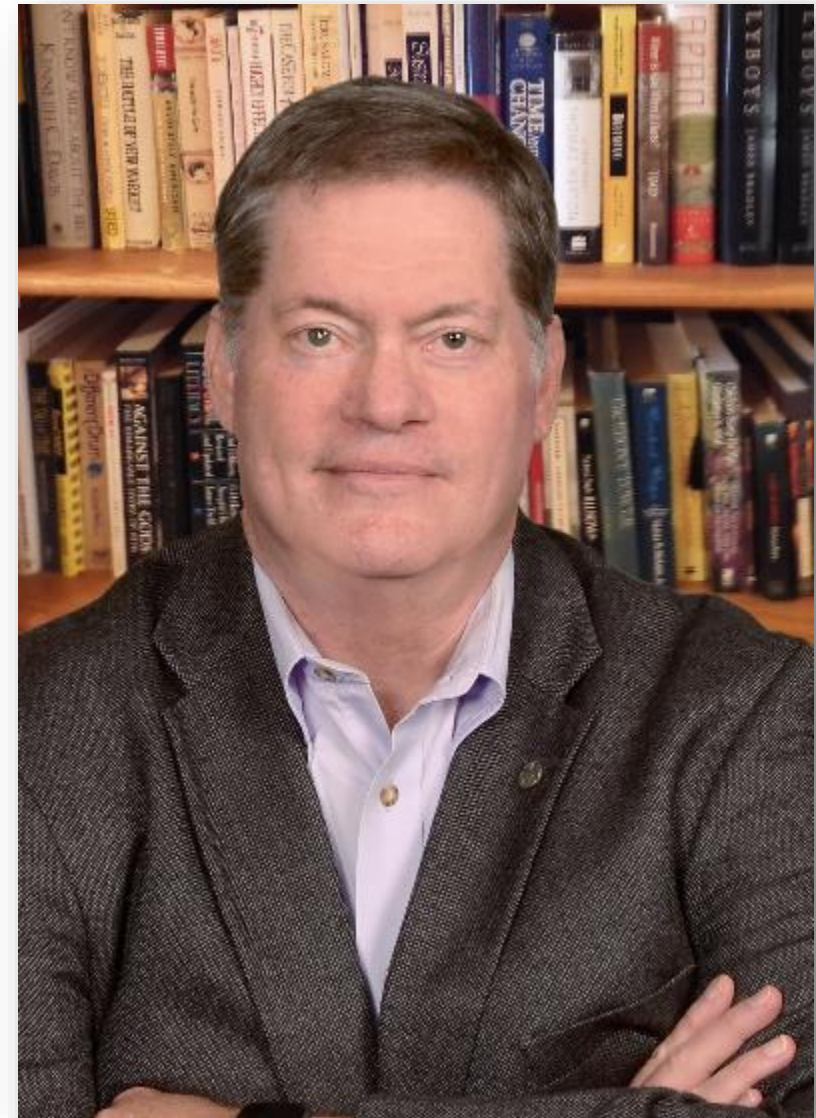
# Agenda





# Intro NOTES

- How did I get here?
  - Education- Economics- Counseling- Law School
  - Legal background
  - H/CN training- FBI Agent Terry Neist
  - Mediation training
  - Labor/management facilitation training
  - Large group mediation- Lombard Peace Center





# Principles



# Principles

- The focus of all communication is relationships- it is “other” focused
- Consider first what your audience needs to hear/see
- Seek first to understand and only then, to be understood
- Communication happens in multiple channels
- Everything you do must be genuine and fair
- Even the smallest communication can be important





# Active Listening

*“Do not listen with the intent to reply.  
But listen with the intent to  
understand.”*

– Stephen R. Covey





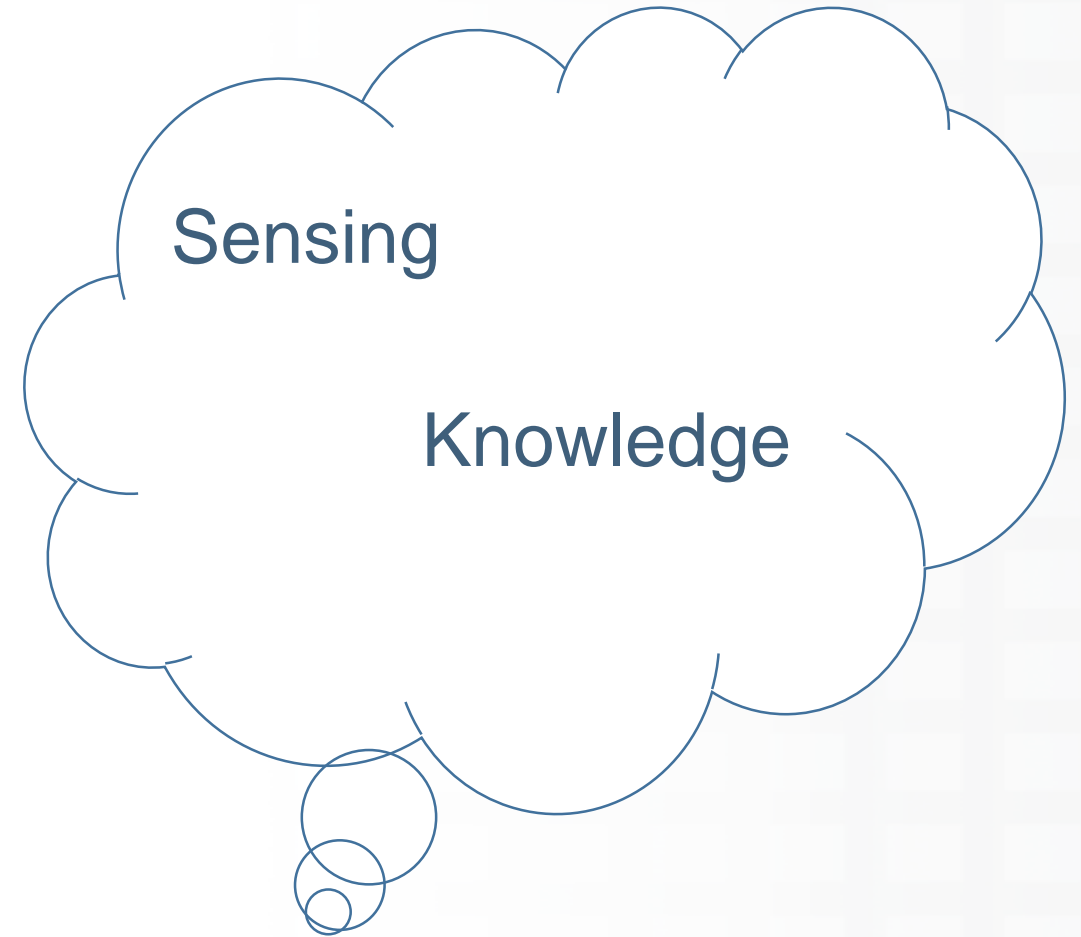
# The job of listening . . .



