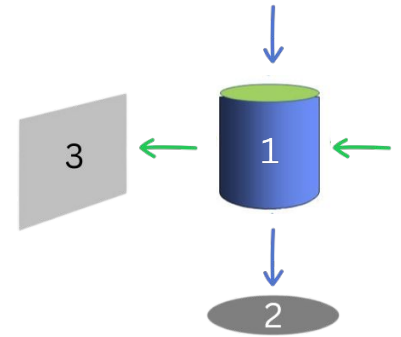


Negotiating via Communication

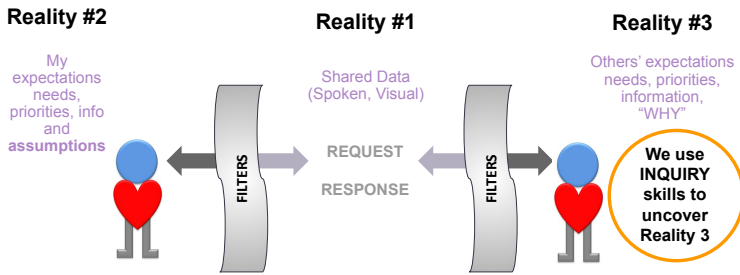
Big V Property Group
January 21, 2025

Filters and perspectives create

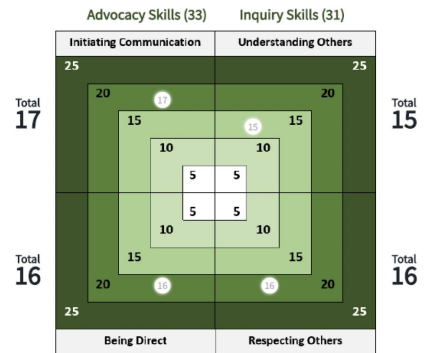
3 unique "Realities"



The 3 Realities in Communication



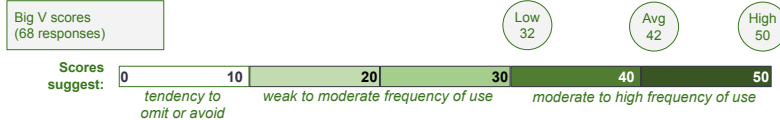
Advocacy/Inquiry Skill Inventory



Inquiry

Understanding others and Respecting others

- Discovering others' needs and priorities
- Moving toward joint problem solving
- Learning from others' ideas and feedback





One of the truest signs of maturity is the ability to disagree with someone while still remaining respectful.

Dave Willis

Respecting, Valuing Others

- Ways to enhance:**
- Focus on understanding, not evaluating
 - Set aside personal biases
 - Avoid harsh or offensive language
 - Demonstrate that you find value in others' ideas and approaches



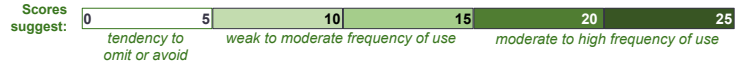
Where might a 1-2 point shift give you more range?

Big V scores (68 responses)

Low 14

Avg 21

High 25



“We all act in ways that are reasonable given our context and information.”

Unknown

Gateways to Respect

What if I chose ...

- ... to give this person the benefit of the doubt?
- ... to trust they have good intent and are trying to accomplish something valuable?
- ... to remain curious about what they're optimizing for?
- ... to ask myself — **“What would lead a reasonable person to take this action?”**

Understanding Others aka “Comprehension”

- Draw out others' thoughts, feelings, ideas
- **“Listen to Understand”**, not agree or evaluate
- Check accuracy of your assumptions, interpretations
- Seek and learn from feedback

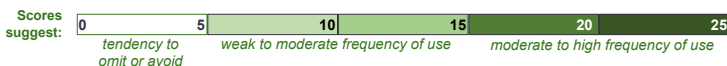


Big V scores (68 responses)

Low 15

Avg 21

High 25



publicdomainvectors.org

To enhance
Understanding

Uncover the “WHY” without asking “Why”

“Why did-do-didn’t-don’t you”
- implies criticism or judgment
- can feel like an interrogation
- creates defensiveness

Replace “Why” with “What”

Replace Why with What

To uncover values, motivations, priorities, feelings, perspectives ...

