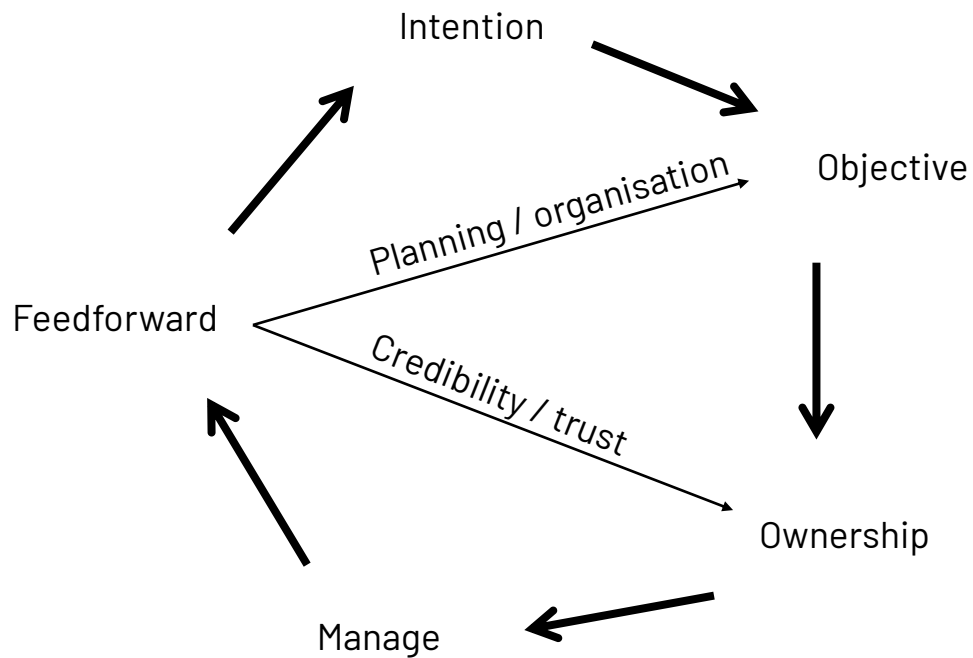


Management cycle



Intention	feeling, idea, direction
Objective	making the intention measurable and verifiable
Owner	become owner of the objective, accepting the consequences
Managing	monitoring / managing results
Feedforward	complimenting and /or giving encouragement

SHAPE – Sharing Perceptions

Focus attention on the other person's perception - Keep asking questions and listen actively

- Keep asking questions until you understand
- What does he/she really mean?
- Do I fully understand what the other person means?

"Message understood" - Let the other person know that you have understood

- Repeat: so, what you mean is
- Appreciate: that is a fair point/ good question/ interesting question
- Yes, but..... → Yes, and...
- Acknowledgement: I sense that you are disappointed

Answer - This is my perception

- Your perception will not replace the other person's perception
- Your perception is placed alongside the other person's perception

Ask for acknowledgement

- Do you understand my perception? Do you understand what I mean? What is your reaction?

Search for the best solution by continuing the dialogue

- How could we...?
- How could I...?
- How do you feel about...?
- How shall we proceed from here...?

Communicate actions (positively and future oriented)

- No action is also an action.

Sincerely thank the other person (that is not a trick!).

Giving compliments

A compliment should always be sincere

People intuitively know if a compliment is being made sincere or only for your own benefit.

A compliment should be specific

The more concrete a compliment, the greater the likelihood that it will be allowed through the other person's filters. 'That's a good report' is less likely to register than: 'That's a good report, largely because of the thorough way you came to your recommendations.' Try as much as possible, to see the world through the other person's eyes.

A compliment does not have to be spontaneous

Some people think that you can only pay a compliment if it is spontaneous and directly follows an action. Although this might be better, it is not necessary. As long as the compliment is sincere, wouldn't you appreciate a compliment about an activity that was completed some time ago?

Dare to compliment

Compliments are usually not expressed because 'people don't expect to hear them'. But don't be mistaken, there are a huge number of reasons to pay compliments. Although people may not receive compliments very well, research has shown that it is the key source of motivation. Just do it. If the other person reacts strangely, that is largely his/her problem. Also realise that there is a causal relationship between the number of compliments you pay and the number of compliments you receive. When you open your filters wider to compliments, you will see that you will receive more compliments.