Hearing



Seeing



. . . capture meaning

# Communication is more than words

- I didn't take your red coat yesterday.
- **I** didn't take your red coat yesterday. Somebody else did . . .
- I didn't **TAKE** your red coat yesterday. I just borrowed it . . .
- I didn't take **YOUR** red coat yesterday. The coat belongs to someone else . . .
- I didn't take your **RED** coat yesterday. The one I took was blue . . .
- I didn't take your red **COAT** yesterday. I took a sweatshirt . . .
- I didn't take your red coat **YESTERDAY**. I took your red coat but it was last week
- **Listen for the meaning**

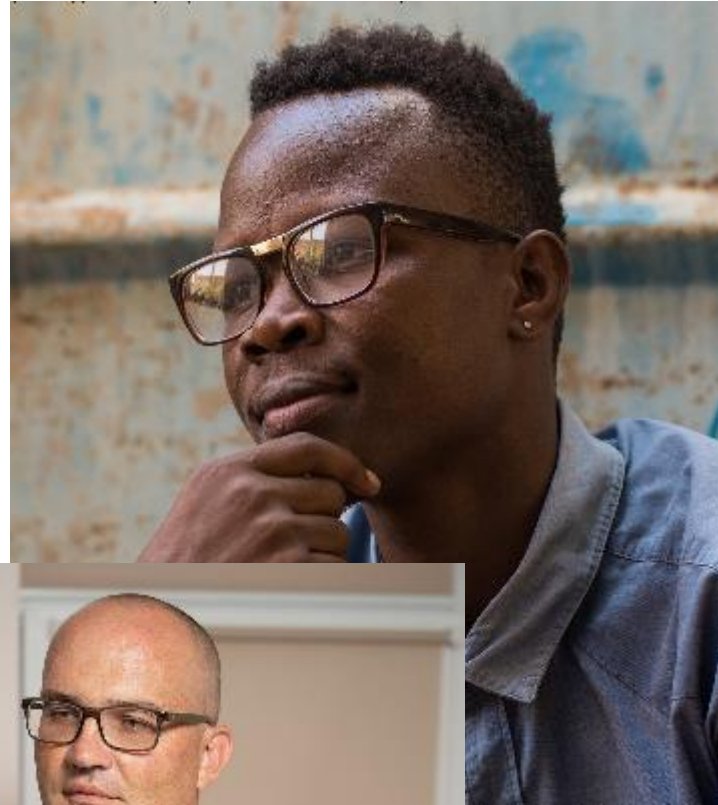
# Communication Channels

- Words
  - Denotation- direct, stated meaning
  - Connotation- suggested meaning
  - Inflection
- Nonverbal
  - Facial expression
  - Body language
- Technology



# Listening roles

- Counselor
  - Seeking help/advice
  - Carl Rogers- Person-centered
  - Non-directive
  - Unconditional positive regard
- Sounding board
  - “Pure” listening
- Participant
  - Discussion
  - Debate
- Facilitator
  - Balanced and fair



*“Sometimes all a person wants is an empathetic ear; all he or she needs is to talk it out.” Roy Bennett*



# Listen with ATTENTION!

*“When people talk, listen completely. Most people never listen.” Ernest Hemingway*

- Silence your inner dialogue
  - Make eye contact
  - Use their name
- Project a friendly expression
  - Signal that you are listening
- Be aware of YOUR nonverbals
  - Don't interrupt
  - Listen for content
- Watch all channels- pay attention to the nonverbal

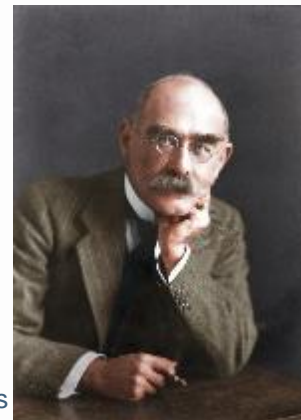


# Ask questions . . .

I keep six honest serving-men  
(They taught me all I knew);  
Their names are **What** and **Why** and **When**  
And **How** and **Where** and **Who**.  
I send them over land and sea,  
I send them east and west;  
But after they have worked for me,  
I give them all a rest.  
I let them rest from nine till five,  
For I am busy then,  
As well as breakfast, lunch, and tea,  
For they are hungry men.

But different folk have different views;  
I know a person small  
She keeps ten million serving-men,  
Who get no rest at all!  
She sends em abroad on her own  
affairs,  
From the second she opens her eyes  
One million Hows, Two million Wheres,  
And seven million Whys!

Rudyard Kipling



# Questions (and other clarifying responses)

- Questions
  - Clarifying “Let me see if I understand. Are you saying that . . .”
  - Eliciting “So what happened then?”
- Responses
  - Reframing “So, I hear you saying . . .”
  - Reflecting “You must have been sad (upset, glad etc.) to hear that . . .”
- Look for validation of your understanding
  - Iterate until there is agreement on your understanding
  - Avoid judgment “You said that? Really?”

*“In times of stress, the best thing we can do for each other is to listen with our ears and our hearts and to be assured that our questions are just as important as our answers.” – Fred Rogers*

# Responding/reflecting



- Mirroring
  - Carefully
  - Appropriately
- Questions are your friend
  - Seek understanding/clarification
- Reflect what you hear/see/feel
  - Reflect on all channels
  - Reframing- true to statement
  - Seek agreement about what was said
  - Iterate to understanding



# Cautions

- Don't fear (or fill) the silences
  - Let others gather their thoughts
  - Listen is an anagram of silent
- Don't steer the conversation
  - Your conclusions may misdirect the conversation
- Don't be judgmental
  - This discourages open, frank disclosure
- Don't offer advice (unasked)
  - You are seeking to UNDERSTAND

*“Look before you leap, the conclusion you jump to may be your own!”*



*“The greatest problem with communication is we don’t listen to understand. We listen to reply. When we listen with curiosity, we don’t listen with the intent to reply. We listen for what’s behind the words.”*

