

Putting Soft Skills to Work

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Enchantment Chapter

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Introduction

Where are we headed and how will we get there?

Agenda

- “Requirements”
- Skill – listening
- Skill – persuasion
- Skill – conflict management
- Skill – negotiation
- Skill – collaboration and problem-solving
- Resources

Systems thinking

Events emerge from

Events

VISIBLE

Patterns, which are produced by

Pattern

HIDDEN

Structures, which come from

Structure

Mental model(s)

Model(s)

“As to methods; there may be a million and then some, but principles are few. The man who grasps principles can successfully select his own methods. The man who tries methods, ignoring principles, is sure to have trouble.”

— RALPH WALDO EMERSON

Why principles? I want applications!

Application Thinking



Principle Thinking



“Big innovation most often happens when an outsider who may be far away from the surface of the problem reframes the problem in a way that unlocks the solution.”

Karim Lakhani, Laboratory for Innovative Science, Harvard



Requirements (Expectations)

Where are we headed?

Requirements in our setting

- The team is ongoing – so these skills must promote, leverage, and preserve relationships
- We are engaged in solution-seeking – so the skills should take advantage of the resources, individual and collective – that are present in the team
- We want to draw from the largest possible pool of ideas so we want rich collaboration with maximum participation
- We want change – that requires innovation – that comes with conflict, so we seek to manage conflict in healthy ways

Implications

- Everything we do must be genuine and as fair as possible- no tricks or manipulations
- We seek to understand and THEN to be understood
- Negotiation and problem solving are tools for managing competing ideas
- Conflict is to be managed for good, not avoided or suppressed
- Communication is the foundation that makes persuasion, conflict management, negotiation and collaborative problem solving possible
- Adopt a solution-seeking mindset (it is not a competition)



Listening

Seek first to understand . . .



Importance of listening

- Foundational skill
 - Negotiation
 - Problem solving
 - Conflict management



“We see the world not as it is, but as we are.”

– Anaïs Nin

“Do not listen with the intent to reply. But listen with the intent to understand.”

– Stephen R. Covey

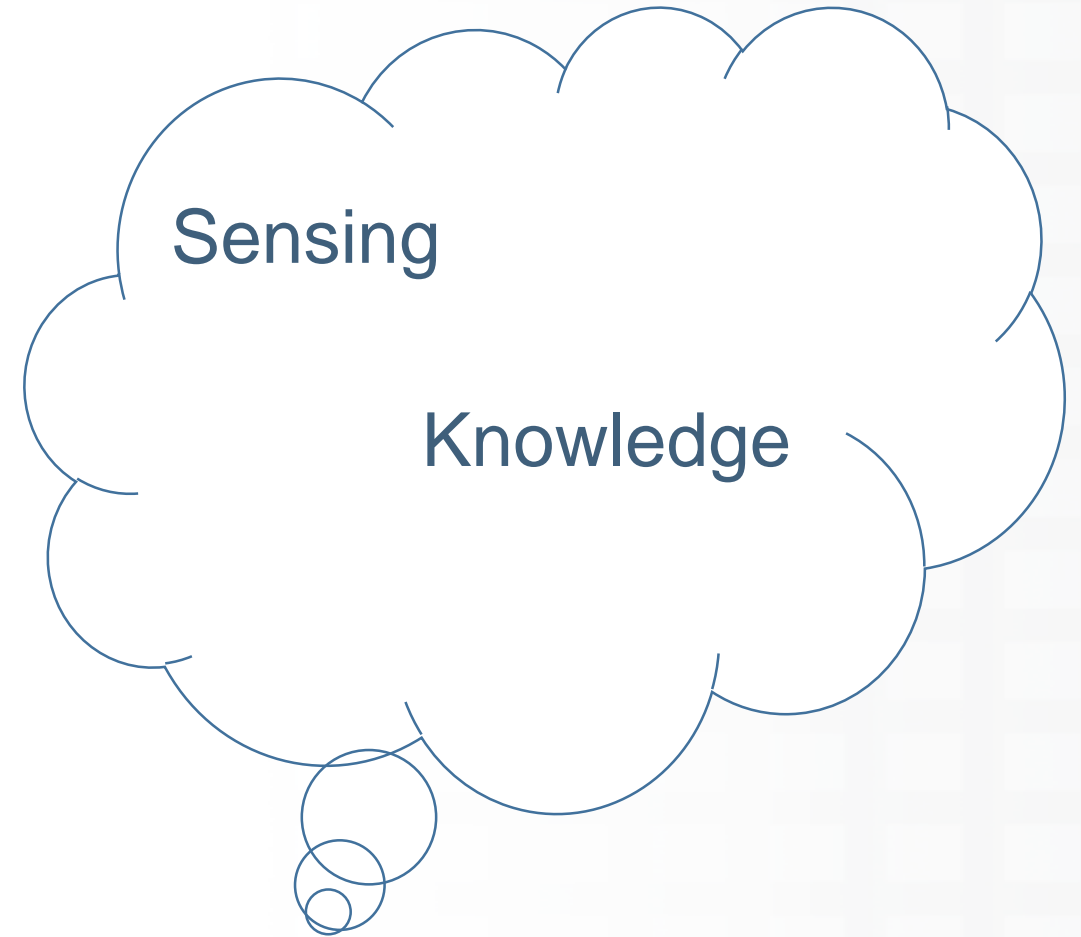
The job of listening . . .