Feedforward

Emphasise your positive intention.

"I would like to give you some advice"

(Positive intention is usually focused on the other person's further development or on improving the relationship)

Describe the behaviour you see.

"I see how you turn your face away from me", or

"I have noted that our appointments have been cancelled several times"

Describe the associations or feelings this causes.

"That strikes me as if you don't think my input is important" or

"That makes me feel really upset"

Check if your image has been understood.

"Can you understand that this is how I feel about it?"

Ask the other person's perception (in case your perception has not been understood).

"How do you see things?"

Message understood (in case your perception has not been understood).

"I see what you mean"

Find a solution.

"How shall we proceed from here?" or

"What could we agree about this?"

Make a concrete agreement.

- If the mood deteriorates during a conversation, reiterate your positive intention.
- Prepare the first three steps properly.

Reprimanding

Reprimanding is a more direct type of feedforward, where you clearly state what norm or value was infringed on by the other person. And you make the other person think about how they can correct a mistake.

Step 1 State the importance

Start by stating the importance of the conversation. You would like the other person's filter to be open to the information you are about to give them.

"I have a very important matter to talk to you about."

Step 2 Emphasize your positive intention

Your positive intention is usually focused on the other person's further development or on improving the mutual relationship. It is always future-oriented.

Step 3 Describe what behaviour you're observing

Just like with feedforward, it's important to take your own selective perception into account. You tell the other person what behaviour you observe. Do this factual, do not accuse, and keep away from any value judgements for now.

Step 4 Check if your observations were correct

Before you reprimand, it's important to check whether the observed facts are correct.

Step 5 Ask for commitment to a value or norm

You will now head into a deeper layer and ask the other person if they hold the same value or norm. It's more a rhetorical question to which only yes can be answered. Choose a norm or value that you believe has been violated.

"Would you agree that we should treat everyone respectfully?"

"Would you agree with me that we can't keep customers waiting without notice?"

Step 6 Ask the other person how they want to rectify the mistake

If the other person agrees with you, you don't have to think of any solutions yourself. It's informative for somebody who has made a mistake and takes responsibility for it to get the authority to, in turn, rectify that mistake themselves.

"How will you fix this?"

Step 7 Make concrete agreements

Make sure to turn the positive intention into a concrete agreement

"In that case, we'll agree to..."

If the mood during the conversation drops, repeat your positive intention. It is really your goal to bring the mutual relationship, or the other person, to a higher level.

Points to consider

It would be sensible to prepare yourself well because such a conversation can quickly escalate if you are careless with your approach.

- What are the facts, without value judgements?
- What principle has been violated?
- Is the other person responsible for what happened?
- Was the task/agreement concrete enough?
- Was the person well chosen for this task/agreement?

Coaching skills

Step 1 Go through roles

Discuss the context of the coaching. Who takes on what role? What are the expectations from the coach and the coachee? Is it just listening or also advising? Agree on this clearly.

Step 2 Determine the goals

What will be the concrete outcome of the coaching? As long as this is unclear, the coach should help the coachee to define this. This may be done in a joint conversation with the manager.

Step 3 Collect the input

The coach asks for all relevant input so that he/she can empathize with the situation and prepare the issues. A preparation form could be used for this.

Step 4 Define the issue

You can use the 7-layer model for this very well. Talk through the different layers with the coachee until you have found the right issue.

Step 5 Define the solutions

Try to have the coachee formulate own solutions to the issue and based on the analysis. To do so, ask the right questions. You can adjust the depth of the questions depending on the layer where the issue is placed on.

Step 6 Agree concrete actions

Each coaching session is concluded with specific actions that the coachee could take between two coaching sessions. Real growth is achieved by putting the actions in practice and trying things out. Possibly, the coach can follow the coachee in the workplace (meetings e.g.).

Start the following coaching session by evaluating the actions and continue with Step 2.

Make sure that the successes achieved are 'imprinted' in the conscience of the coachee. You can do this by talking through the successes in detail.

Offering apologies

Apologizing is really very simple, but it is rarely done well. People tend to avoid the actual issue or are incomplete in their apology. Just admitting that you've made a mistake is not good enough. That's just an evaluation; you are not giving anything to the other person. Be straightforward, apologize and show that you've learned from it.