Roy T. Bennett, *The Light in the Heart*



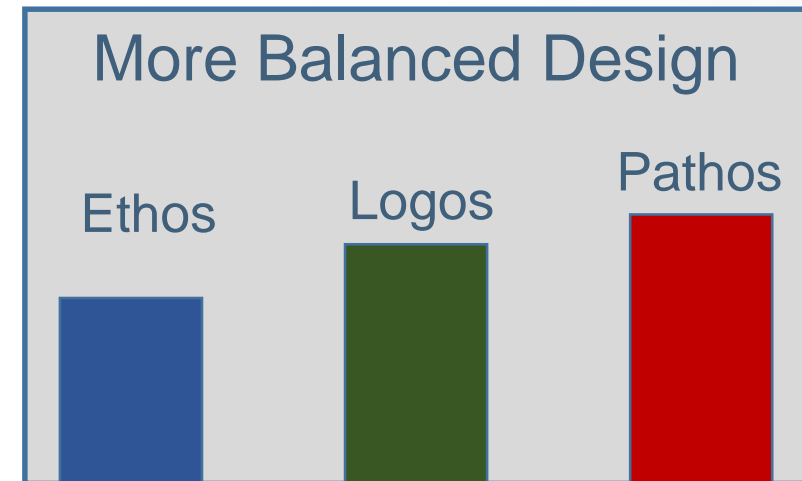
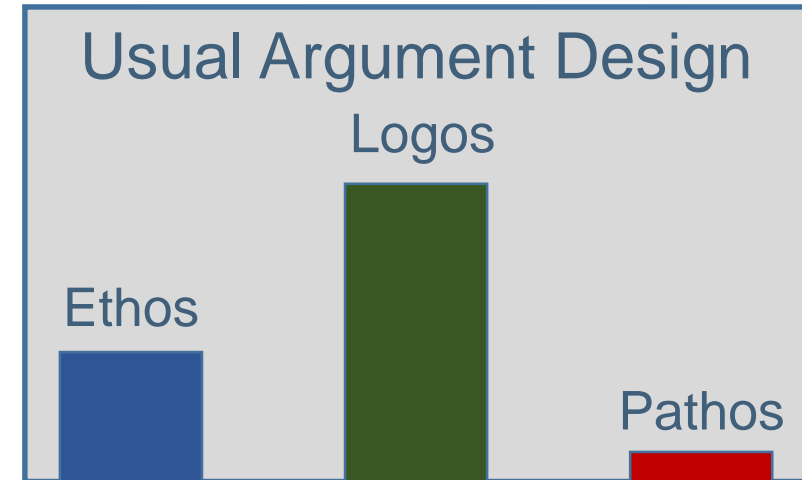
# Persuasion

Making your case



# Aristotle's Rhetoric (argument)

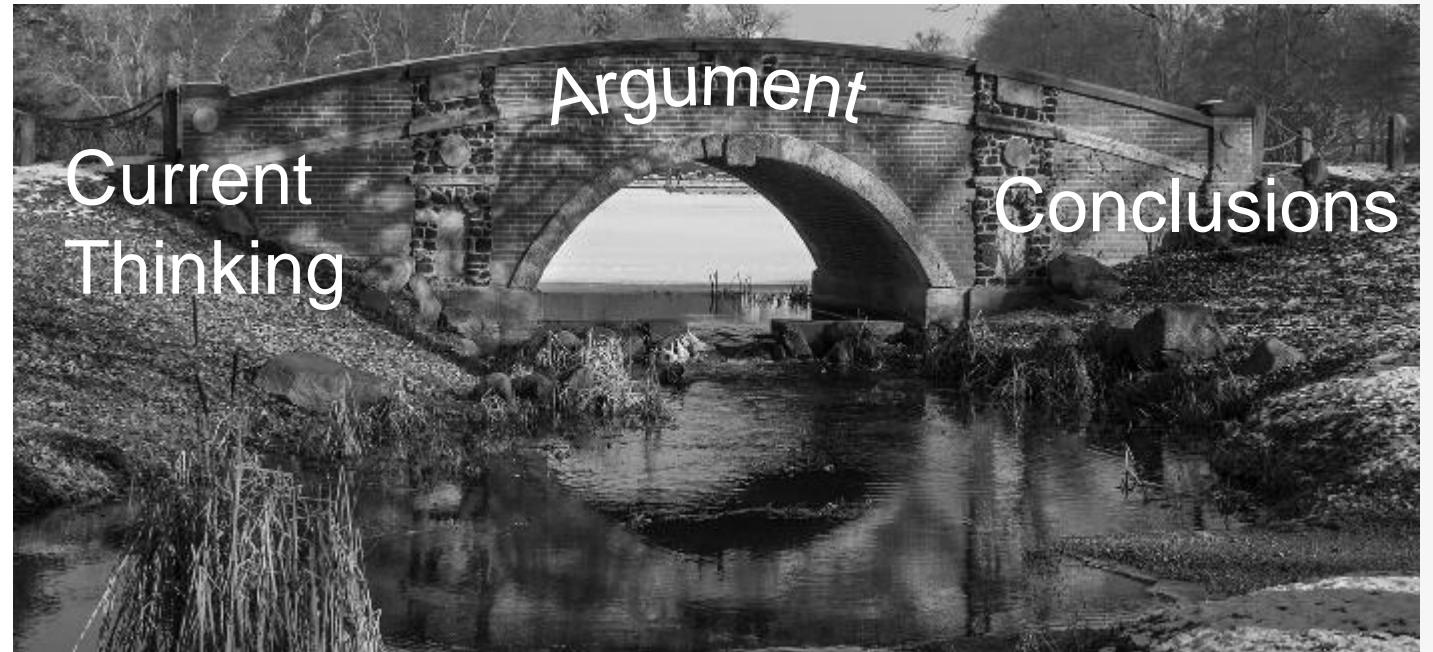
- 3 pillars
  - Ethos- credentials
  - Logos- logical argument
  - Pathos- emotional argument





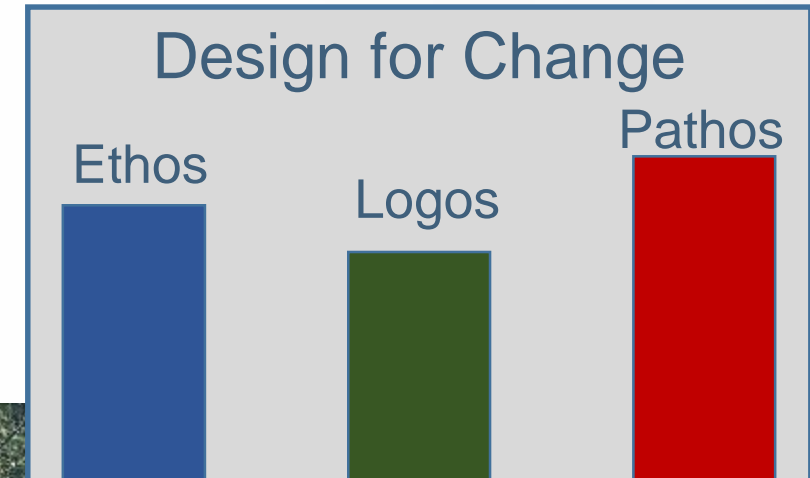
# The Persuasion Bridge

- “Meet them where they are and take them as far as you can.” Adult Ed motto
- Using Aristotle’s pillars
  - Ethos
    - Why listen to me
    - Authoritative support
  - Logos
    - Logical argument
    - Reasons for change
    - Evidence
  - Pathos
    - Cost of staying where they are
    - Cost of making the change