Hearing



Seeing



. . . capture meaning

Communication Channels

- Words
 - Denotation- direct, stated meaning
 - Connotation- suggested meaning
 - Inflection
- Nonverbal
 - Facial expression
 - Body language
- Technology



Listen with ATTENTION!

“When people talk, listen completely. Most people never listen.” Ernest Hemingway

- Silence your inner dialogue
 - Make eye contact
 - Use their name
- Project a friendly expression
 - Signal that you are listening
- Be aware of YOUR nonverbals
 - Don't interrupt
 - Listen for content
- Watch all channels- pay attention to the nonverbal



Cautions

- Don't fear (or fill) the silences
 - Let others gather their thoughts
 - Listen is an anagram of silent
- Don't steer the conversation with your Q's
 - Your conclusions may misdirect the conversation
- Don't be judgmental
 - This discourages open, frank disclosure
- Don't offer advice (unasked)
 - You are seeking to UNDERSTAND



“The greatest problem with communication is we don’t listen to understand. We listen to reply. When we listen with curiosity, we don’t listen with the intent to reply. We listen for what’s behind the words.”

Roy T. Bennett, *The Light in the Heart*



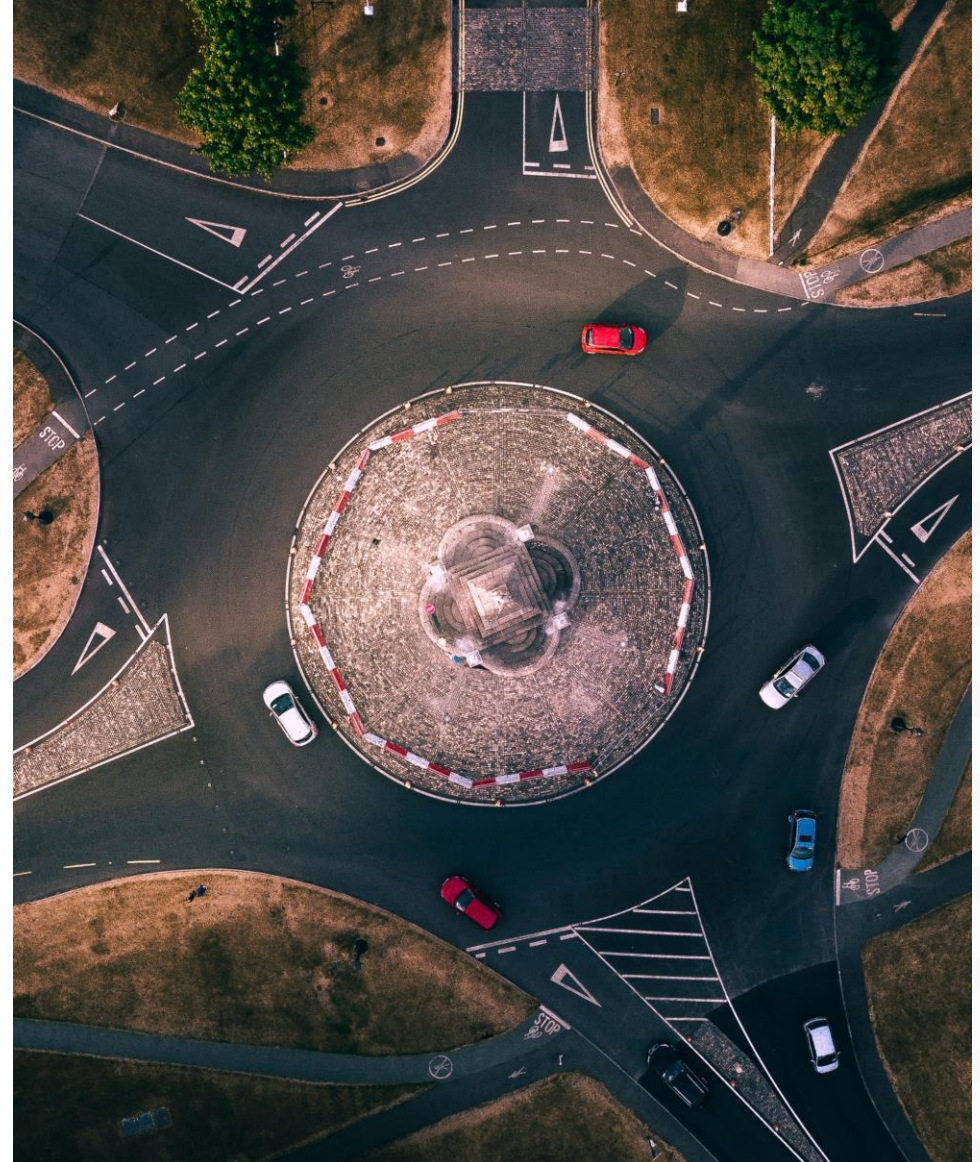
Persuasion

Subtitle



Purpose of persuasion = change

- Why do you try to persuade someone?
- Because you want them to change
- Change in behavior
- Change their mind



Sustainable change

Events emerge from

Events

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Mental model(s)

Model(s)

Sustainability

Now



Nearly permanent

“The image of where you are going has to be more dominant than the image of where you are.”

Esther Hicks

“If you assume that there is no hope, you guarantee that there will be no hope. If you assume that there is an instinct for freedom, that there are opportunities to change things, then there is a possibility that you can contribute to making a better world.”

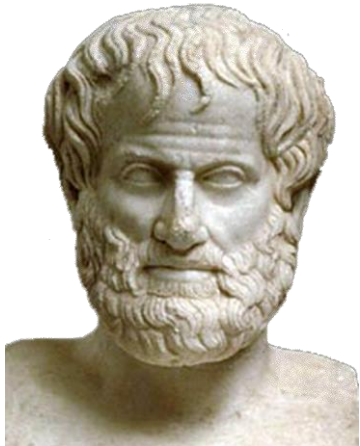
Noam Chomsky

“It is difficult to get a man to understand something, when his salary depends on his not understanding it.”

