

# Negotiation for Cohesion in a Complex Adaptive System



**MACQUARIE**  
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Hospital  
and Health  
Service

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A Key to Resilience



# Greetings from Townsville

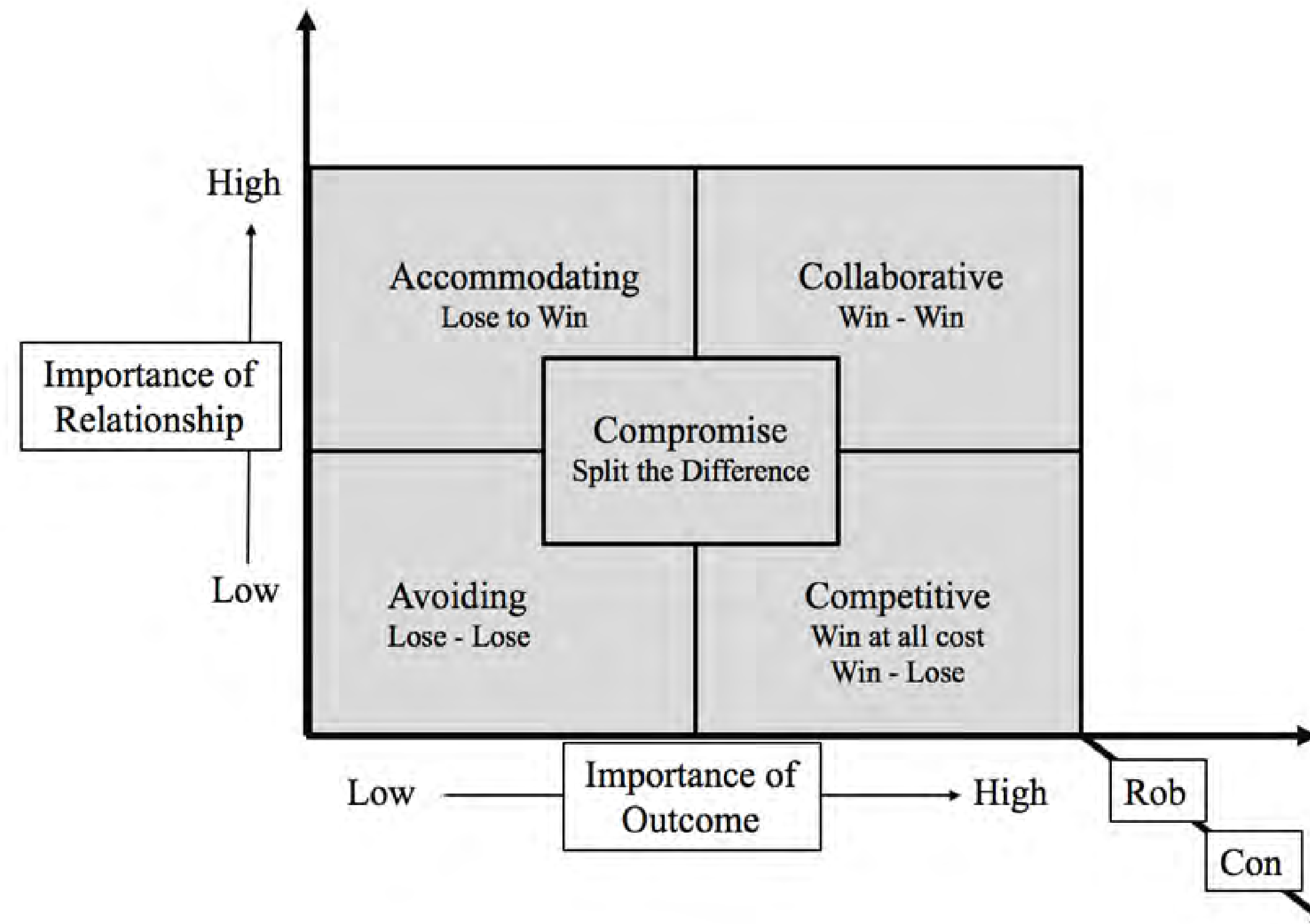




# Introductions

# **NEGOTIATION STYLE SELF-ASSESSMENT**

# Negotiation Styles



Lewicki, Hiam and Olander



# A Story of an Orange and Two Sisters



S-A-I



S-A-D





# Two sisters, one orange



# Negotiation – What is it?

The process by which two or more people or parties establish agreement where the outcome is uncertain



# Negotiation Skills

- What is negotiation
- Why is negotiation important for resilient healthcare
- Interest Based versus Positional Negotiation
- Negotiation styles
- Your default negotiation style
- What does your default negotiation style mean for you
- Explore Cultural dimension

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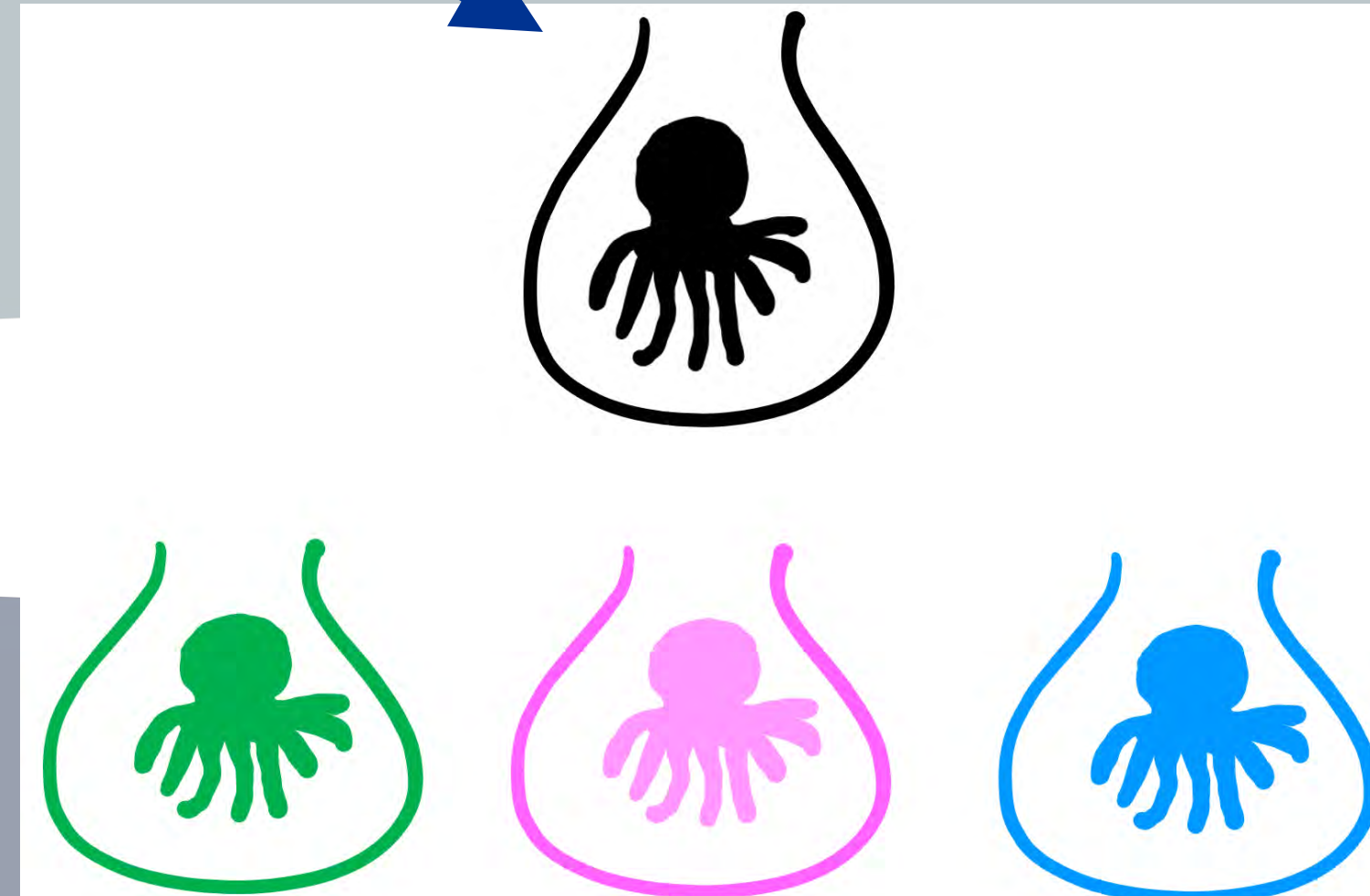
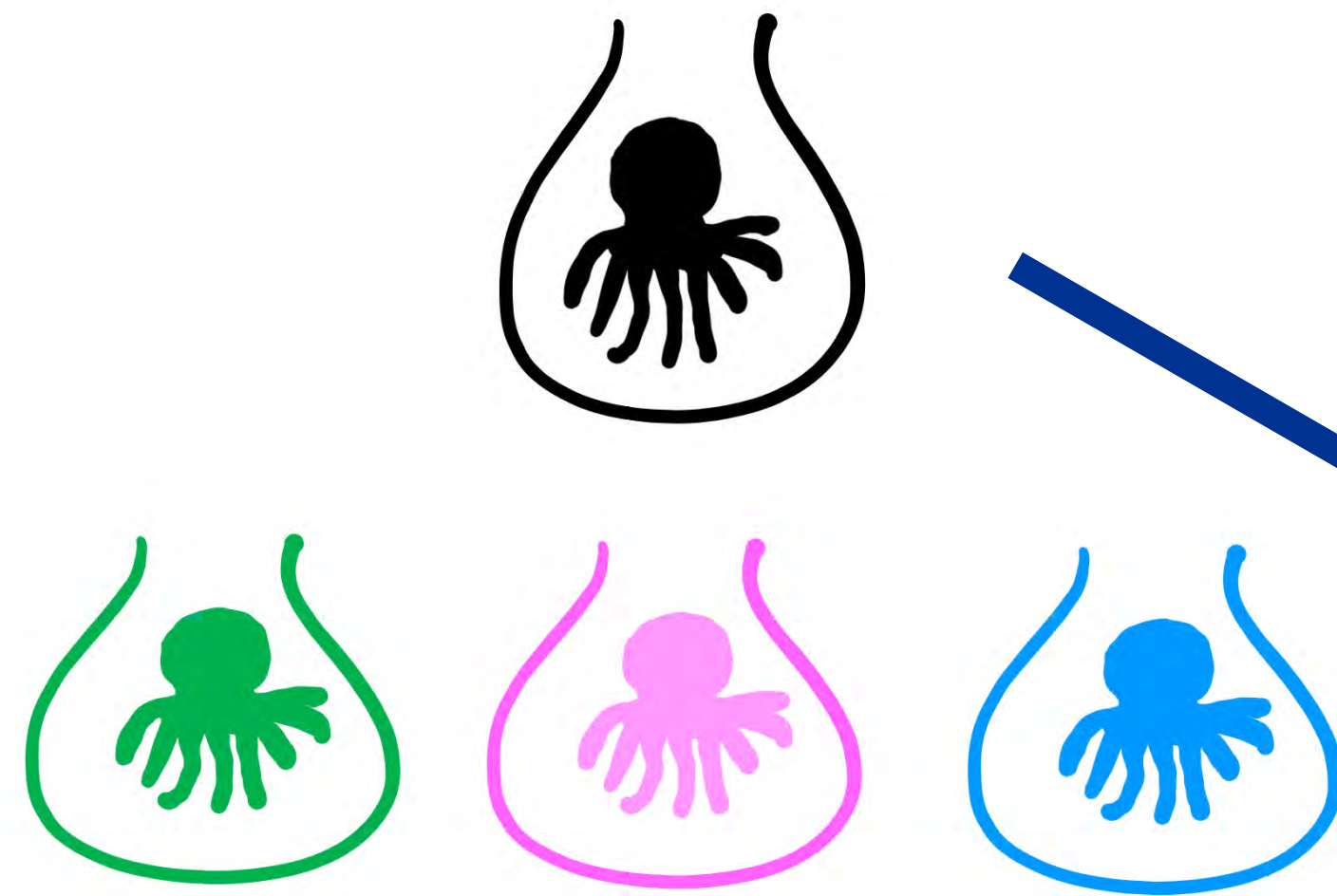
# How often do we negotiate?