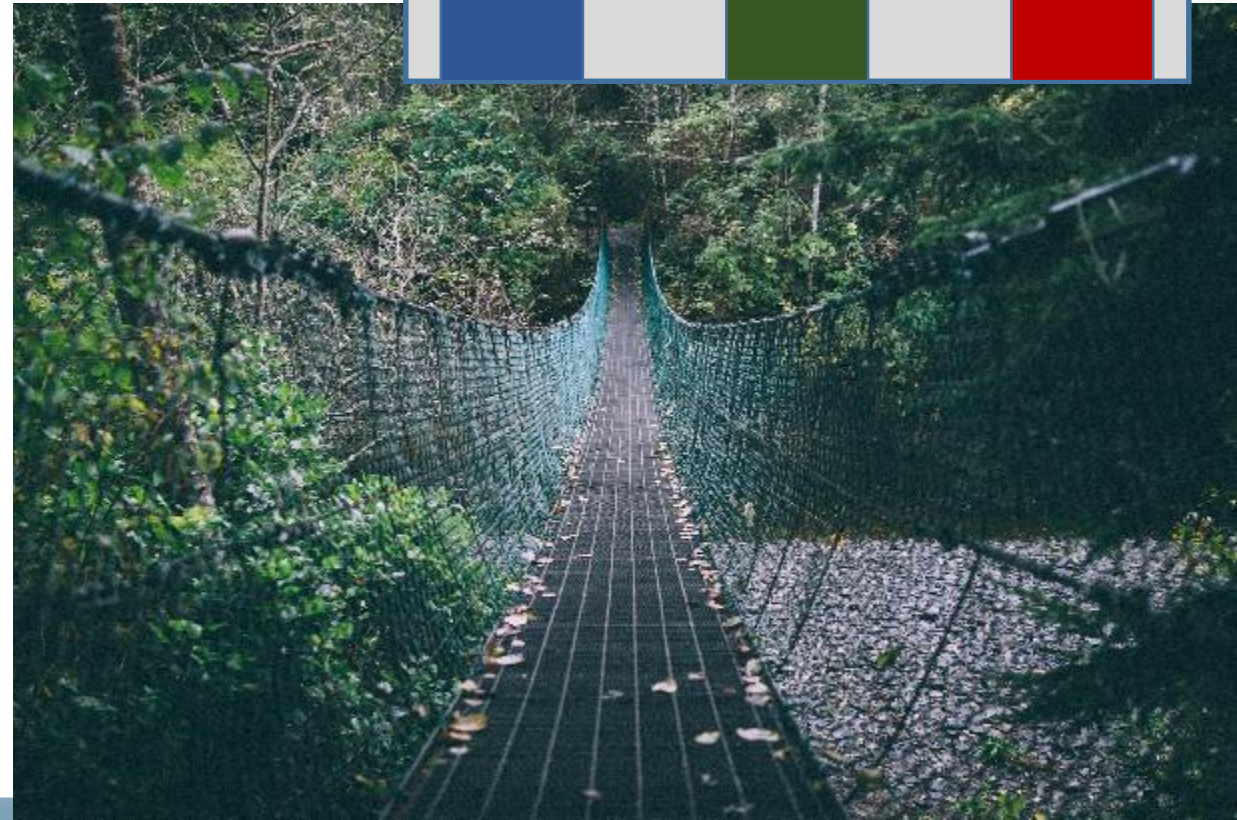


# The Challenge of Change

- Change equation
  - [cost of changing] < [benefits of change] > [cost of staying put]
- Trust (ethos)
- Courage (pathos)
- Rationale (logos)



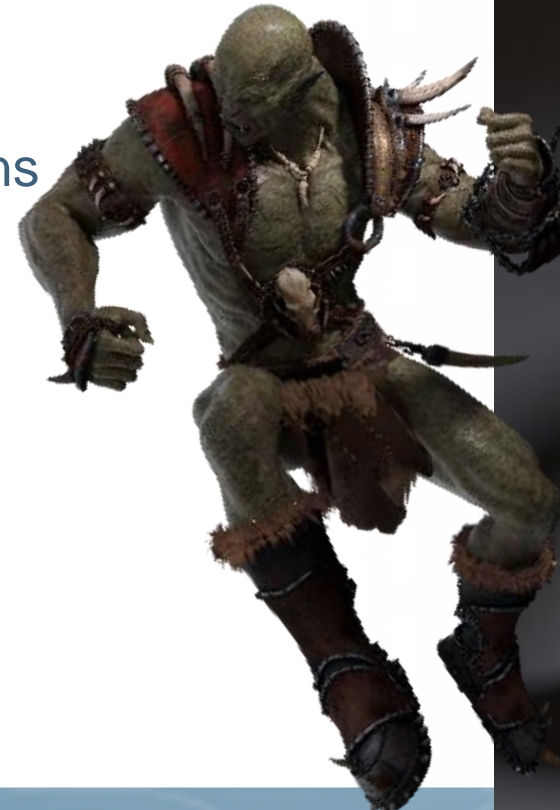
*“One does not discover new lands without consenting to lose sight of the shore for a long time.” Andre Gide*