Step 1 Immediately tell the other person that you want to apologize

Step 2 Tell specific what happened, without any value judgements

Step 3 Tell the person what your intention or goal was

Step 4 Explain that the outcome is not good and that you take responsibility for it

Step 5 Apologize to all the parties negatively impacted by your actions. Whilst doing this, you can express how you feel about it.

Step 6 The other person may want to react by asking questions or wanting to forgive you already. Be grateful for that.

Step 7 Indicate how you will take responsibility into the future

This might seem like a complicated procedure, but it's easily applicable in practice. Here is an example:

Step 1

"I would like to apologize to you."

Step 2

"Two months ago, I took a decision to shift the production from site 2 to site 3. As a result, we are now unable to deliver enough articles from site 2."

Step 3

"The purpose of my decision was to prepare for an estimated increased demand for site 3 articles."

Step 4

"Unfortunately, that demand ended up being lower which means that our customer satisfaction is now under pressure. I feel responsible for that."

Step 5

"I am not happy at all about this, and I want to give you my sincere apologies."

Step 6

(If you stay silent after this, you'll most certainly get a reaction. If the other person accepts your apologies or forgives you, thank them for it).

Step 7

"What I've learned from this is that I should have checked with customers before I make such a decision. That's why I am going to talk to three customers about this in the next two months."

Communicating a decision

Communicating a decision is often seen as a conversation with bad news (even though a decision doesn't have to be bad news). You use this skill when your point of view or reality should be placed central in the conversation. It means that you simply explain what brought you to decide this. To avoid uncertainty, it is good to communicate your decision at the beginning of the conversation.

Step 1 Put the decision in context

Before you bring the news, it is important to get the other person's filter open for your information. Therefore, outline the context in which you want to decide something.

"I want to talk to you about your requested promotion."

Step 2 Take a decision

After you have given the context, you immediately communicate your decision, possibly preceded by a short introduction in which you show understanding for the receiving party.

"I have an unpleasant announcement. Your promotion will not take place this year."

Step 3 Give the reasons why

After telling the decision, share your motives for making this decision.

"You haven't shown enough progression in your results over the past year."

Step 4 Let the other person respond

The other person will react to your decision.

"What a joke, I'm one of the best here!"

Step 5 Show understanding

It is good to show your understanding by issuing a 'feeling receipt'.

"I can imagine you're disappointed."

Step 6 Repeat step 3 in a possible discussion

Make sure that no new arguments are put on the table, because that gives the other person the feeling that there are more things going on in the background.

Step 7 Make concrete agreements

Make an agreement (in line with your decision) and ask for commitment. It is recommended to have thought about this before communicating your decision.

"Shall we talk about your career planning in the next planning meeting early next year?"

Point of attention

Make sure you don't reverse steps 2 and 3, because then the decision looks more like an apology than a decision.

Negotiation – features

The skill of negotiation is so comprehensive that I will limit myself here to the two most important characteristics:

- 1 The distinction between content and relationship
- 2 The distinction between importance and point of view.

Content and relationship

Often a dilemma in a negotiation is that it seems that you must choose between a good relationship or a sharp negotiation result. These two things seem to bite each other and in practice that often happens. Fortunately, that doesn't have to be the case at all. It is possible to work on both a good relationship and getting a good result.