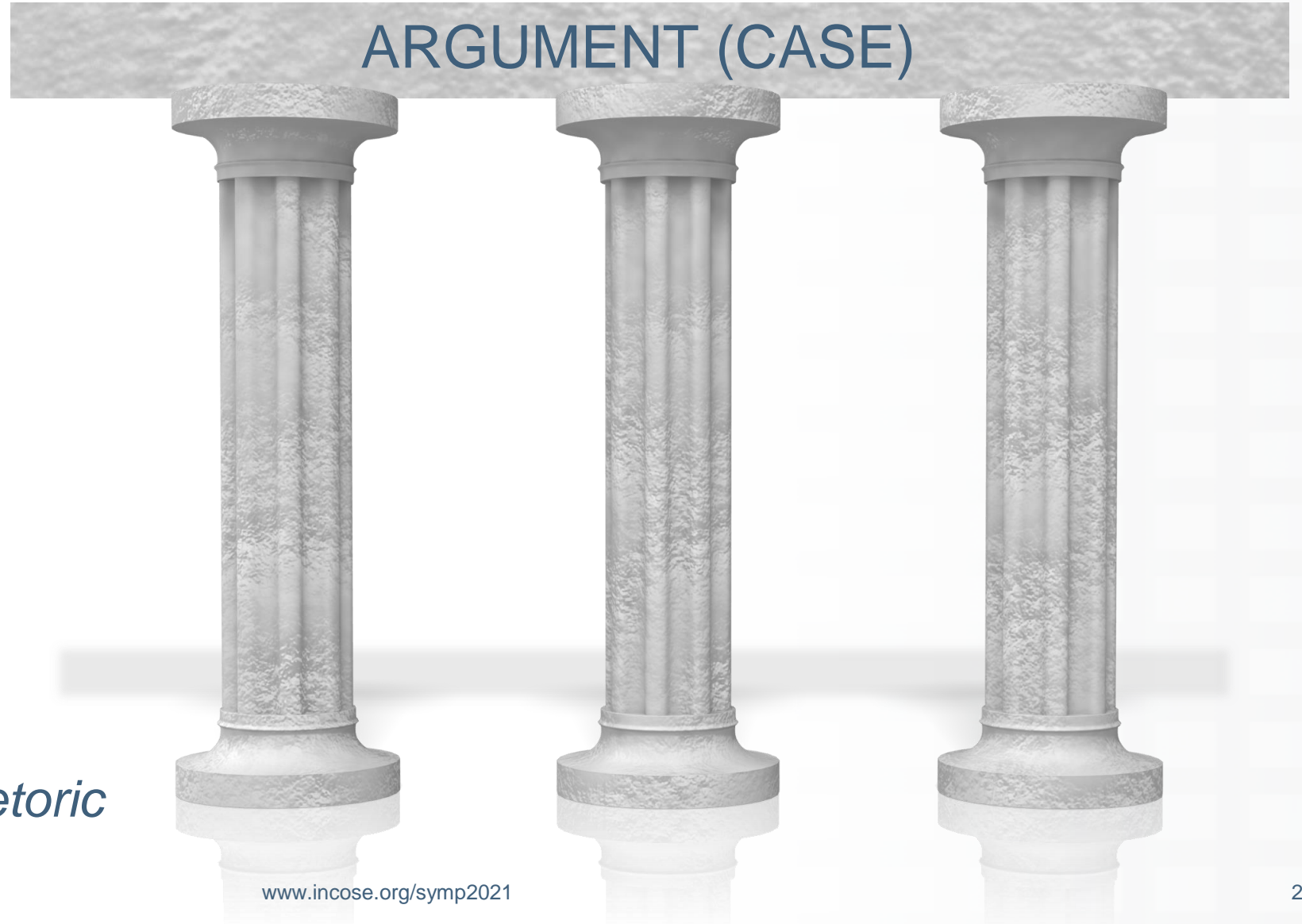
Upton Sinclair

The 3 pillars

- Ethos
- Logos
- Pathos

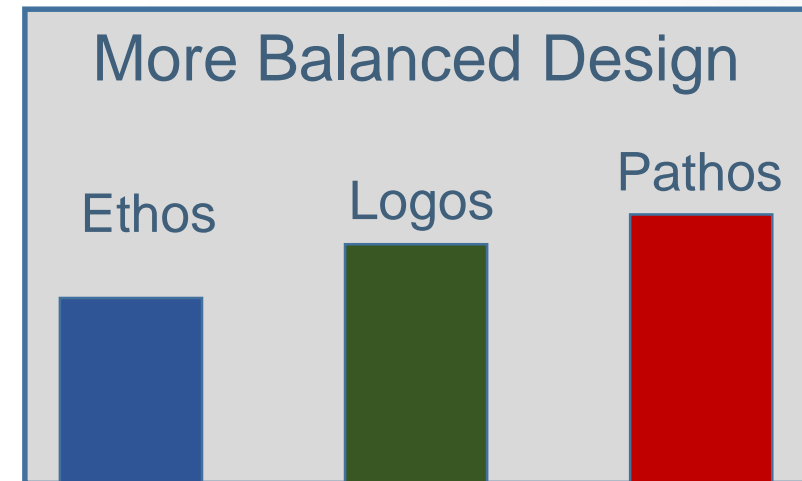
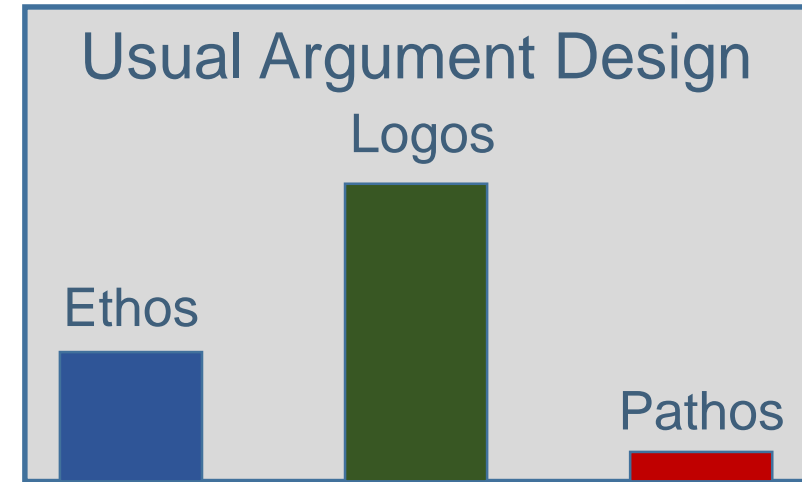
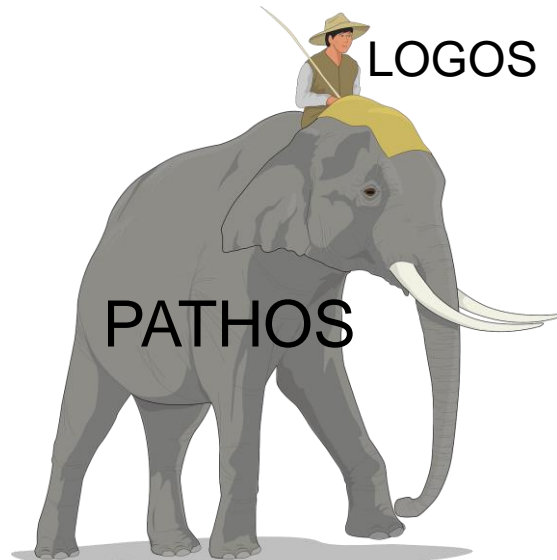