# A literary metaphor- The Bridge of Khazad Dum

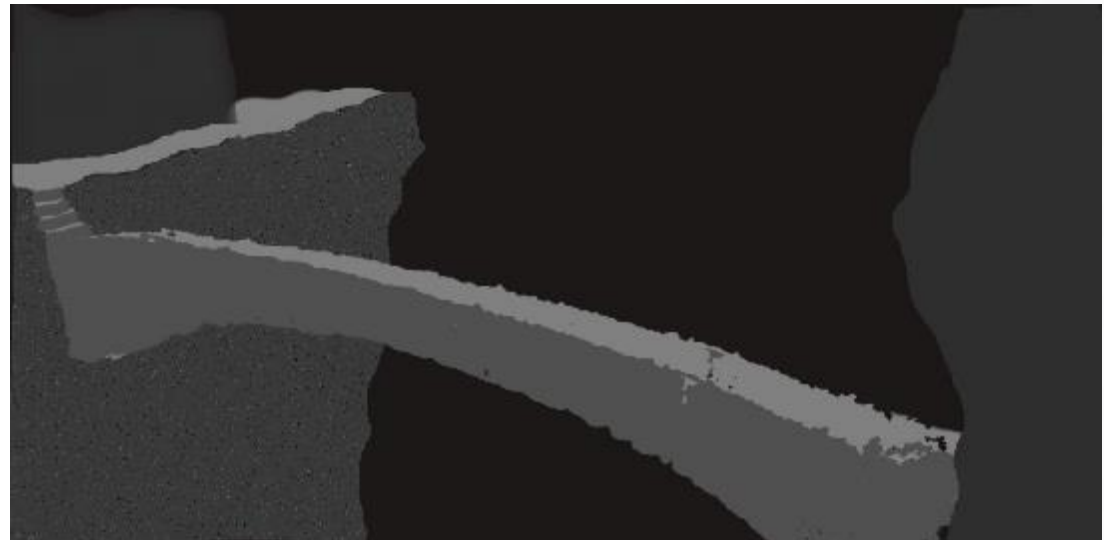
- The broader story- Tolkein's *Lord of the Rings* trilogy
  - Frodo Baggins' quest to return Uncle Bilbo's (Dark Lord Sauron's) ring to the fires of Mount Doom
- The bridge
  - The journey takes Frodo and his companions (The Fellowship of the Ring) through the Mines of Moria where they are pursued to a long narrow bridge (The Bridge of Khazad Dum) by a fire demon and the Orcs.



# The crossing



- Frodo and his companions face the perilous crossing caught between the crumbling bridge and the Orcs.
- Relying on Gandalf's guidance and wanting to fulfill the quest to reach Mount Dum with the Ring, they cross the bridge to continue their journey.

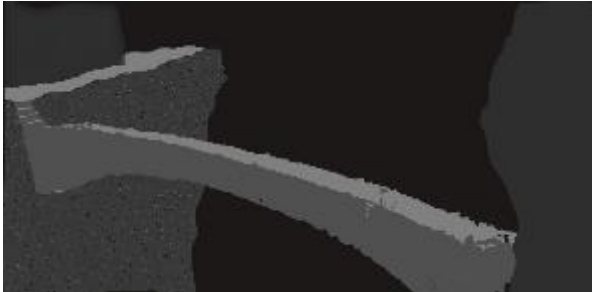




# The metaphor

The change equation:

$[\text{Cost of Change}] < [\text{Benefit from Change}] > [\text{Cost of Not Changing}]$



# What would Aristotle say?

- Ethos



You can trust Gandalf the wizard

- Logos



The bridge gets you from here to there

- Pathos

If you don't cross quickly the bridge may collapse or the Orcs will get you!



# Conflict

Innovation, Change





# Resolution v. Management



Conflict is good!



Conflict is bad!





Conflict is good!

Conflict is bad!

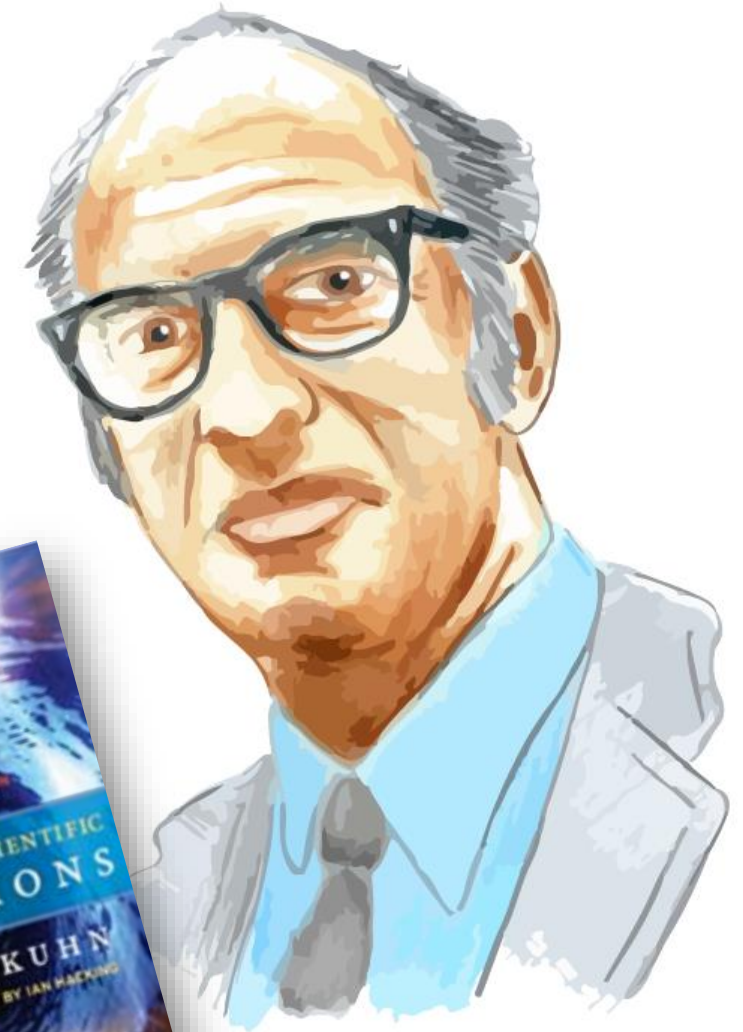
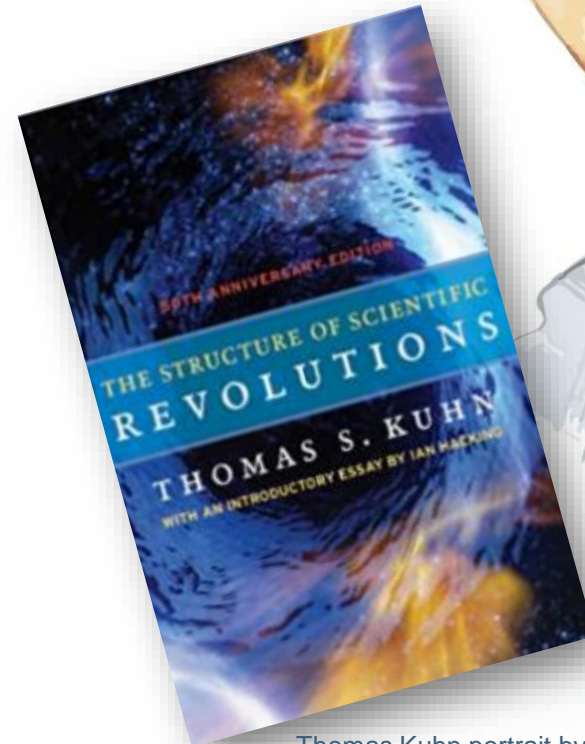