- What impact would that create?
- What’s been your experience in the past?
- What’s most important about that to you?
- What led to _____

Or

- Tell me more, I’m not following yet
- Hmm, that surprises me, help me understand
- Interesting, would you say more?

Any questions that drew you or others out in the “9 Whys” activity?



Form Working Trios

Join together with 2 other people it’s important that you form agreements with
You’ll do some work together today as a trio

Ideally, new agreements with your trio will help you
**Get New Tenants
Open & Paying Rent Faster**

Appreciative Interviews

In your working trios ...

Speakers: Each person take a turn sharing your Personal Object/Artifact

- What does it mean to you?
- What’s the connection to your work at Big V?

Listeners/Observer:

Focus on your personal goal:

- **Respect** (assume reasonableness...)
or
- **Understanding** (podcast interviewer)



Activity: Appreciative Interviews

Instructions

6 minutes total per round

- 2’ **Speaker:** Share about your object
- 3’ **Listener:** Reflect back 1 thing you heard that stood out
Ask appreciative questions to learn more
- Observer/Timekeeper:** Practice silently. What do you notice?
- 1’ Observer share what you noticed

After 6 mins, **Rotate roles**



Self Reflection

What was my level of **curiosity** towards each person / their story? (0-10)

What was my level of **respect** towards each person / their story? (0-10)

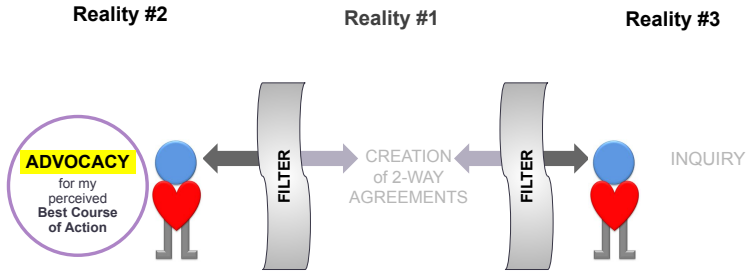
How did asking questions help me understand or respect the other person’s perspective?

What questions might I ask next time?

If you have questions about Inquiry, please write them on post-its and place on chart as you leave for break

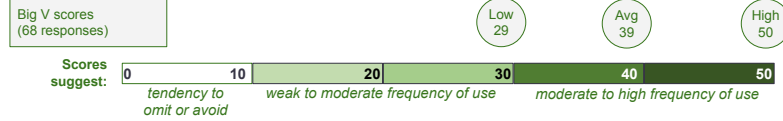


The 3 Realities in a Negotiation



Advocacy

- Seeking to:
- be understood
 - convey wants and needs
 - influence others
 - provide feedback



Advocacy - Initiating

Initiating

= the **ROLE WE TAKE** in setting pace and timing

- **starting** conversations
- sharing **context/thought process**

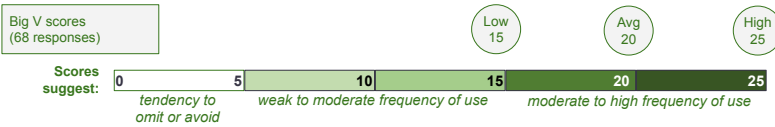


Think of 1 person you need or want to influence right now.

During the next 2 slides, reflect:

When I interact with this person:

- "What's my tendency?"
- "What could be helpful to try out?"



