

Effective Leadership, Negotiating Skills & Conflict Management

Karen Antman, MD

Who studies leadership?

- **Management Schools**
- **Public Health schools**
- **Military**
- **Medical schools**
- **Residencies**

Management Education

- **Leadership**
 - **Your personal style**
 - **Using human resources effectively**
- **Strategy & operations**
- **Importance of diversity**
- **Financial**
 - **Marginal costs**
 - **Fully loaded budgets**

Things they don't teach you in medical or grad school

- **Executive development**
- **Organizational culture**
- **Change management**
- **Negotiating skills, managing conflict**
- **Dealing with the press**
- **Health law**
- **Accounting**

Leadership in Academia Requires:

- Recognition in your area of excellence
- People skills
 - The vision thing
 - Conflict resolution
 - ~~Politics~~ relationships
- Fiscal understanding & responsibility

The Five Disciplines of Multipliers:

www.multipliersbooks.com

Diminishers The Empire Builder: Hoards resources and underuses talent	Multipliers The Talent Magnet: Attracts talented people and uses them at their highest point of contribution
The Tyrant: Creates a tense environment that suppresses people's thinking and capability	The Liberator: Creates an intense environment that requires people's best thinking and work
The Know-It-All: Gives directives that demonstrate how much they know	The Challenger: Defines an opportunity that causes people to stretch their thinking and behaviors
The Decision Maker: Makes centralized, abrupt decisions that confuse the organization	The Debate Maker: Drives sound decisions through rigorous debate
The Micromanager : Drives results through their personal involvement	The Investor: Gives other people the ownership for results and invests in their success

Why Negotiation Skills?

- **Better manage your practice, lab, community group, or medical school.**
- **Improve the way you are treated**
- **Maintain relationships**
- **Mixing administration, teaching & care prevents burnout.**
- **Everything is a negotiation**

Based on Standard Texts

Negotiating

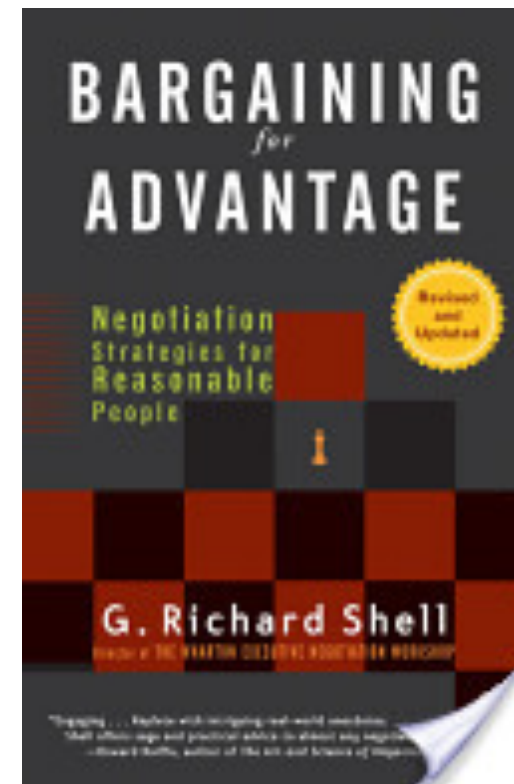
- Bargaining for Advantage
- Negotiation Genius

Conflict: Harvard Negotiation Project

- Getting to Yes
- Difficult Conversations

Behavioral Economics

- Freakonomics
- Predictably Irrational



Managing Conflict = Negotiating

The principles are the same

Getting to Yes

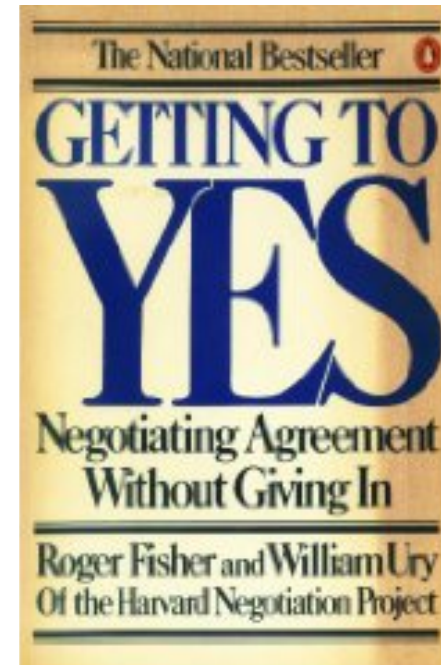
Fisher and Ury

Process

- **Separate the People and the Issues**
What is right vs. Who is right
- **Focus on Interests**
- **Generate Options**
- **Use Objective Criteria**