Managed

Unmanaged

# Managed conflict

- Driving innovation
  - Innovation implies change
  - Change breeds conflict
- Harness (healthy) conflict to reverse this
  - Conflict brings change
  - Change breeds innovation (and vice versa)
- Thomas Kuhn
  - The Structure of Scientific Revolutions
  - Paradigms
  - Aristotle on motion, Ptolemy on planetary positions,
  - Shift- Copernicus





# Managing conflict-poker shovel and broom

- Conflicts that are allowed to fester and grow will ultimately diminish productivity and damage morale
- Management tools
  - Communication
  - Relationships
  - Culture
- Styles
- LISTENING!



# 5 Styles- score yourself 1-5, 1 (seldom) - 5 (frequently)

1. When there is an argument, I will leave the situation as quickly as possible
2. In conflicts, I discuss the situation with all parties to try and find the best solution
3. I use negotiation often to try and find a middle ground between the conflicted parties
4. I know the best path to take and will argue it until others see that I am correct
5. I prefer to keep the peace, rather than argue to get my way
6. I will keep disagreements to myself, rather than bring them up
7. I find it best to keep communication active when there is a disagreement, so I can find a solution that works for everyone
8. I enjoy disagreements and find satisfaction in winning them
9. Disagreements make me anxious and I will work to minimize them
10. I am happy to meet people halfway
11. It is important to me to recognize and meet the expectations of others
12. I pride myself on seeing all sides of a conflict and understanding all of the issues involved
13. I enjoy arguing my case until the other side concedes that I am correct
14. Conflict does not engage me, I prefer to fix the problem and move on to other work
15. I don't feel the need to argue my point of view, it is less stressful to agree with others

16. <https://www.valamis.com/hub/conflict-management-styles#5-conflict-management-styles>



# Negotiation

Interest-based Problem Solving





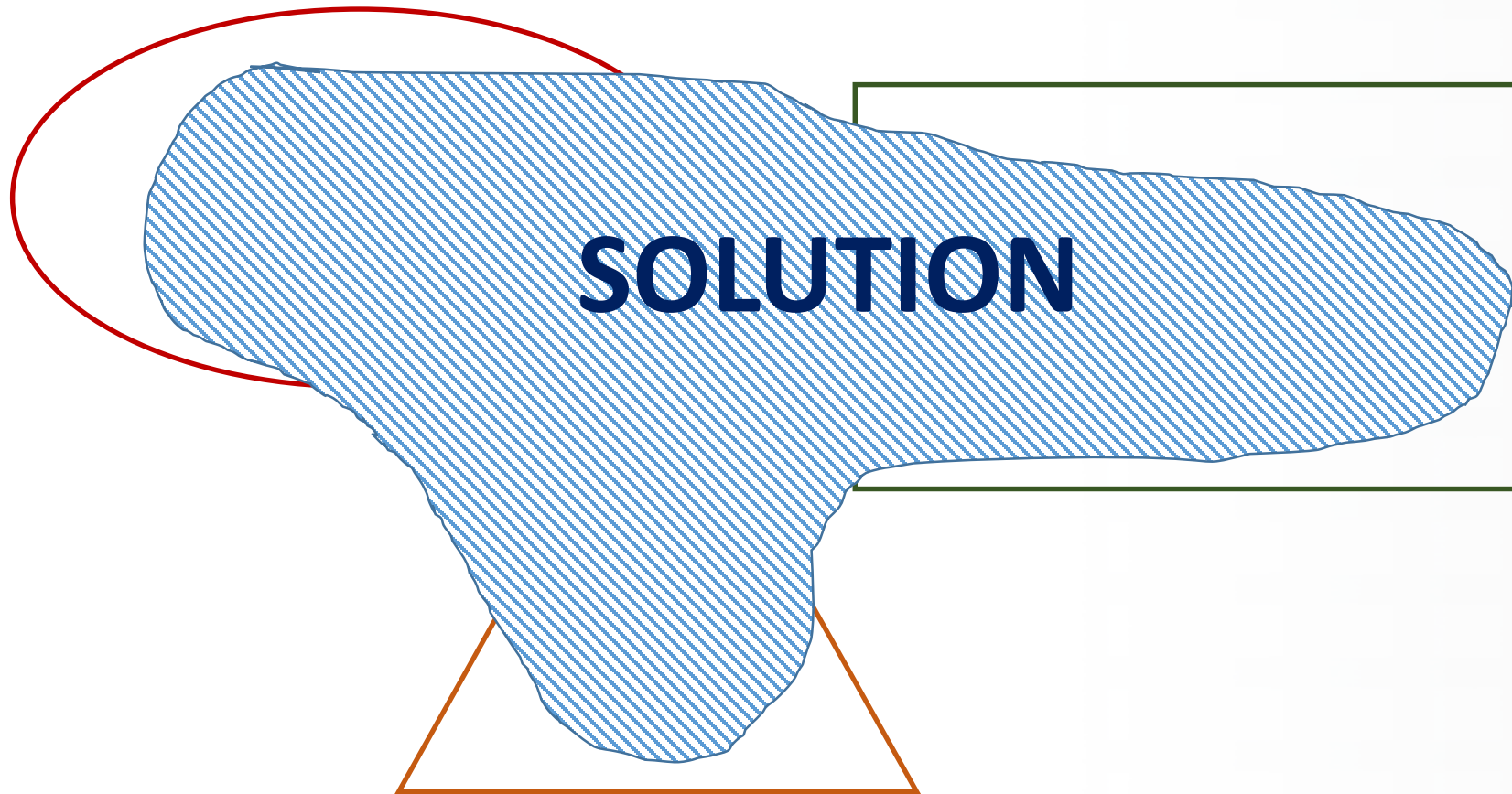
# What is Interest-Based Problem Solving (IBPS)?