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# Why do we think that Negotiation is important in healthcare?

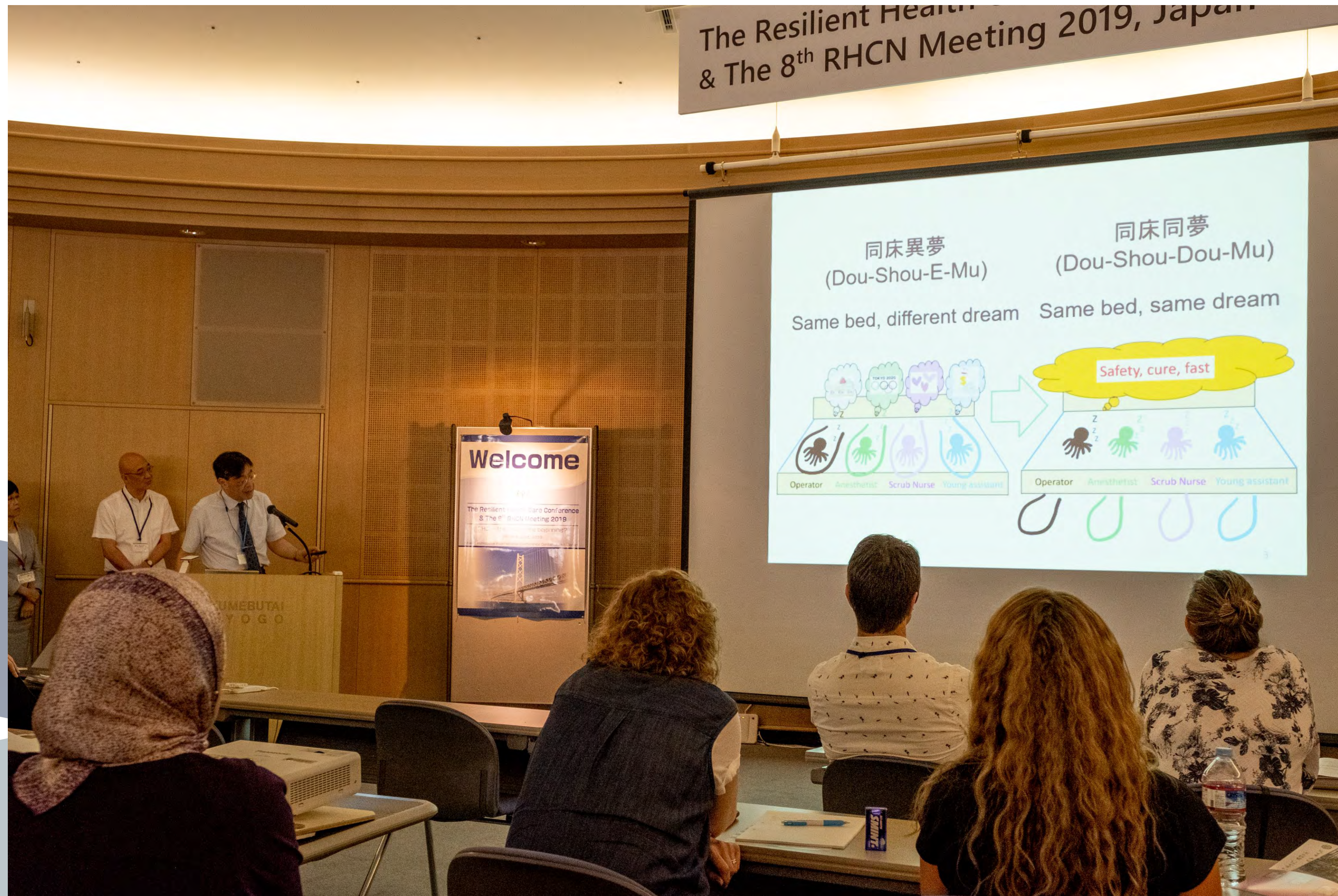
# A story of a surgeon and his たこつぼ



Takanori



# The Importance of Sleeping Together



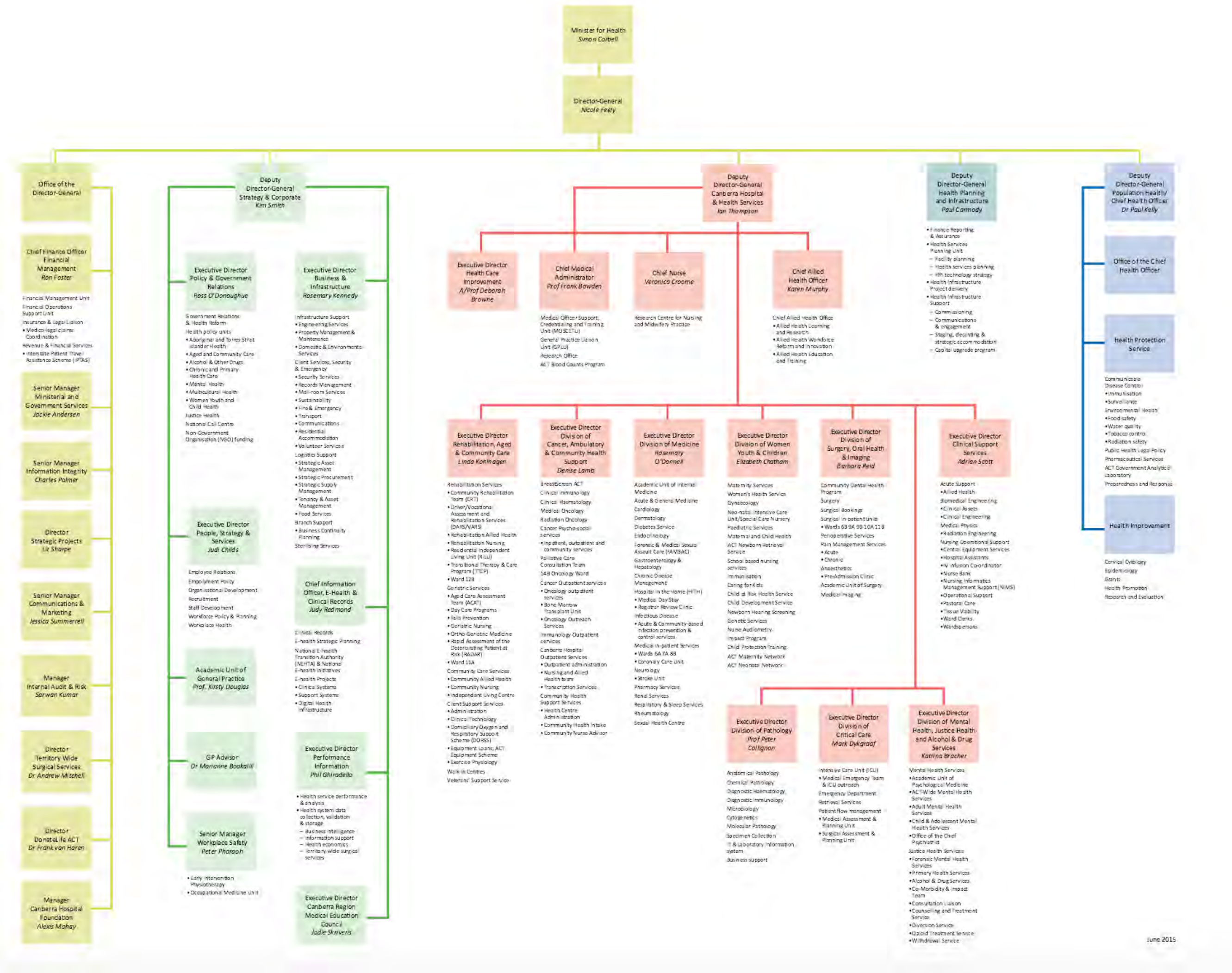


Lets play a game

**DRAW YOUR ORGANISATION**



# Most people draw it like this...





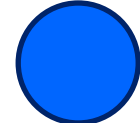
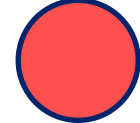
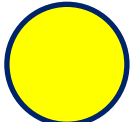
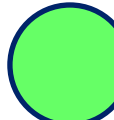
**NOW...  
DRAW HOW YOUR  
ORGANISATION WORKS**