Initiating Communication - Lower scores

- Delays or blocks decisions
- Discourages 2-way dialogue
- Gives feedback if asked
- Follows others' efforts to communicate
- Waits for invitation or encouragement
- Waits until more clear



- Lower scores may tend to be
- comfortable waiting and responding
 - quiet, contained
 - slower paced, patient
 - happier **thinking** things through

Initiating Communication - Higher scores



- Higher scores tend to be
- comfortable making 1st contact
 - animated, faster paced, expressive
 - happier **talking** things through

- Drives learning
- Opens discussions on important issues
- Offers timely feedback
- Starts dialogue before reaching clarity
- Forces communication
- Pushes personal agenda
- Sends ill-timed messages



You're out of coffee pods at home

- You decide to **Initiate** communication
- What do you say to your partner or roommate to rectify the situation?
- You cannot get them yourself
- What words would naturally come out of your mouth to try and influence them to take action?

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"Negotiating via Communication"

Advocacy: Being Direct



Directness = STYLE

What was your coffee pod approach?

"Informing"

Describing, Sharing Information

Lower "Being Direct" scores may be more focused on:

- an inclusive process
- motivation
- input, generating involvement

* may be more **closed** to options than it sounds

"Directing"

Telling, Providing Structure, Giving Instruction

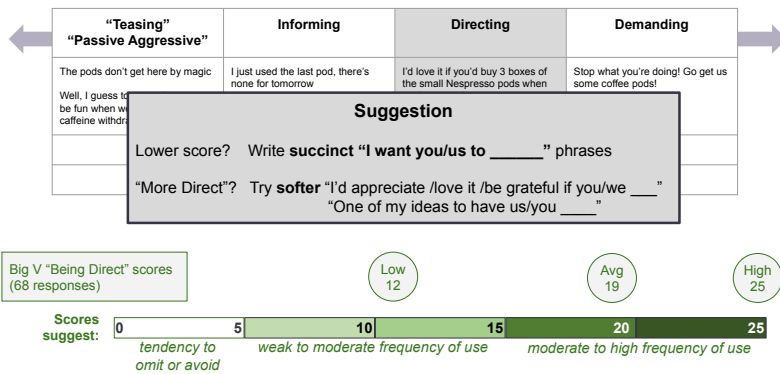
Higher scores may be more focused on:

- time, deadlines, accountability
- task
- being explicit

* may be more **open** to options than it sounds

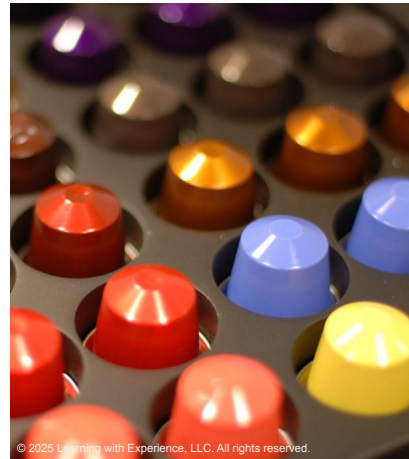
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Directing v Informing Statements

Working in pairs

Change the worksheet phrases to "demanding", "directing", "informing" or "passive aggressive"

Have some fun with it!

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"Negotiating via Communication"

Advocacy: Being Direct

Being direct also means disclosing **personal inner thoughts & feelings** to bring clarity, improve understanding, build respect.

Including feelings or values can reveal a more **compelling "Why"** to others



vs.



In the next exercise, try to include **feelings** or **values** in the "Because"

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"Negotiating via Communication"

Advocacy Practice

"Lightning Round"

In trios, take turns making 1 quick statement at a time.

Make as many statements as you can in 6 minutes

"I want _____ to _____"
(you, us) (desired behavior/action)

because _____"
(my "Why")

... Of ...