Aristotle, 3 Pillars of Rhetoric



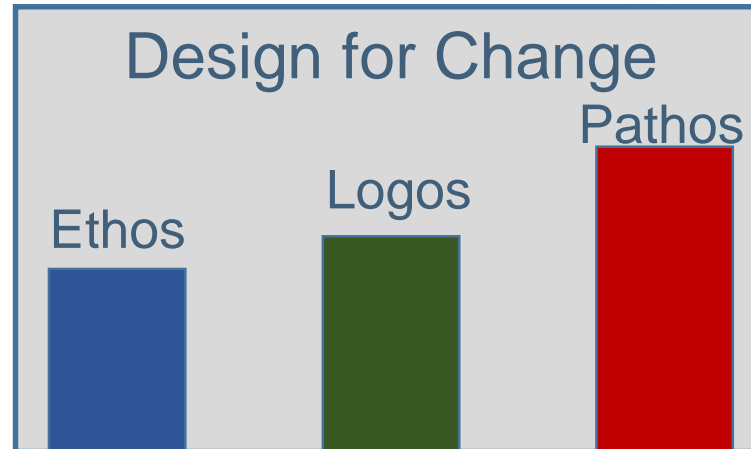
Aristotle's Rhetoric (argument)

- 3 pillars
 - Ethos- credentials
 - Logos- logical argument
 - Pathos- emotional argument