# *Our Organisations work like this ...*



- Problem solving networks in an ED

Nurses   
Doctors   
Allied health   
Admin and support 

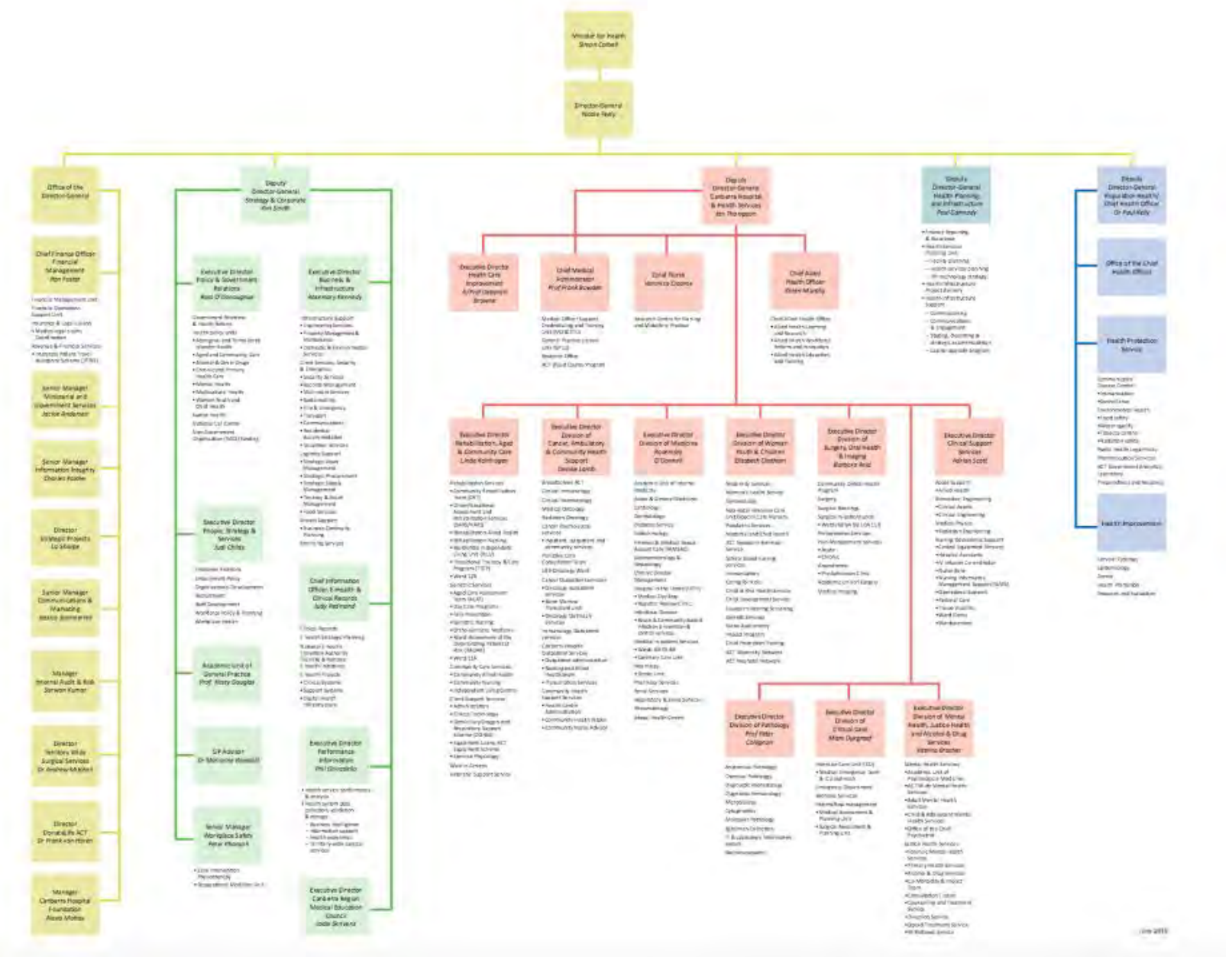
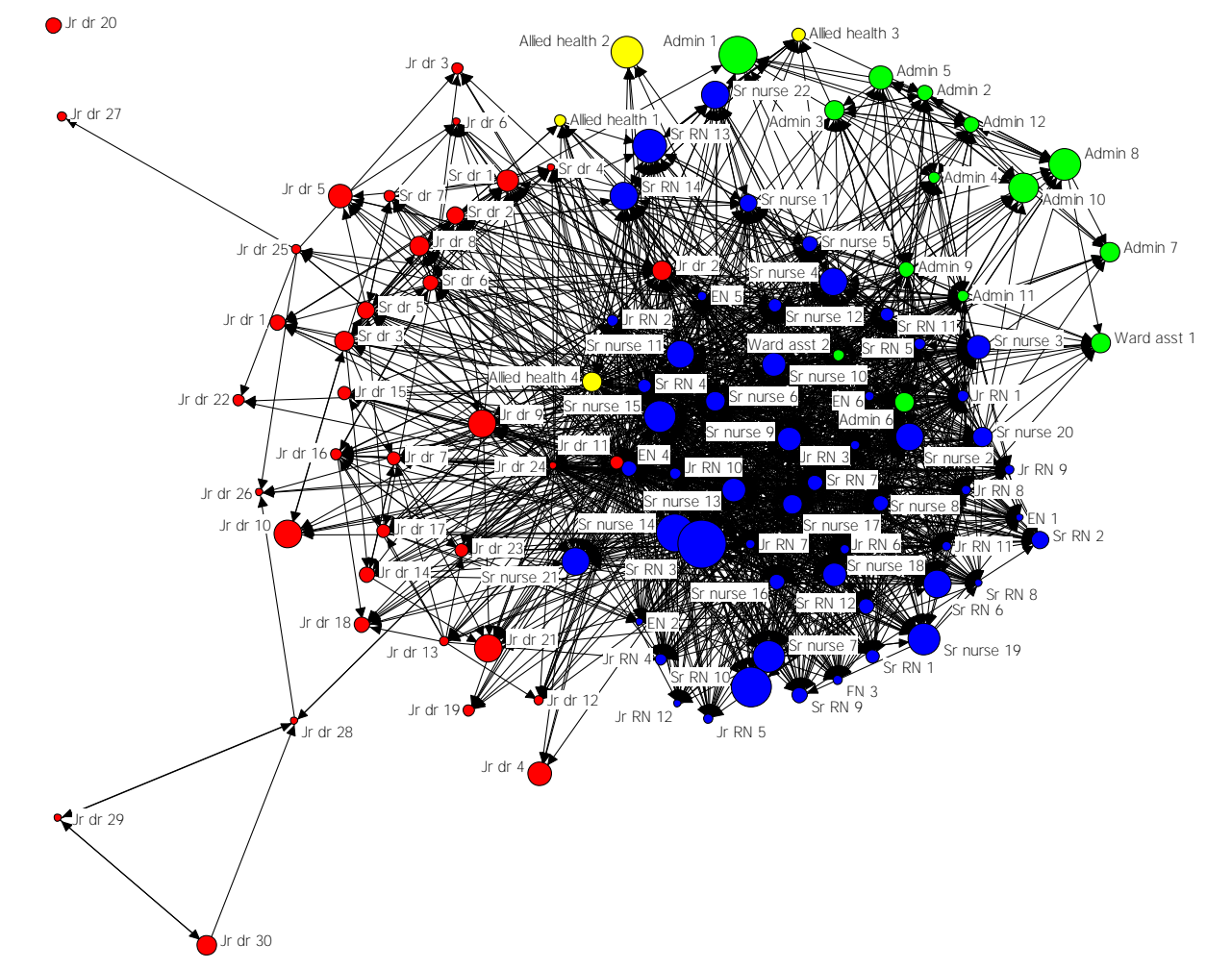
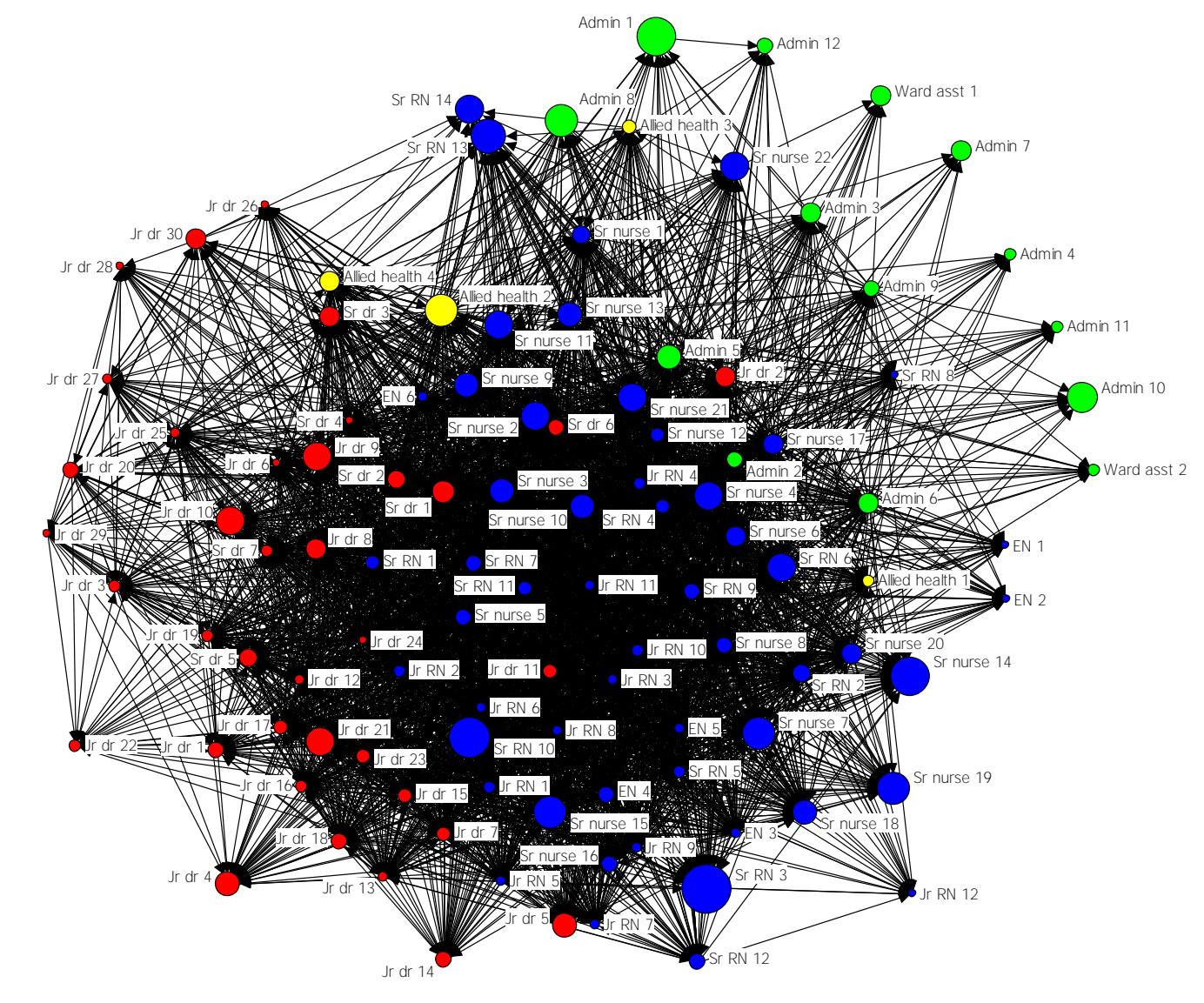
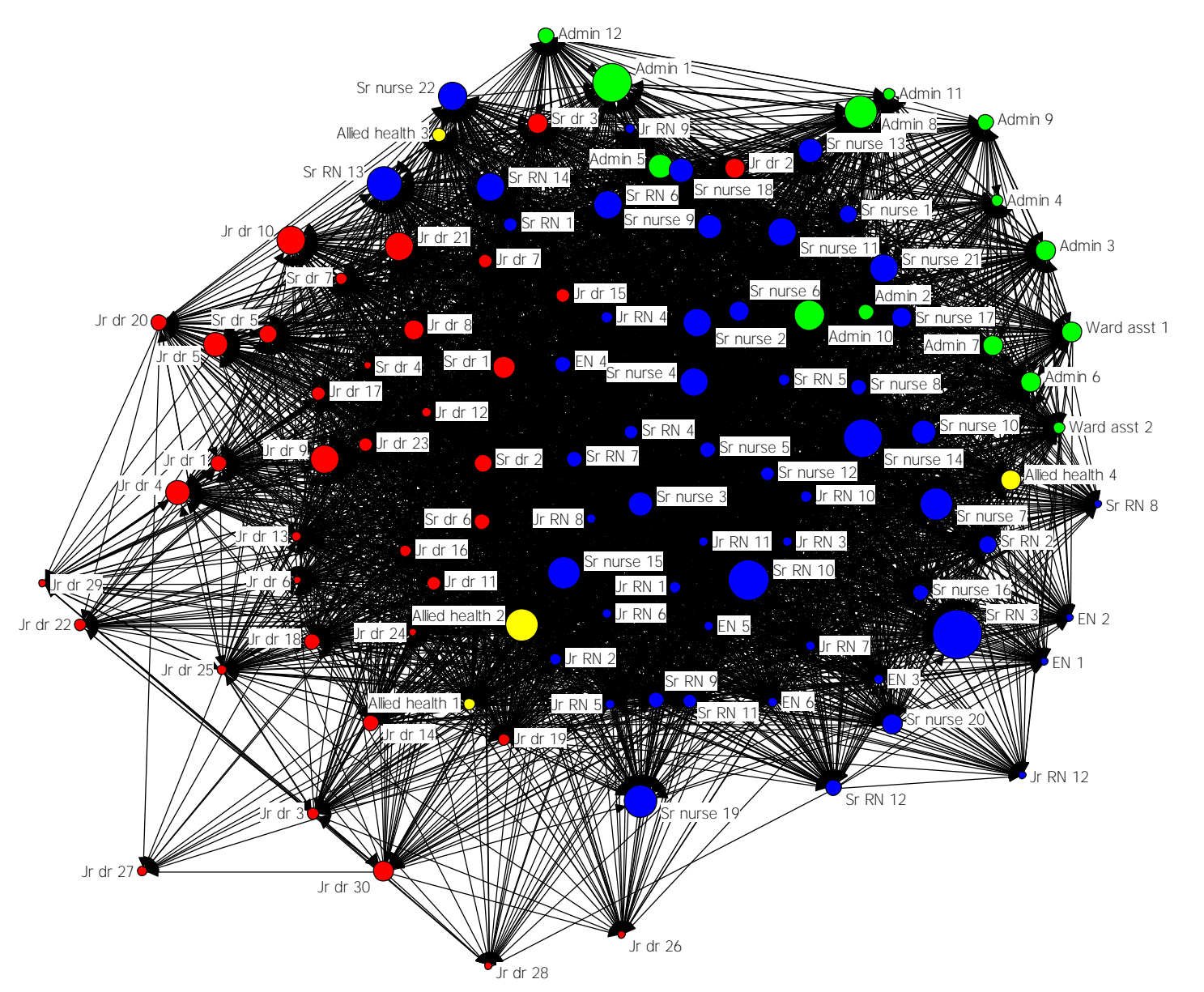
[Creswick, Westbrook and Braithwaite, 2009]





If That is true...  
**THEN WHAT??**





Reconciling the Dual Realities of the Linear and the Complex



Moving from the “Pyramid of Power” to the “Network of Negotiation”

# **NEGOTIATION**

The First Question...

