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Effective Communication

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Overview

1. Role of self esteem
2. Importance of relationships and trust
3. Identifying positions and interests
4. Key psychological and behavioural economic considerations for constructive conversations
5. Ways to encourage constructive dialogue
6. Preparing for and having a challenging conversation
7. Recap and questions

1. Role of self esteem

Self esteem

- Self esteem
- Need to have positive perception of ourselves
- Need approval of others
- Conflict can cause humiliation, hostility, shame and undermine trust
- Fear disapproval
- Need to be respected, to be heard and to be treated fairly
- Erosion of self esteem is a highly influential factor in creating and overcoming conflict



"I'm having esteem issues. I don't think enough people hold me in high esteem."

2. Importance of relationships and trust

Importance of relationships and trust

- More likely to agree with people we like and who we think are similar
- Show that you understand 'world view' and share common ground
- Invest time building rapport and Social Capital
- Actively listen to what matters to your Headteacher and show that you have heard
- Show that you can be trusted, relied upon and that you care
- These are the foundations that will prepare you well for potentially challenging conversations

**"Trust is built
one marble at
a time."**

Brene Brown



3. Identifying positions and interests

Positional vs interests based negotiation

Positional negotiation

- Each side takes its best position on what it demands or offers
- Period of justification follows
- Parties haggle
- Concessions are exchanged

Interests based negotiation

- Focuses on interests and needs not wants
- Co-operative approach to problem solving



What are positions and interests?

- The Iceberg.....



4. Key psychological and behavioural economic considerations for constructive conversations

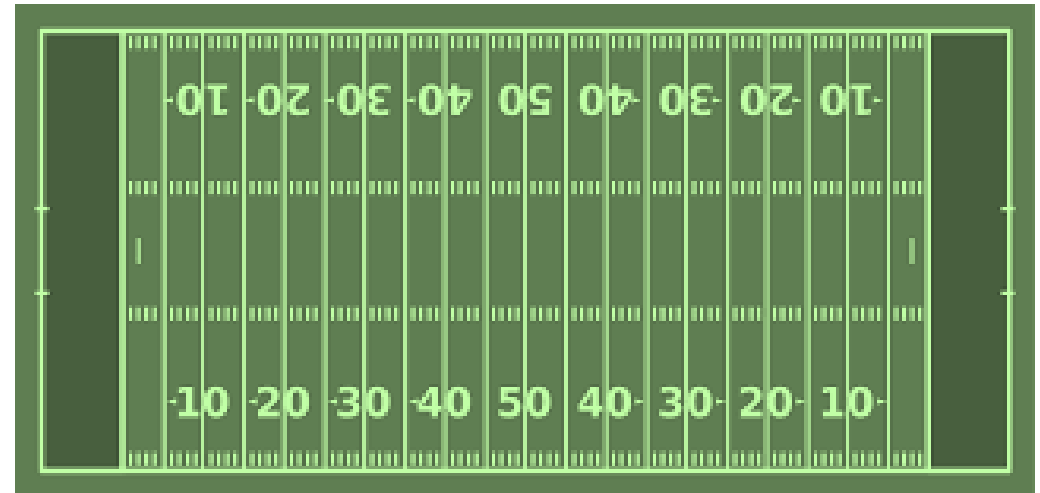
Key psychological and behavioural economic considerations

- Reactance
 - allow for agency;
 - re-establish autonomy; and
 - enable them to persuade themselves.
- Endowment effect and loss aversion
 - understand needs to determine whether a particular proposal will be perceived as a loss or a gain; and
 - try to surface the cost of inaction.



Key psychological and behavioural economic considerations continued...

- Confirmation bias, zones of acceptance and regions of rejection
 - incremental progress;
 - identify an advocate;
 - active listening and engagement.



5. Ways to encourage constructive dialogue

Ways to encourage constructive dialogue

- Be curious
- Don't be afraid of 'No'
- Use non-violent communication
- Frame discussion as a joint endeavor
- Start from where they are, not where you are
- Consider why they are behaving 'irrationally'
- Unearth deal-killing issues
- Consider whether someone has had an Amygdala Hijack
- Remember the importance of helping them to save face



6. Preparing for and having a challenging conversation

Preparing for and having a challenging conversation

- Think about the issue you want to address.
- Establish why you think its important. Gather any relevant information. Make any necessary preparatory notes, including suggestions and proposals.
- Knowing the Headteacher, think about whether your views will be completely aligned. If not, what do you think the differences might be and why?
- Consider how you can frame the conversation in such a way that the Headteacher is engaged and cares about the issue you want to address.
- Arrange a time to speak and to the extent possible explain why you want to discuss the issue in a non-accusatory way.
- Avoiding creating unnecessary stress around meetings by providing too little information in advance.
- Focus in the meeting on the issue, why you think it matters, what the impact of the current situation is and what you are proposing needs to change. Do not accuse anyone of anything as it will just encourage defensiveness.
- Engage in a discussion about the issue focusing on interests and needs not definitive positions.
- Attempt to ensure it is a co-operative approach to problem solving.

7. Recap and questions

Recap and questions

- Today we have covered:
 - Role of self esteem
 - Importance of relationships and trust
 - Identifying positions and interests
 - Key psychological and behavioural economic considerations for constructive conversations
 - Ways to encourage constructive dialogue
 - Preparing for and having a challenging conversation
- Any Questions?



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