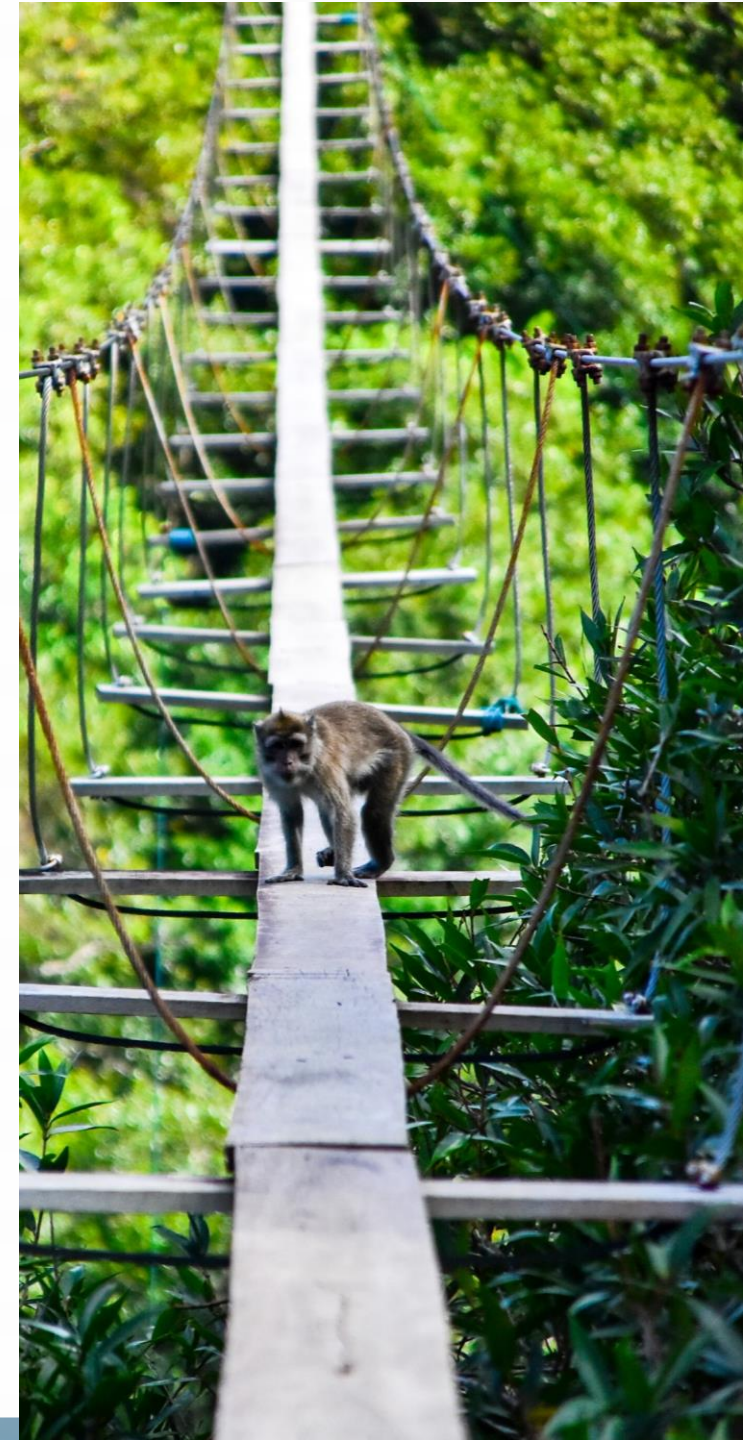


The Challenge of Change

- “Meet them where they are and take them as far as you can.” Adult Ed motto
- Emotional change equation
 - [benefits of change] + [cost of staying put] > [cost of changing]
- Trust (ethos)
- Courage (pathos)
- Rationale (logos)



“One does not discover new lands without consenting to lose sight of the shore for a long time.” Andre Gide