**TO INTEGRATE OR TO DISTRIBUTE**



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# Moving From Positions to Interests

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# Moving From Positions to Interests

## Positions

What you say you want

## Interests

Why you want it, what concerns you



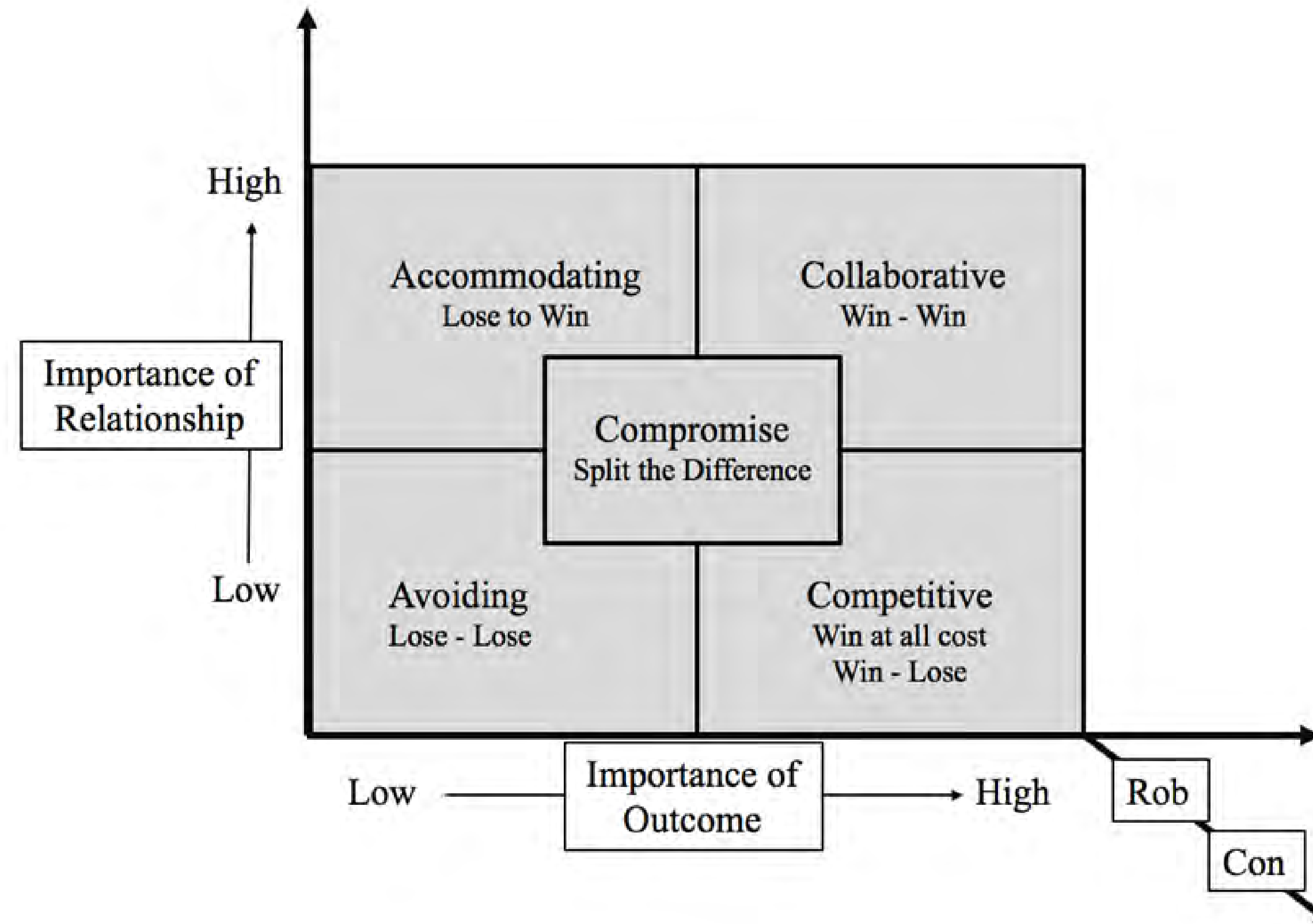
# Two sisters, one orange



# NEGOTIATION STYLES



# Negotiation Styles



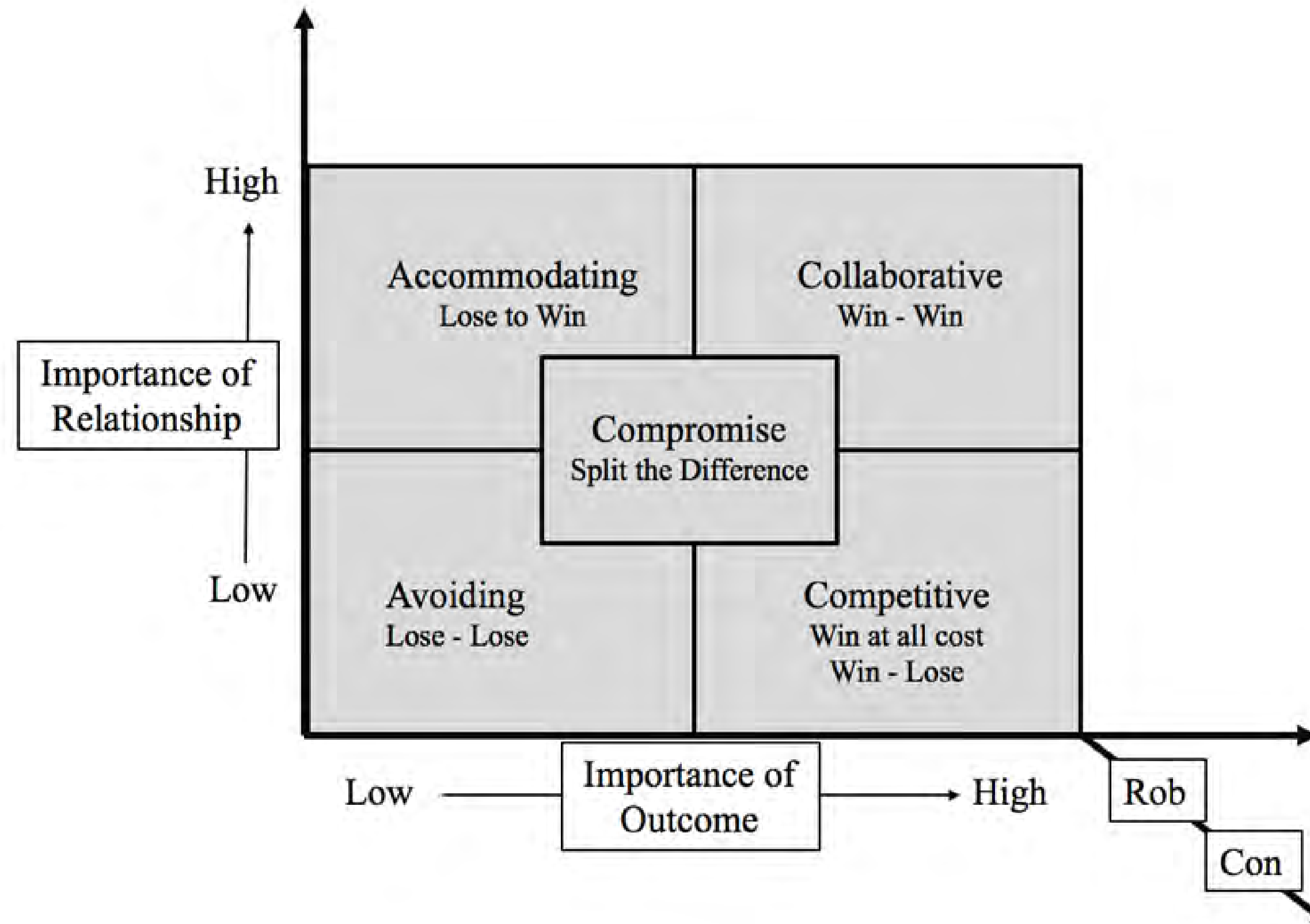
Lewicki, Hiam and Olander

**WHAT IS YOUR DEFAULT STYLE OF  
NEGOTIATION?**



What does it mean for me?  
**AWARENESS, UNDERSTANDING,  
FLEXIBILITY AND AGILITY**