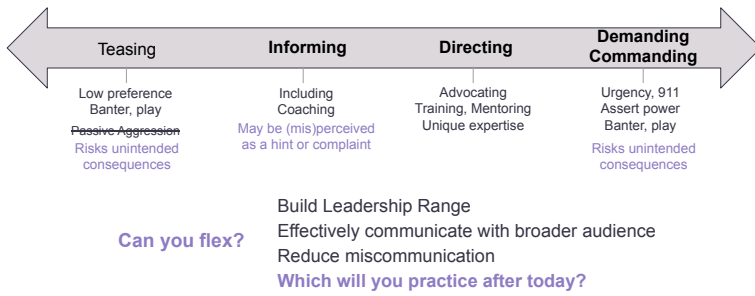
"I think _____ should _____"
(you, we) (desired action)

because _____"
(my "Why")

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"Negotiating via Communication"

Context Matters

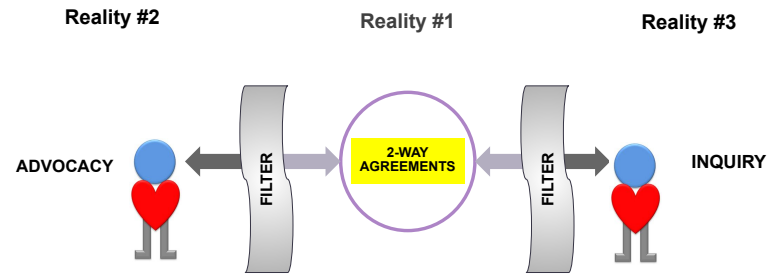


Risk of ... discouraging information sharing
 delaying discovery of problems
 creating "yes" over honesty
 lowering others' productivity, motivation
 harming influence power in negotiations

Tools enhance Inquiry and/or
 soften Directness



The 3 Realities in Negotiation



Let people speak. Let people disagree.

Communicate. Listen.

Have high respect.
 If not for your opponent,
 then for your own comportment
 and conduct as a good listener.

Bryant H McGill



1. Ask Permission



"Negotiating via Communication"

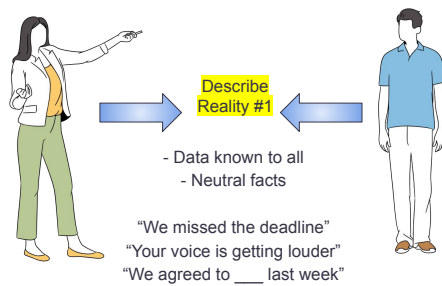
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1. Ask Permission
2. What is happening now?



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1. Ask Permission
2. What is happening now?
3. Advocacy
 - Desired action
 - The "Why"



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Informing statement
 What I see/know is _____
 +
Directing statement
 What I want is _____
 or
 I think it would be good if [you/we] did _____



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The WHY

The benefit, impact or importance to you, them, the company or the stakeholders

1. Ask Permission
2. What is happening now?
3. Advocacy
 - Desired action
 - The "Why"
4. Inquiry - Check in!



"Negotiating via Communication"

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| Less effective Asking "Why" Yes/No questions | More Effective Asking "What" Questions that explore |
|---|--|
| Do you understand? Do you agree? | What are your thoughts/ideas about my suggestion? |
| Why didn't it happen last time? | What part could I play in making this happen? |

additional questions on handout

Replace "Why" with "What"
Employ curiosity

1. Ask Permission
2. What is happening now?
3. Advocacy
 - Desired action
 - The "Why"
4. Inquiry - Check in!
5. Keep it going
 - Proposal, Counterproposal
 - Appreciative Questions



1. Ask Permission
2. What is happening now?
3. Advocacy
 - Desired action + The "Why"
4. Inquiry - Check in!
5. Keep it going
 - Proposal, Counterproposal
 - Appreciative Questions
6. Document any Agreements!



Try to complete 2 Rounds, using
2 Negotiators + 1 Observer/Coach

Encourage more reluctant members to
take the turn they need

In the Coach role:
- help them include all the steps
- give them Feedback
(= practicing an Advocacy skill)



Complete the 3rd round another day

to begin is to make progress



WELL DONE
Congratulations
for your hard work