Suggests strategies for when the other party:

- **Is more powerful**
- **Uses dirty tricks**



Stages of Negotiation

- **Preparing**
- **Probing**
- **Proposing**
- **Closing**

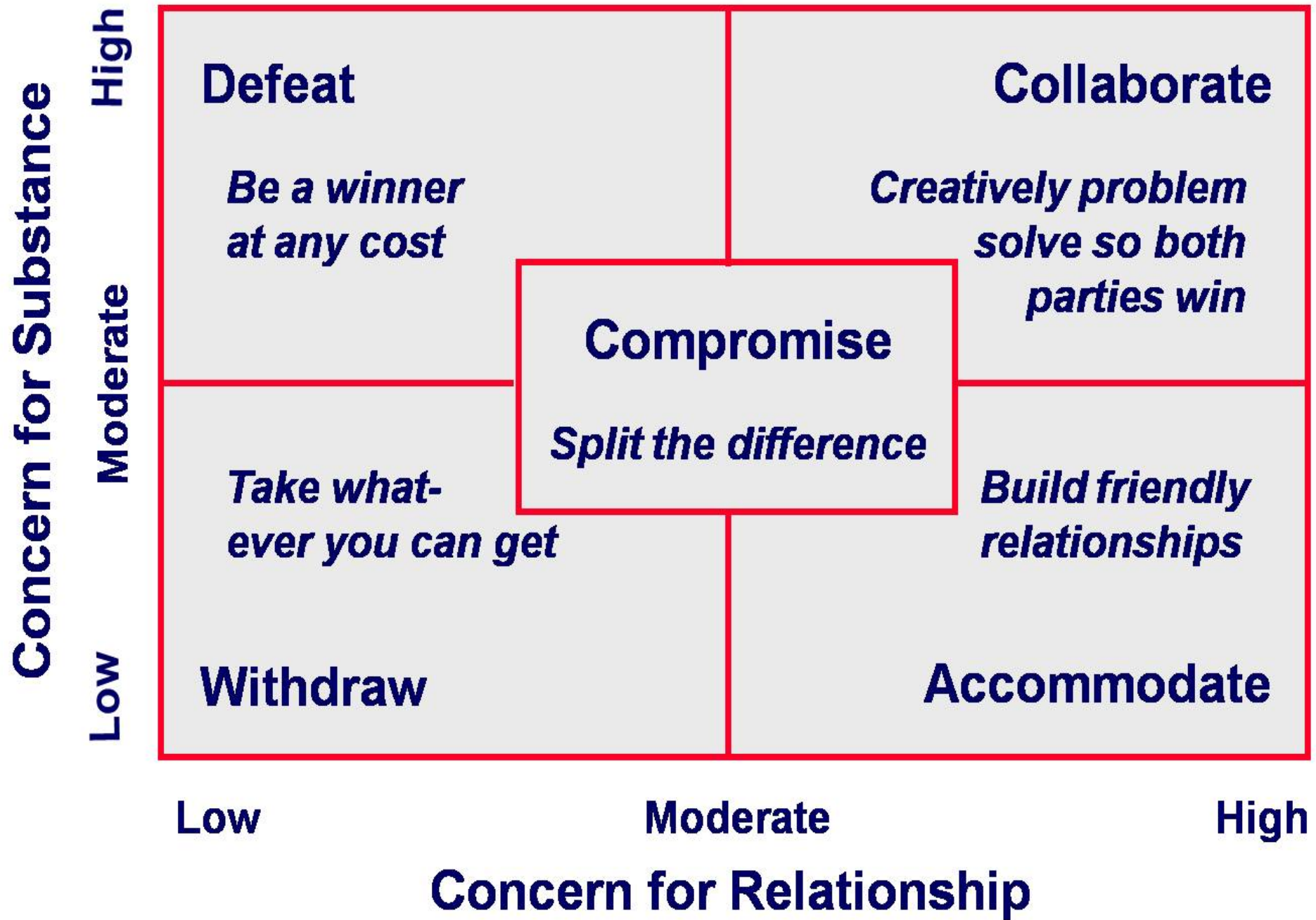
Stages of Negotiation – Preparing

Know:

- 1. Your bargaining styles**
- 2. Your goals: Frame high realistic**
- 3. Standards of fairness**
- 4. Your Best Alternative to a Negotiated Agreement (BATNA)**
- 5. Needs, wants, styles of other person/team**
- 6. Value of relationships**

Break for self assessment

Thomas-Kilmann Conflict Mode Instrument



Bargaining Styles

Employ the right style for the situation

1. **Avoider:** hates/avoids conflict
2. **Compromiser:** relationship is primary
3. **Accommodator:** solves others problems
4. **Competitor:** I win, you lose
5. **Collaborator:** Problem solver, bigger pie, win/win

Employ the right style for the situation

Avoider:

pick your battles: your teenager, spouse

Compromiser:

small difference; not worth the time.

Accommodator:

who gets on the airplane first?

Who cares?

Competitor:

sports; or important, but no relationship

Collaborator:

decision matters; important relationship

Emergency Conditions

- In an emergency, **if you know what you are doing**, be **Directive**
- Deer in the headlights problem
- Need to get people to act
 - CPR: Call 911!
 - Leave the building

Negotiating Styles

Cooperators

- ~60% are cooperative
- 75% of effective negotiators are cooperative.
- Avoid attack and defend spirals, emotion-laden assigning of blame.

Competitors

- ~24% are truly competitive.
- Only 12% of effective negotiators are competitive.

Negotiating Styles

People tend to believe others are like themselves (projection).

- **Trustworthy people believe others are trustworthy—dangerous.**
- **Competitors believe their counterparts are competitive, and thus difficult to convert.**

Use appropriate strategy for situation

Determine if situation is collaborative or competitive; act accordingly:

- How much to say or conceal**
- When to say it**



Prepare Your Goals

- Think carefully about what you really want.
- **Goals:** set upper limit of what you will ask for. You mentally concede everything beyond your goal, so you seldom do achieve higher.
- You can't hit a target if you never ask for it.
- Commitment to challenging but achievable goals provides significant psychological edge.
- Thus focus on your *highest legitimate expectation* of what you should achieve, *not* the bottom line.

Determine your Best Alternative to a Negotiated Agreement (BATNA)

- **Don't accept less than your BATNA: Fisher & Ury of the Harvard Negotiation Project**
- **Game theory concept of a disagreement point: Nobel Laureate John Forbes Nash (A Beautiful Mind)**

Standards, Authority and Consistency

- **Socialized to respect, defer to, and obey authority**
- **We want to be seen as reasonable and consistent.**
- **Make your best case using standards, fairness and authority.**

Standards and Consistency

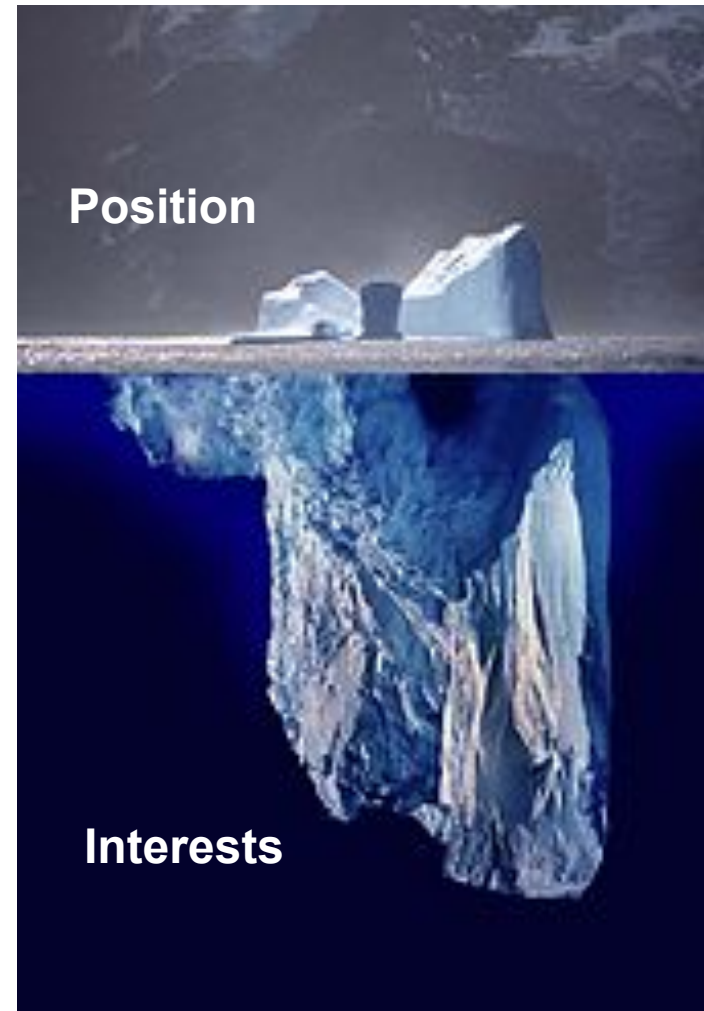
- **Anticipate their preferred standards**
- **Frame your proposal within those standards.**
- **People are open to persuasion when a proposed course of action is consistent with a course (or standards) they have already adopted.**
- **Encourage them to be consistent.**