# Negotiation Styles



Lewicki, Hiam and Olander





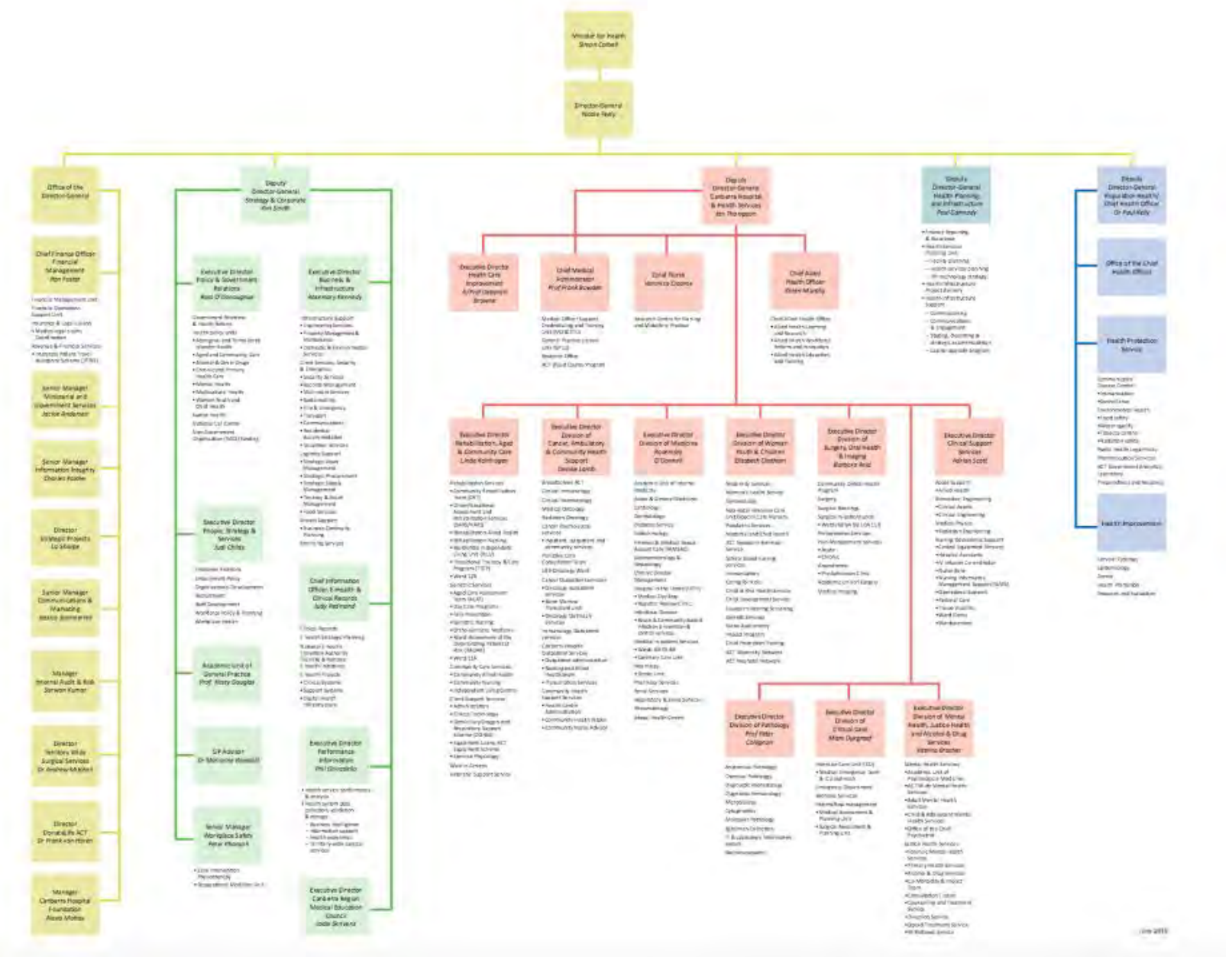
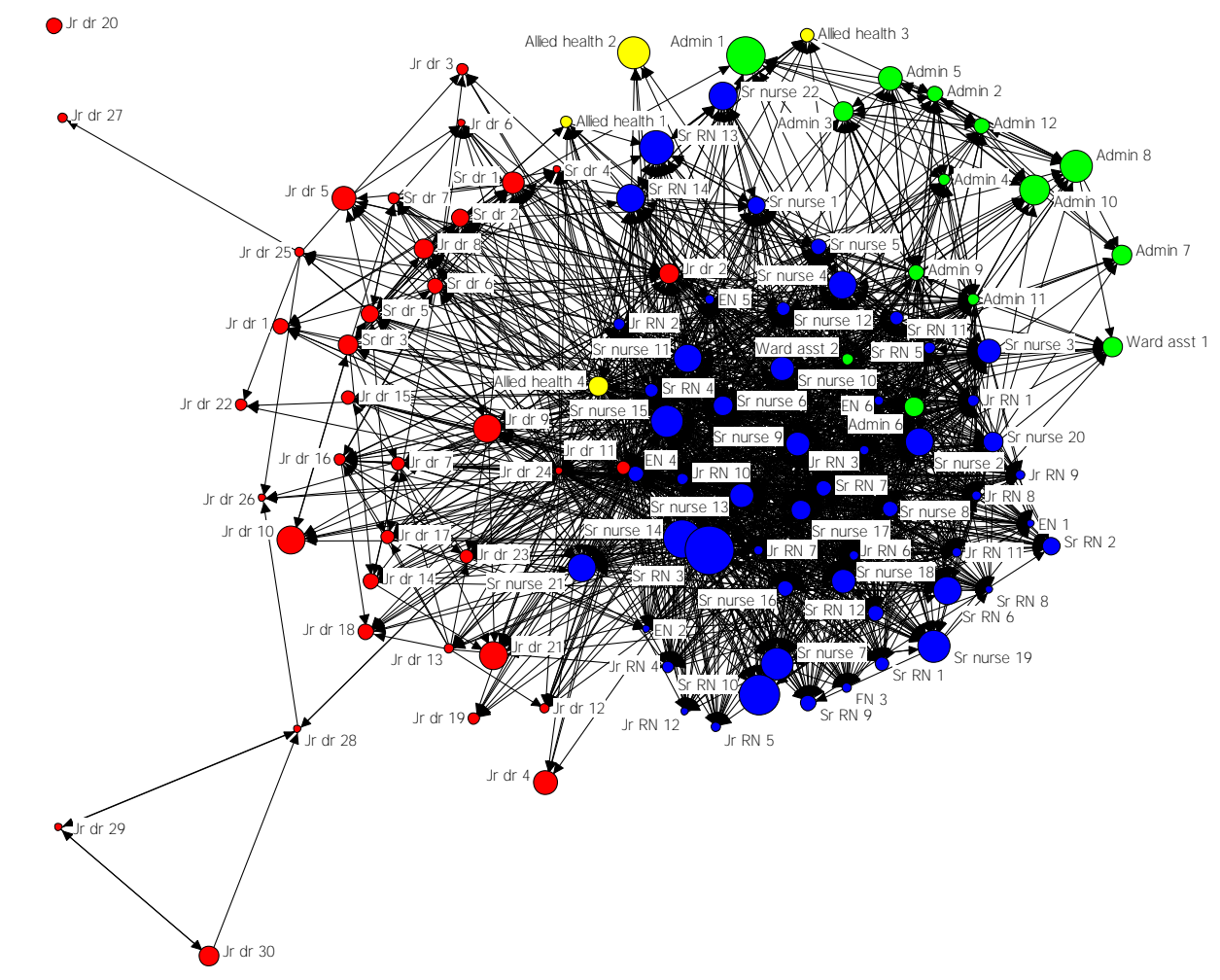
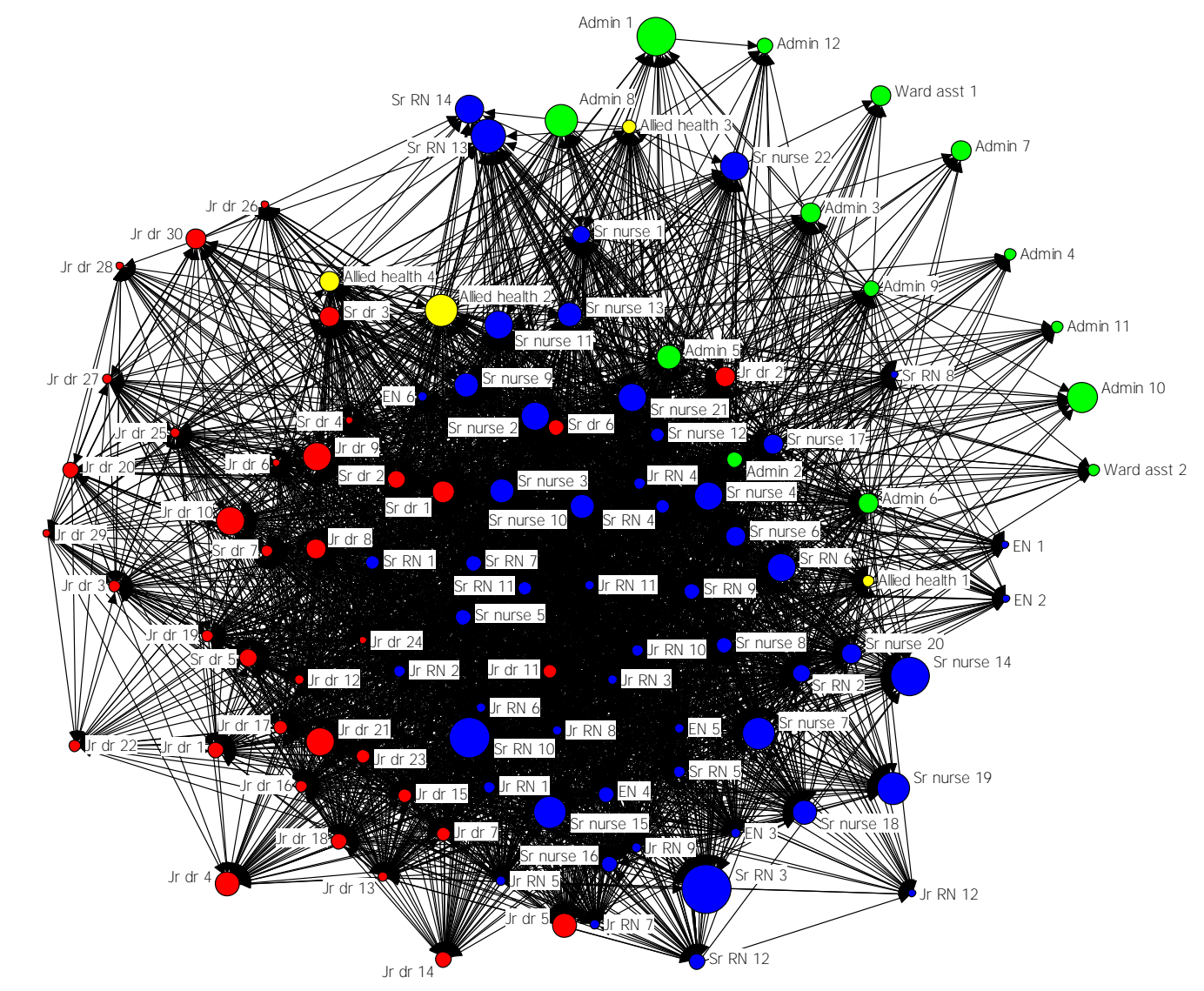
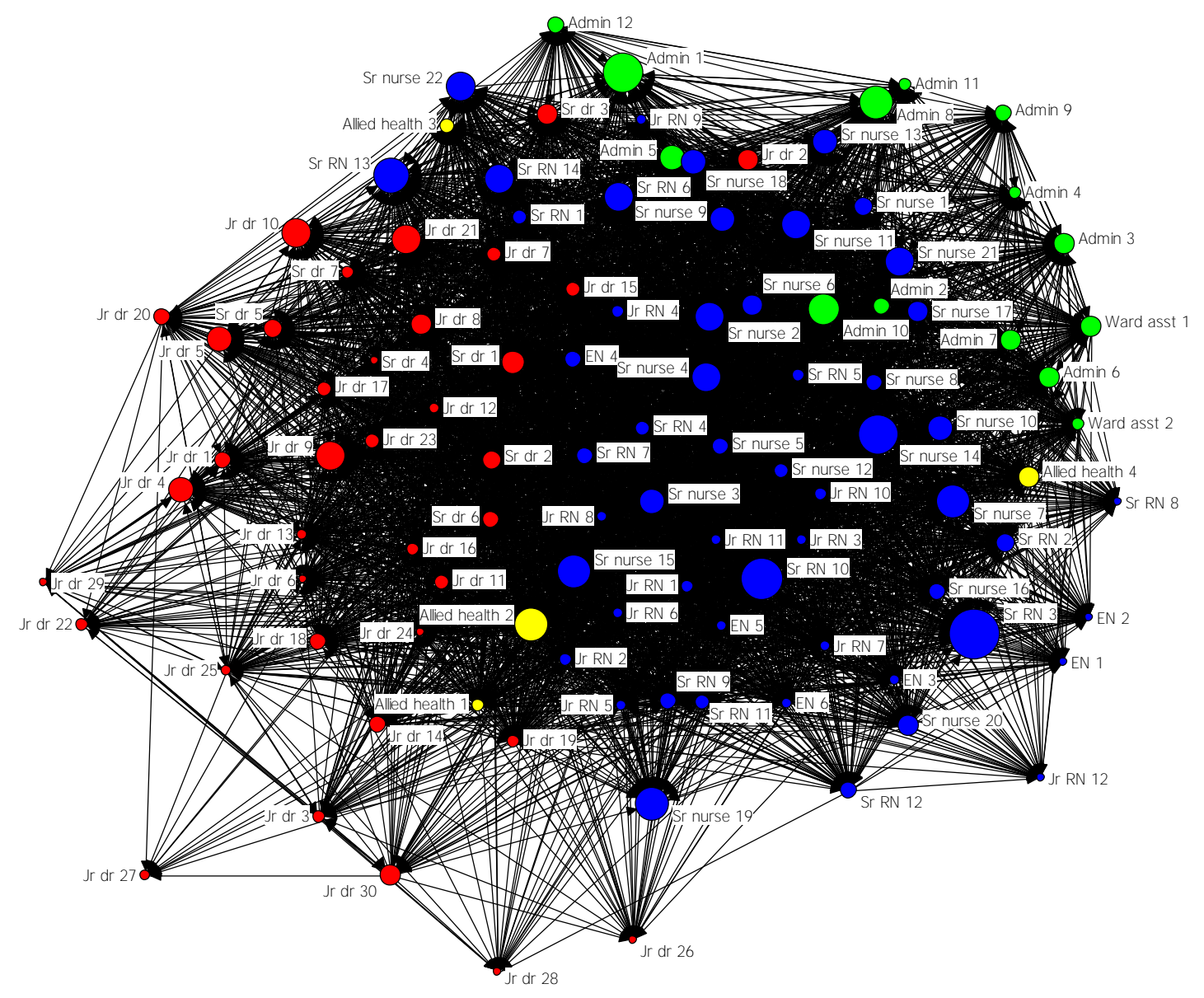
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# Green Credits