Conflict

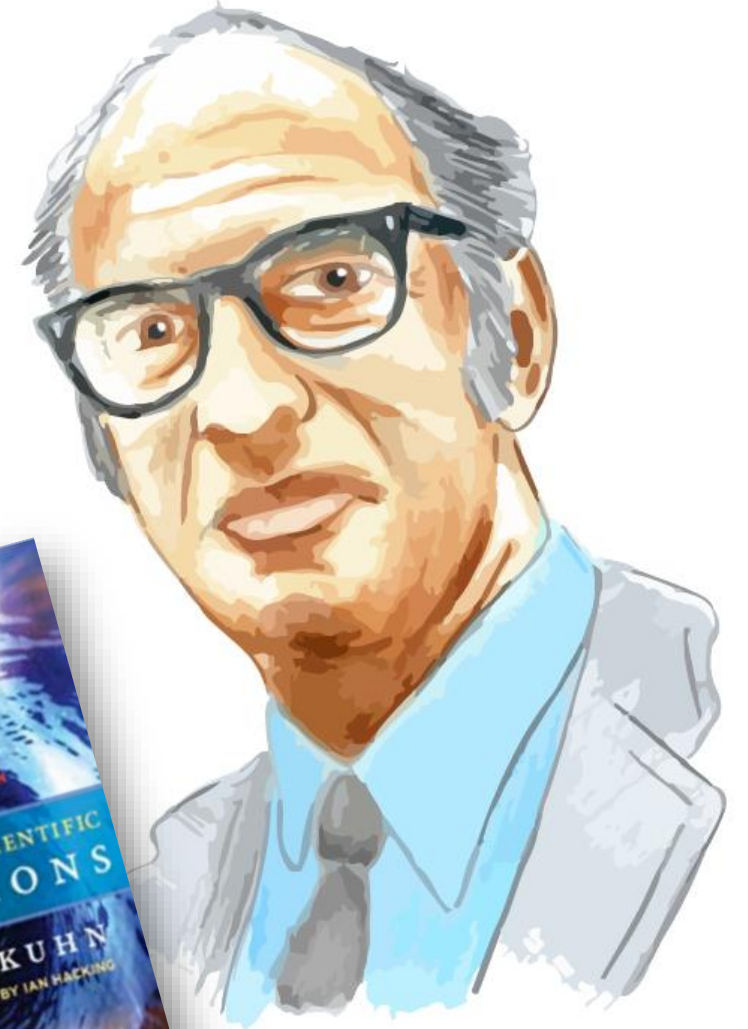
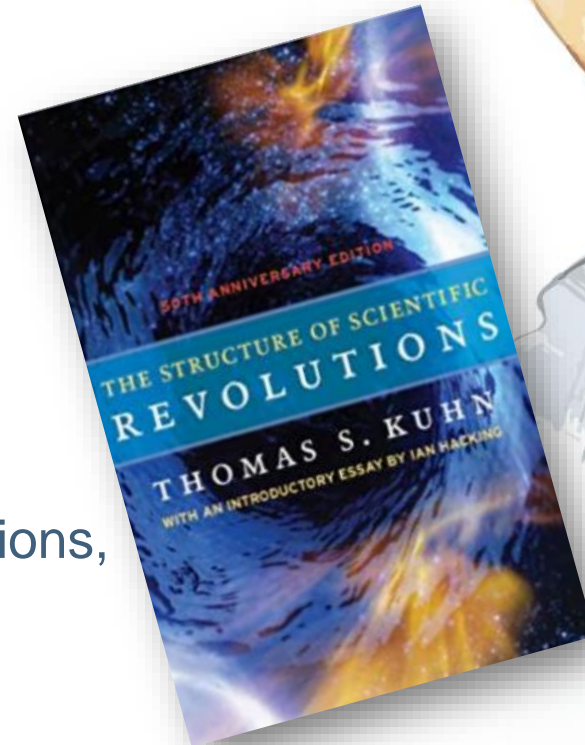


What is conflict?



Conflict is your friend!

- How can that be?
- Driving innovation
 - Innovation implies change
 - Change breeds conflict
- Harness (healthy) conflict to reverse this
 - Conflict brings change
 - Change breeds innovation (and vice versa)
- Thomas Kuhn
 - The Structure of Scientific Revolutions
 - Paradigms
 - Aristotle on motion, Ptolemy on planetary positions,
 - Shift- Copernicus



Kuhn's theory – Normal v. Revolution

Normal

Truth

Hypothesis 1.0 Question Test

Hypothesis 2.0 Question Test

Revolution

New Hypothesis Question

Incommensurability

← Conflict

Hypothesis 3.0 Question

“The answers you get depend on the questions you ask.” Thomas Kuhn

How does conflict help?



Paradigm

- Opens the container
- Allows new questions, methods and tests
- Makes new answers possible
- Allows innovation to advance knowledge

“In science novelty emerges only with difficulty, manifested by resistance, against a background provided by expectation.”

Thomas S. Kuhn

Hints and Tips

- Manage conflict DON'T resolve it
- Keep conflict about ideas NOT people
 - Caveat: Many (most) people view their ideas as if they were their children
- Seek to understand
- **USE YOUR LISTENING SKILLS**
- Seek consensus NOT compromise
- Ask:
 - What value do you put on the result?
 - What value do you put on the relationship?