**INTERESTS**



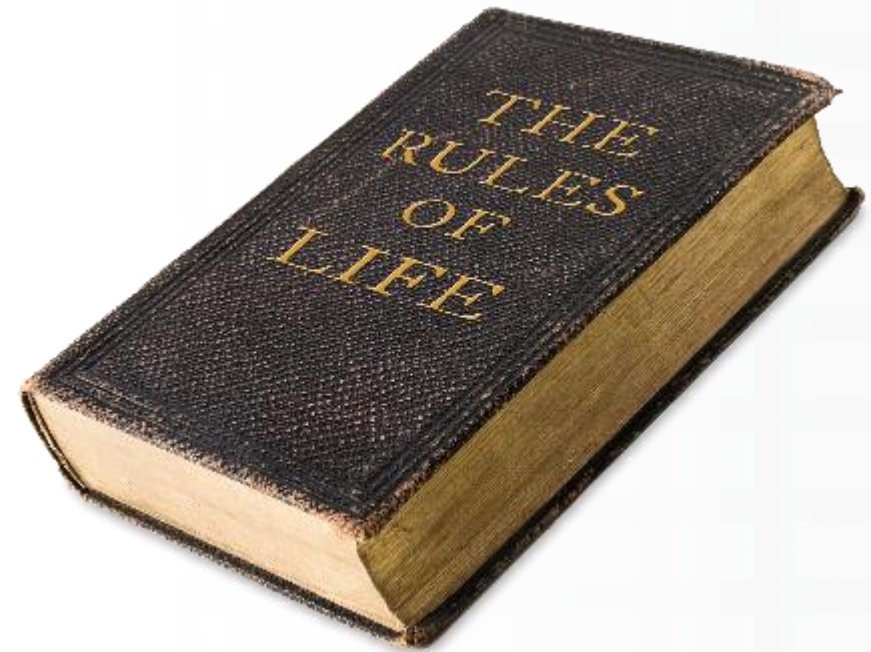
**POSITION**

# What is Interest-Based Problem Solving (IBPS)?



# Rules of Engagement

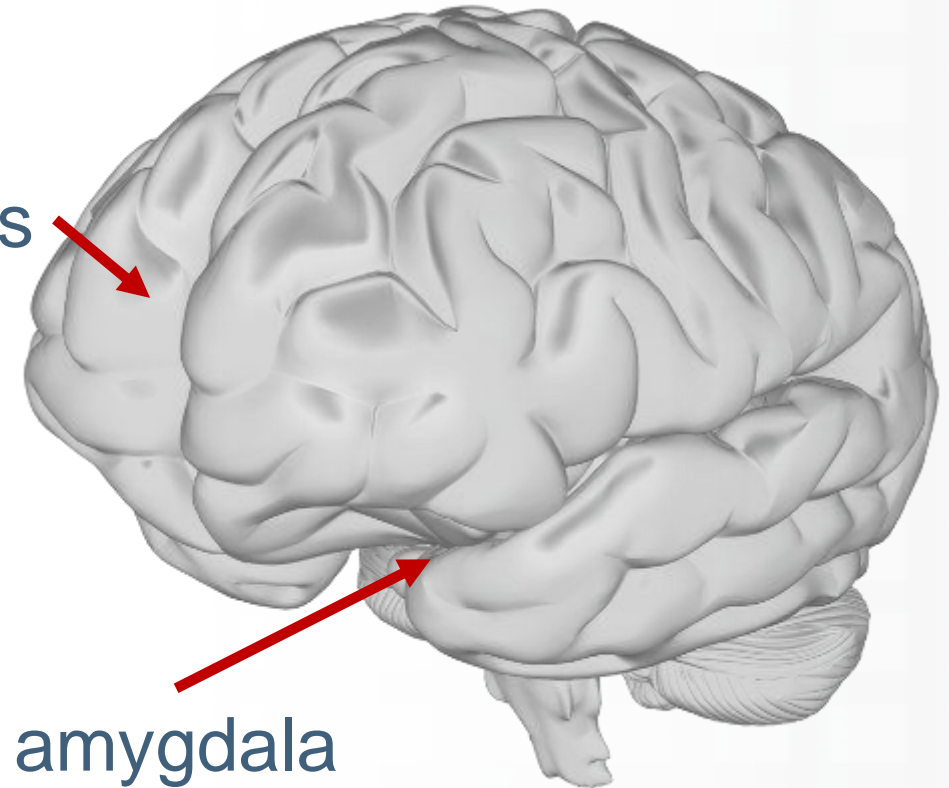
- PREPARE!
  - Where are you? Inside? Outside?
  - What are your interests? NOT your position!
  - What are others' positions/interests?
- Build trust
- Use active listening
- Focus on the issue, not personalities
- Focus on interests, not positions
- Make the process transparent
  - Get agreement on process/standards for choosing
  - Relatively easy
  - Pays off in the long run- avoids a contest of wills
- Share information fully and early
- Consider as many options as possible
- Build consensus around a solution



# Roles- facilitator v. party in interest

- Facilitator
  - Outside
  - Non-anxious presence
  - Responsible for the process
- Party
  - Emotion- limbic brain
  - Yours- count to 10
  - Step outside the negotiation
  - Theirs- pause, let them vent

Frontal lobes



*"When angry, count ten before you speak; if very angry, a hundred."*

# Define the Issue(s)

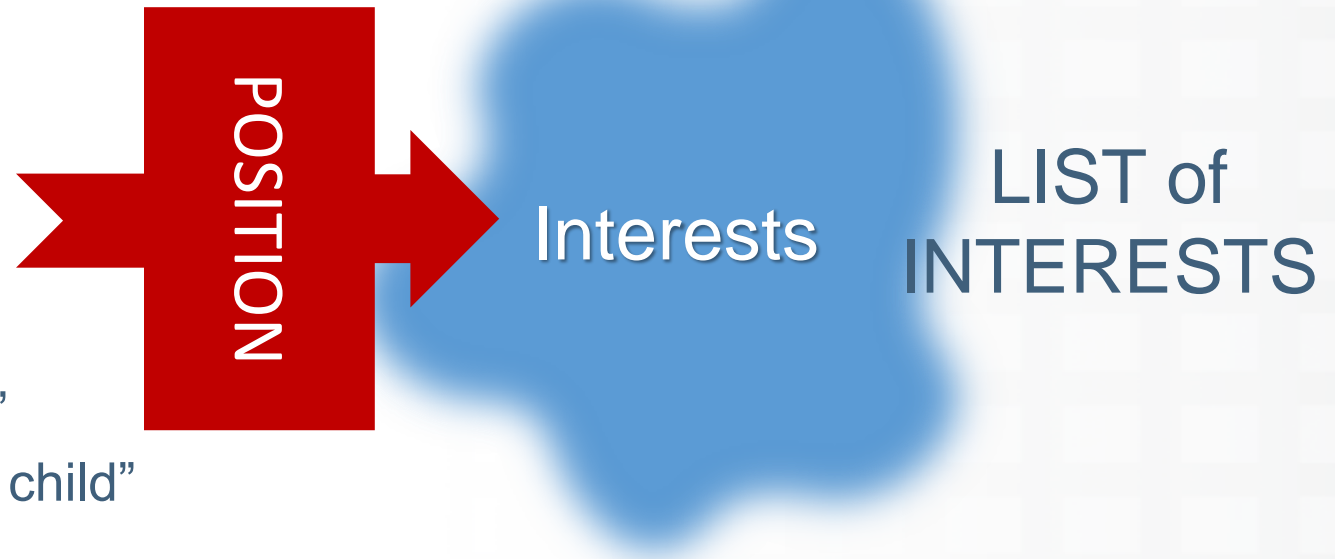


- Draft a problem statement
  - This deserves time
  - The better it is the easier the process
- Define success- maximize the interests covered