Consistency Trap

- **The tip-off: You are asked to agree with some statement before telling you why the statement is important.**
- **Used by aggressive negotiators, lawyers and telemarketers.**

Stages of Negotiation - Probing

- **Gather points of view**
- **Listen**
- **Focus on interests**
- **Strategize win-win options**
- **Evaluate options**
- **Propose agreements**



Stages of Negotiation - Probing

- **Negotiate face to face**
- **Establish rapport (liking rule): we like and trust “people like us”, and are more likely to say yes.**
- **Match style: confront bullies early**
- **Train people to be cooperative.**

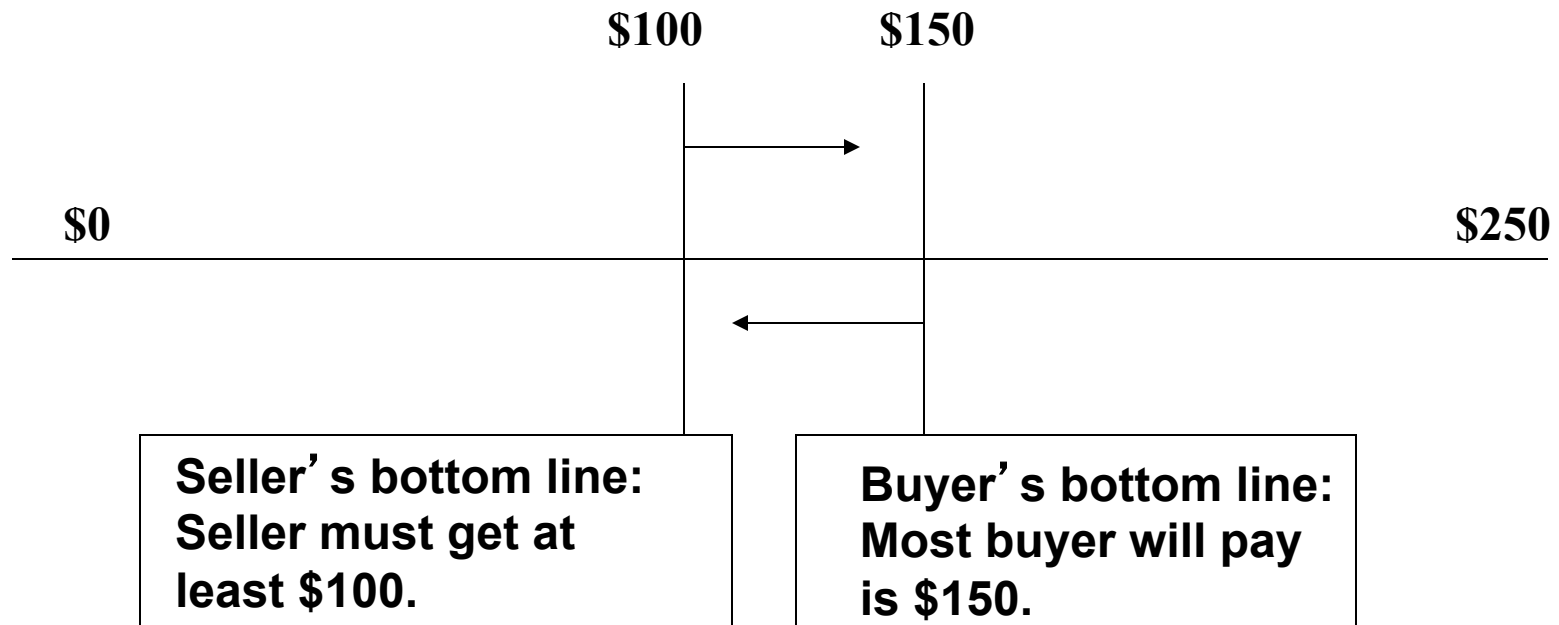
Stages of Negotiation - Probing

- **Get all bad news out early**
- **Ask questions: probe first, disclose later**
- **Make sure you understand**
- **Signal expectations and leverage**
- **Summarize**

