Negotiation for Cohesion in a Complex Adaptive System

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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
The classic parable for integrative bargaining is described by Mary Parker Follett, the founder of the concept in the 1920s. This is the story of the two sisters squabbling over the last orange in the pantry. Each argues for their share of the orange and in the end they compromise in the traditional distributive fashion, each taking half of the orange. Each achieved exactly half of their desired outcome. Each took their half and put it to their intended purpose: one to extract the juice and the other to use the peel to flavour a cake. After they had discarded the remains, they came to the realisation that each could have had 100% of their desired outcome if they had understood the interests of their sister.
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
How often do we negotiate?
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

Slide 13
Draw your organisation

Let's play a game
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
Moving From Positions to Interests
Moving From Positions to Interests

Positions
What you say you want

Interests
Why you want it, what concerns you
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NEGOTIATION STYLES
Negotiation Styles

Accommodating
Lose to Win

Collaborative
Win - Win

Compromise
Split the Difference

Avoiding
Lose - Lose

Competitive
Win at all cost
Win - Lose

Importance of Relationship

Importance of Outcome

Low

High

Rob

Con

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
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](#)

<table>
<thead>
<tr>
<th>Rationally</th>
<th>Even if they are acting emotionally, balance emotions with reason</th>
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<tbody>
<tr>
<td>Understanding</td>
<td>Even if they misunderstand us, try to understand them</td>
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<tr>
<td>Communication</td>
<td>Even if they are not listening, consult them before deciding on matters that affect them</td>
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<tr>
<td>Reliability</td>
<td>Even if they are trying to deceive us, neither trust them nor deceive them: be reliable</td>
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<tr>
<td>Non-coercive modes of influences</td>
<td>Even if they are trying to coerce us, neither yield to that coercion nor try to coerce them, be open to persuasion and try to persuade them</td>
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<tr>
<td>Acceptance</td>
<td>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</td>
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Getting Together by Professor Roger Fisher
What got us interested in Negotiation?
Process Oriented Standards Tools: Lean, Six Sigma, Change Management, PDSA, Clinical Audit / M&M, Benchmarking, Redesign, Clinical Guidelines

Principles Tools: Patient Partnership, FRAM, Simulation, Ten Cs, Negotiation, Resilience Assessment, Grid, Consensus Statements

Standards Tools: Lean, Six Sigma, Change Management, PDSA, Clinical Audit / M&M, Benchmarking, Redesign, Clinical Guidelines

Standardisation Tools: Checklists, Automation, Accreditation, RCA / FMEA, Protocols, Clinical Pathways

Better Care Framework

Goal Oriented

Resilient

Dealing with the unexpected

Robust

Making care better in everyday work

Reliable

Making the right thing easier to do

Complexity

Unpredictability

Johnson A, Clay-Williams R, Lane P 2017
Cultural Differences
Let’s Discuss....
What is the Cultural Context?

Better Care Framework

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

Preparation, Preparation, Preparation

Your Interests
Their Interests
When to Walk Away
BATNA – yours and theirs

Option Generation
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