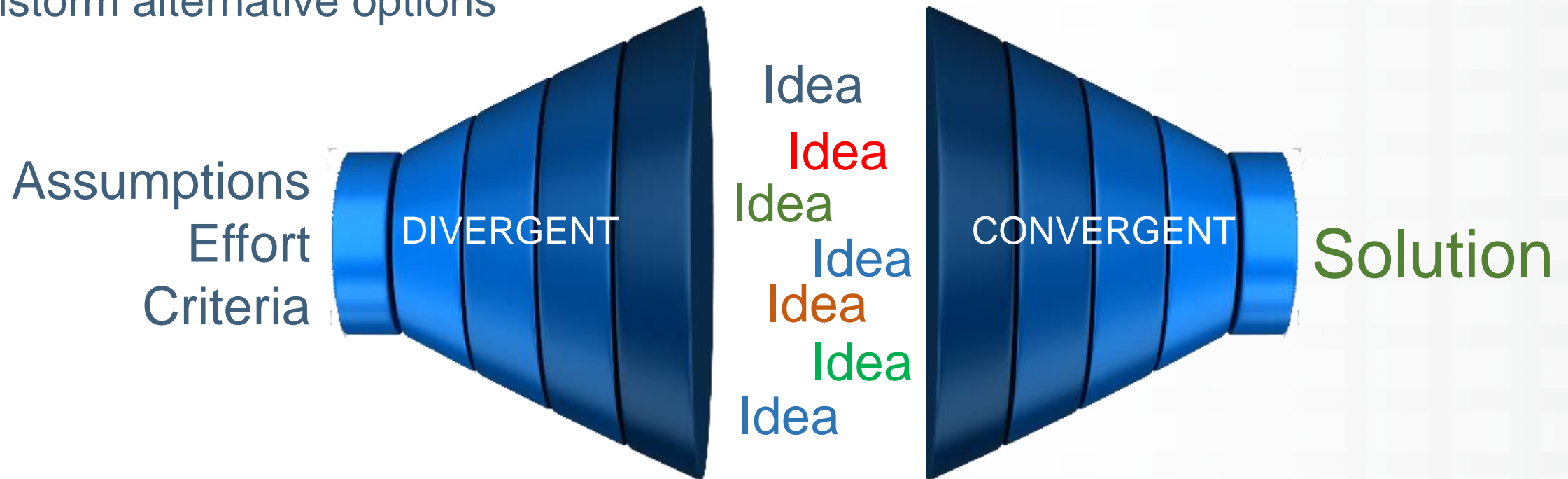
# Identify the Interests- discovery

- Use questions
- Powerful question- “What would make a thinking adult say that?”
- Begin with the positions and work backward to the interests
  - The power of “why”
  - The “Five Whys” (Toyota)
- Example of iterative why
  - I can’t meet with you now (position)
  - Why? - “I don’t have time”
  - Why? – “I have to be home by 3:30”
  - Why? – “I have to meet the bus”
  - Why? – “It’s my son’s first day at school”
  - Interest- “I need to be home to greet my child”



# Develop the options

- Divergent and convergent thinking
- Agree on what is needed to select an option or options
- Discuss any assumptions/constraints about the options
- Brainstorm alternative options



# Brainstorming options- Divergent



- Think out of the box
  - There no “bad” ideas at this stage
- Don’t evaluate
  - Divergent phase
- Questions to stimulate thinking

# Agree on a solution- Convergent

- Convergent thinking
- Maximize coverage of interests
- Process
  - Begin with idea list from brainstorming
  - Refine/combine ideas to expand interest coverage
  - Identify potential choices
  - Make selection
  - Test selection- thought experiment
  - Build consensus
    - Weigh-in = buy-in





# Excursus- Full Analytical Criteria Method

	Criterion 1	Criterion 2	Criterion 3	Criterion 4	Criterion 5	Row Totals	Criteria Weights
Criterion 1	X					RT1	RT1/GT
Criterion 2		X				RT2	RT2/GT
Criterion 3			X			RT3	RT3/GT
Criterion 4				X		RT4	RT4/GT
Criterion 5					X	RT5	RT5/GT
Grand Total (GT= Σ RTs)						GT	

"The ROW is \_\_\_ to the decision than the COLUMN"

Much More Important = 10  
 More important = 5  
 Of Equal Importance = 1  
 Less Important = .2  
 Much Less Important = .1

CRITERIA WEIGHTING

	Alternative 1	Alternative 2	Alternative 3	Alternative 4	Alternative 5	Row Totals	Performance Score
Alternative 1	X					RT1	RT1/GT
Alternative 2		X				RT2	RT2/GT
Alternative 3			X			RT3	RT3/GT
Alternative 4				X		RT4	RT4/GT
Alternative 5					X	RT5	RT5/GT
Grand Total (GT= Σ RTs)						GT	

"With respect to (CRITERION) the ROW performs \_\_\_ the COLUMN"

Much Better Than= 10  
 Better Than = 5  
 Equally Well = 1  
 Worse Than = .2  
 Much Worse Than = .1

COMPARISON BY (Criterion)

A "scientific" approach

But . . .

The real value is in the discussion!

	C1			C2			C3			C4			C5			FINAL
	PS	W	S	PS	W	S	PS	W	S	PS	W	S	PS	W	S	
ALT 1																
ALT 2																
ALT 3																
ALT 4																
ALT 5																

FINAL SCORING



# Takeaways

# Principles



## Active Listening



## Persuasion



## Conflict Management



## Negotiation

- The focus of all communication is relationships- it is “other” focused
- Consider first what your audience needs to hear/see
- Seek first to understand and only then, to be understood
- Communication happens in multiple channels
- Everything you do must be genuine and fair



# Conclusions

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# Thank You!

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