# Influence vs Control



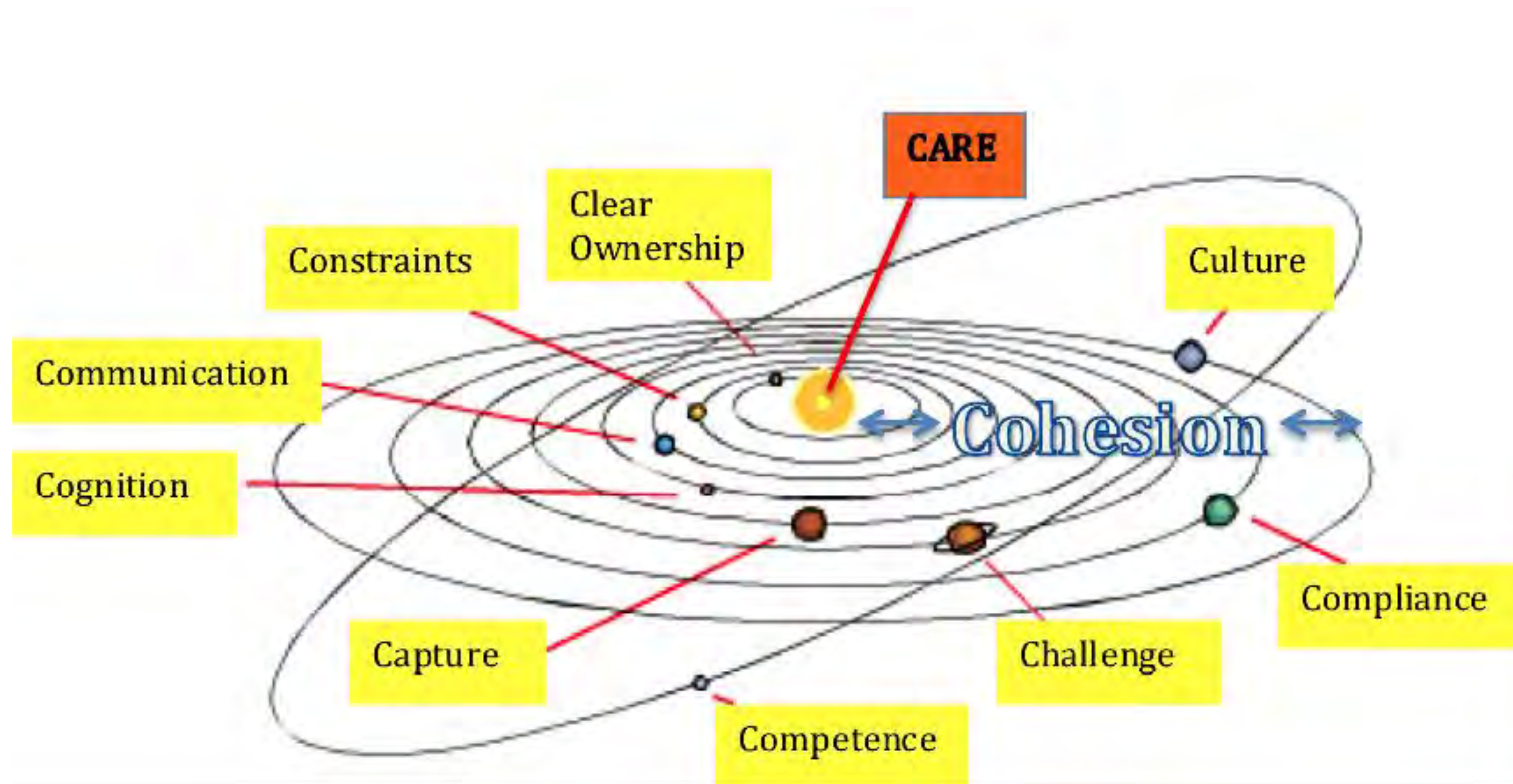
## An unconditionally constructive strategy

Do only those things that are both good for the relationship and good for us

- whether or not they reciprocate

<b>Rationally</b>	Even if they are acting emotionally, balance emotions with reason
<b>Understanding</b>	Even if they misunderstand us, try to understand them
<b>Communication</b>	Even if they are not listening, consult them before deciding on matters that affect them
<b>Reliability</b>	Even if they are trying to deceive us, neither trust them nor deceive them: be reliable
<b>Non-coercive modes of influences</b>	Even if they are trying to coerce us, nether yield to that coercion nor try to coerce them, be open to persuasion and try to persuade them
<b>Acceptance</b>	Even if they reject us and our concerns as unworthy of their consideration, accept them as worthy of consideration, care about them and be open to learning from them