Stages of Negotiation - Proposing

- **Concrete proposal; offer a solution**
- **Anchor effect of first proposal**
 - **Uninformed: never open**
 - **Well informed: open first**
- **Must be somewhat reasonable:**
Outlandish offers kill the deal or your credibility if you drastically change the offer later.

The Bargaining Zone



During negotiations, people tend to gravitate toward their bottom line rather than measure against their bargaining goal.

Success rate?



- **Excuse me, I have 5 pages. May I use the Xerox machine?**
- **Excuse me, I have 5 pages. May I use the Xerox machine because I am in a rush?**
- **Excuse me, I have 5 pages. May I use the Xerox machine because I have to make copies?**
- **Excuse me, I have 20 pages. May I use the Xerox machine?**
- **Excuse me, I have 20 pages. May I use the Xerox machine because I am in a rush?**

The Power of “Because”



- Excuse me, I have 5 pages. May I use the Xerox machine? Success rate **60%**
- Excuse me, I have 5 pages. May I use the Xerox machine because I am in a rush? Success rate **94%**
- Excuse me, I have 5 pages. May I use the Xerox machine because I have to make copies? Success rate **93%**
- Excuse me, I have 20 pages. May I use the Xerox machine? Success rate **24%**
- Excuse me, I have 20 pages. May I use the Xerox machine because I am in a rush? Success rate **42%**

Stages of Negotiation - Closing

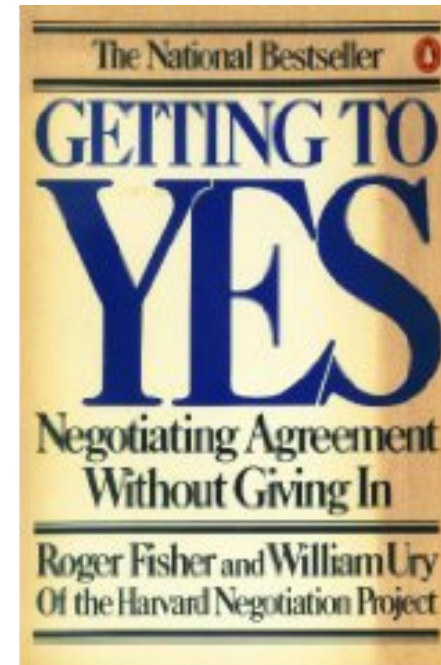
- **Secure an agreement: start small**
- **Test reciprocity in non-important area**
- **Confirm agreement**
- **Make the other side feel like it got a good deal.**
- **Lots of negotiating tactics with names:**
 - **Scarcity tactic: someone else wants it.**
 - **Deadlines: e.g deal is good for 5 days**
- **Do not succumb to leverage loss aversion: give up too much at the end.**
- **Commitment not just agreement: Public stake in the Ground, penalty both ways if agreement not kept.**

Getting to Yes

Fisher and Ury

A good agreement is

- **wise and efficient,**
- **improves the parties' relationship.**
- **satisfy the parties' interests**
- **fair and lasting.**



Win at Workplace Conflict: Jeffrey Pfeffer

Stay focused on the most essential objectives.

Don't fight over things that don't matter.

Build an empathetic understanding of others' points of view.

Keep your friends close & your enemies closer.

Use humor to defuse difficult situations.

Read and Practice

- **Practice at work (and at home)**
- **Exercises—your turn.**
 - **Sour grapes**
 - **Get a raise?**
 - **Disputed authorship**

Good Weekend Reading

Negotiating

- Bargaining for Advantage
- Negotiation Genius

Conflict: Harvard Negotiation Project

- Getting to Yes
- Difficult Conversations

Change:

- Execution: discipline of getting things done
- Good to Great: Social Sectors

Understanding personalities

- Multipliers
- Type in Organizations
- Please Understand Me