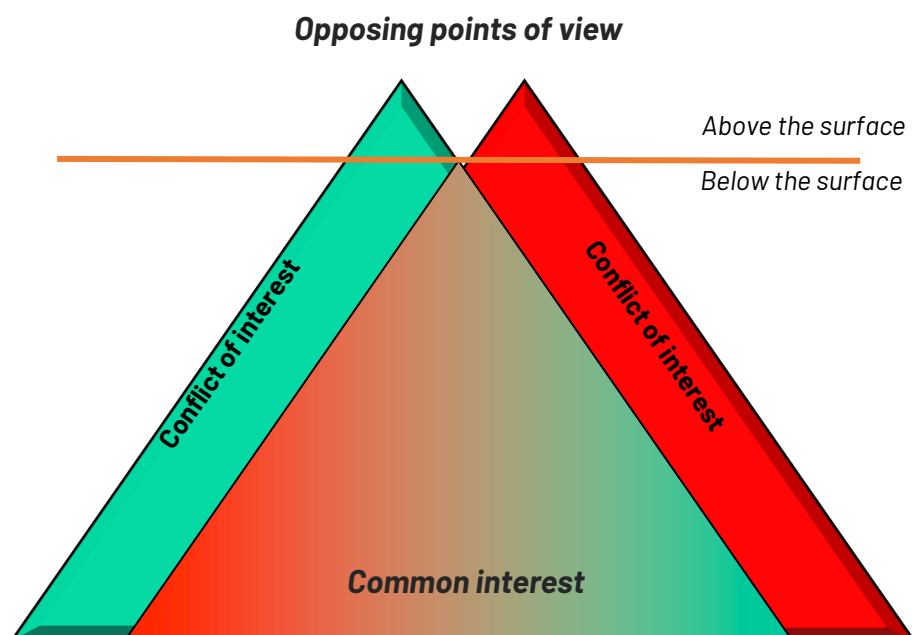
The first insight that you need is that in communication you are constantly working on both the relationship and the content. The only thing is that you probably aren't utilizing the difference between the two consciously during a negotiation. Which results that hard on the content will automatically be hard on the relationship and being soft on the relationship will be soft on the content. This isn't helpful. Try to stay soft in the relationship while you stay hard on the content.

Soft on the relationship

The relationship is mainly about how you and the other person get along. Before you start negotiating the content, you must first invest in the relationship. If the relationship comes under pressure during the negotiation, stop working on the content and agree on how you can improve the relationship again (for example, by taking a short break).

Hard on the content

Hard on the content means being business-like. Don't let the relationship affect the content. If the relationship is good enough, you can negotiate business-like on the content. Of course, it is important that the substantive issues are reasonable in nature. Precisely because you have invested in the relationship, you will see that all parties do their best to set reasonable demands.



Interest and point of view

In negotiation, there is a big difference between interests and positions/point of view. A position is an opinion or a desired outcome. Positions are often the things that are expressed the quickest. An interest is the reason why somebody takes a position and therefore this plays more in the background. Sometimes, parties are not aware of the interests at play. They are usually beneath the surface.

Negotiations often get stuck because the positions are too far across from each other. You completely disagree on the outcome. Most stranded negotiations can be smoothed if both parties are prepared to let go of their positions and look again at their interests (this is because there are often more overlapping interests than is usually assumed).



Authentiek
leiderschap

ontdek en leef je missie

Negotiation – conversation model

Step 1 Invest in the relationship

Make sure the other person is comfortable and talk about their personal fascination and what makes people tick. The content can come later.

Step 2 Examine the interests of the other person

Don't talk about their positions yet, but research what interests are at play with the other person. By asking further about the interests, you get a more in-depth conversation and show you're intrigued with your conversation partner.

Step 3 Give a receipt

Clearly indicate to the other person that you have understood which interests are on the other side.

Step 4 State your own interests

You also don't have to take a position yet, as that will only make it more difficult once you might have to take your position away again. Do be clear and direct about the interests you have.

Step 5 Request a receipt

Make sure the other person fully understands which interests you have. If this is not the case, repeat step 4 until they're understood.

Step 6 State which interests you have in common and which one's conflict with each other

You don't have to negotiate yet by taking away interests or demanding anything. You don't yield under pressure because you want to continue the good relationship, and so does the other person.

Step 7 Invite tot think out loud

Tell the other person you want to get to an outcome that both parties feel good about, a win-win situation. Brainstorm about the possible outcomes where you both feel like most interests are fulfilled.

Step 8 Give and receive

You are both doing your best to serve as many interests as possible. To do this, you sometimes must hand in something.

Step 9 Make concrete agreements

The negotiation results are made concrete. Make sure the other party is satisfied as well.

Step 10 Appreciate

Close the negotiation by stating that you really liked the conversation.

Points to consider

- Thorough preparation is crucial.
- Prioritise your interests.
- Decide what interest you never give away.
- Decide which interests you can exchange.
- Examine what interests the opposing party will have and prioritize them.
- Estimate which interests will never be given away and which could be exchanged.
- Research various win-win situations.
- Explore how to strengthen the relationship.