# What got us interested in Negotiation?





**Goal Oriented**

**COMPLEXITY**

**RESILIENT**  
*Dealing with the unexpected*

**Principles**

**Tools:**

- Patient Partnership
- FRAM
- Simulation
- Ten Cs
- Negotiation
- Resilience Assessment
- Grid
- Consensus Statements

**ROBUST**  
*Making care better in everyday work*

**Standards**

**Tools:**

- Lean
- Six Sigma
- Change Management
- PDSA
- Clinical Audit / M&M
- Benchmarking
- Redesign
- Clinical Guidelines

**RELIABLE**  
*Making the right thing easier to do*

**Standardisation**

**Tools:**

- Checklists
- Automation
- Accreditation
- RCA / FMEA
- Protocols
- Clinical Pathways

**UNPREDICTABILITY**

**Process Oriented**

**Better Care Framework**



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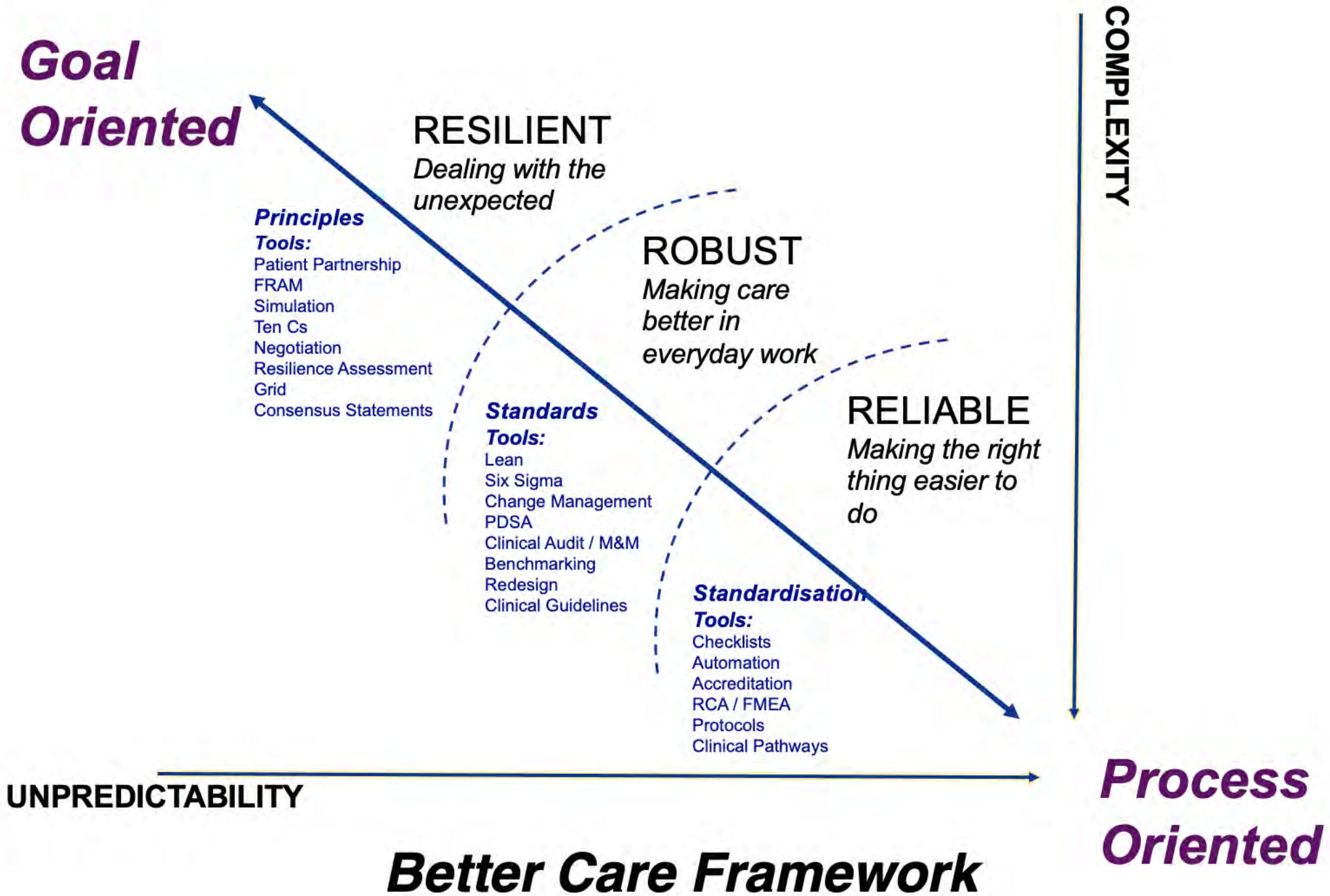
# Cultural Differences

Let's Discuss....

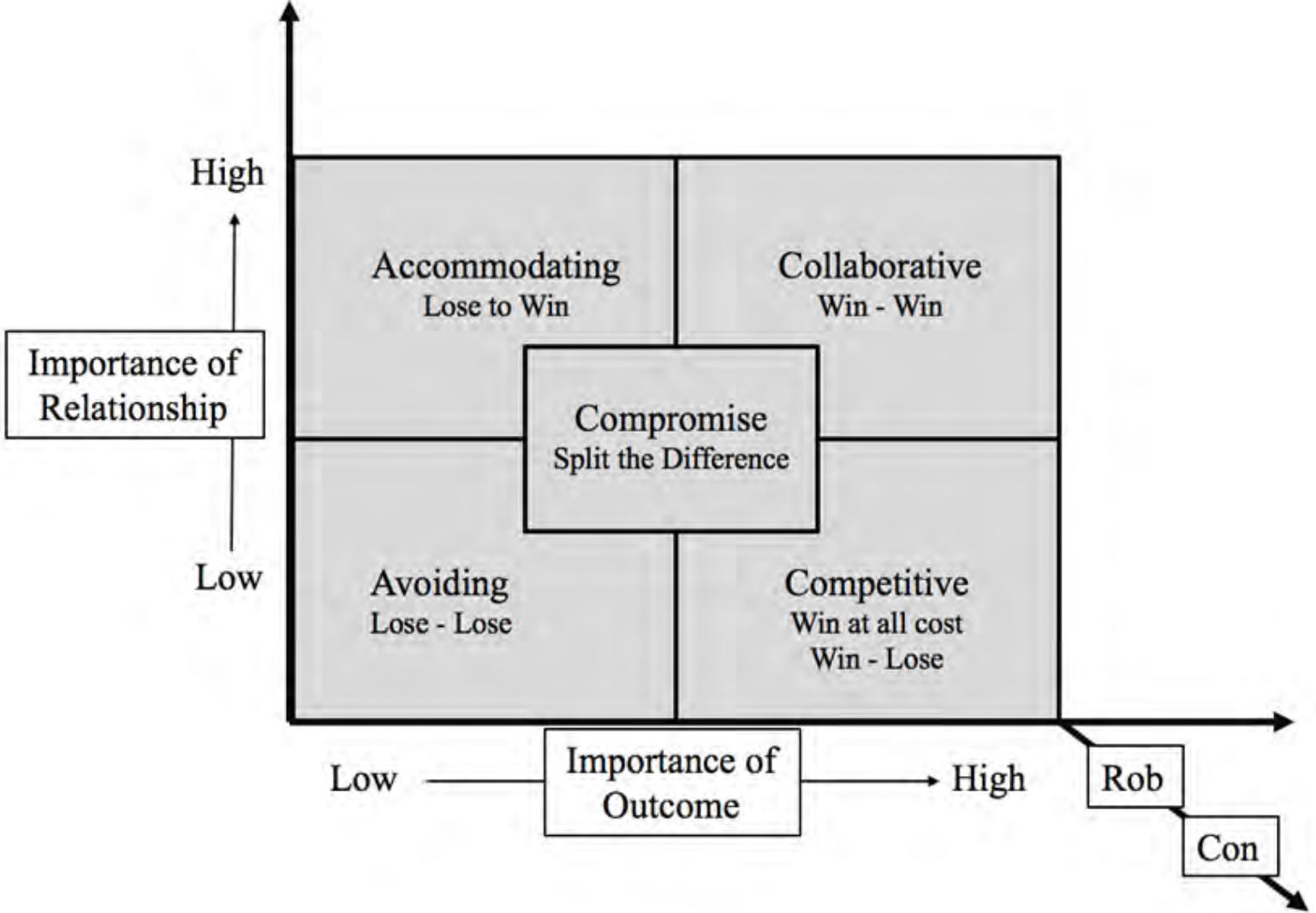
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# What is the Cultural Context?



Johnson A, Clay-Williams R, Lane P 2017



Lewicki, Hiam and Olander

# Three Things

Negotiation skills are critical to make a Complex Adaptive System function safely

Know your default negotiation style and exercise agility to move to other styles when required

Move from Positions to Interests



# Key Concepts in Negotiation



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Preparation, Preparation, Preparation

Your Interests

Their Interests

When to Walk Away

BATNA – yours and theirs

Option Generation

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# BATNA

The Best Alternative To Negotiated Agreement

- The party with the best BATNA has the most power
  - Spend lots of time thinking of this in advance
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- The bottom of the slide features a decorative graphic consisting of several overlapping, wavy, horizontal bands in shades of blue and grey, creating a modern, abstract background.