Negotiation



Setting the scene



Trial, Mediation, Arbitration
Formal rules
Adjudicator

Crisis
Time critical
Transient



Informal
Need for structure
Relationships

Setting

- No process, no rules
- Unknowns – Who is who? Where does power lie?
- Group dynamics



Principles

- Seek first to understand
 - Listening
 - Questions
- Seek to help
 - Define the difficulty/problem
- No winning – no tricks!
- Understand the psychology
 - Where are the concerns
 - Positions v. interests

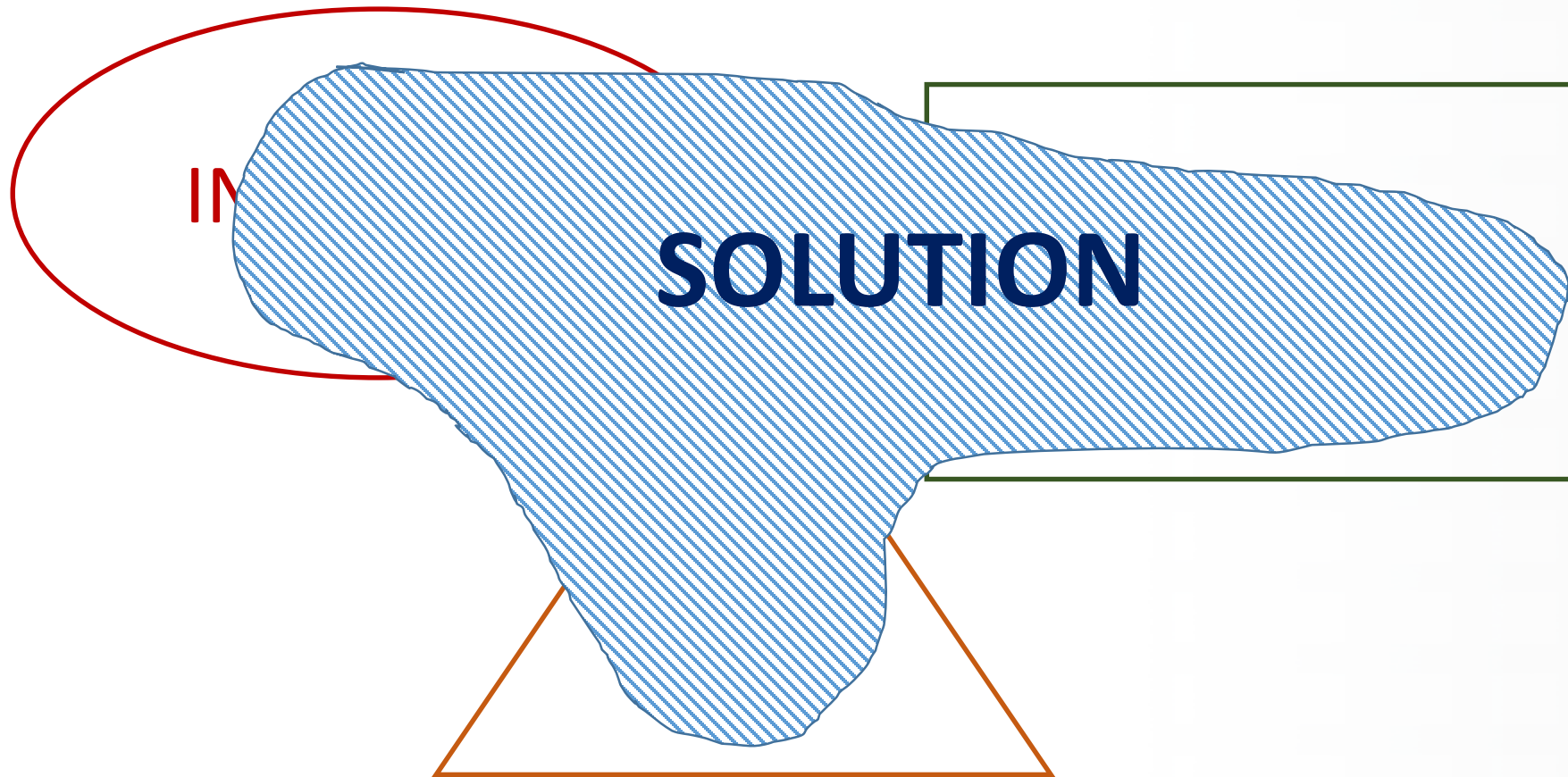
What is Interest-Based Problem Solving (IBPS)?

INTERESTS



POSITION

What is Interest-Based Problem Solving (IBPS)?





Collaboration & Problem-solving



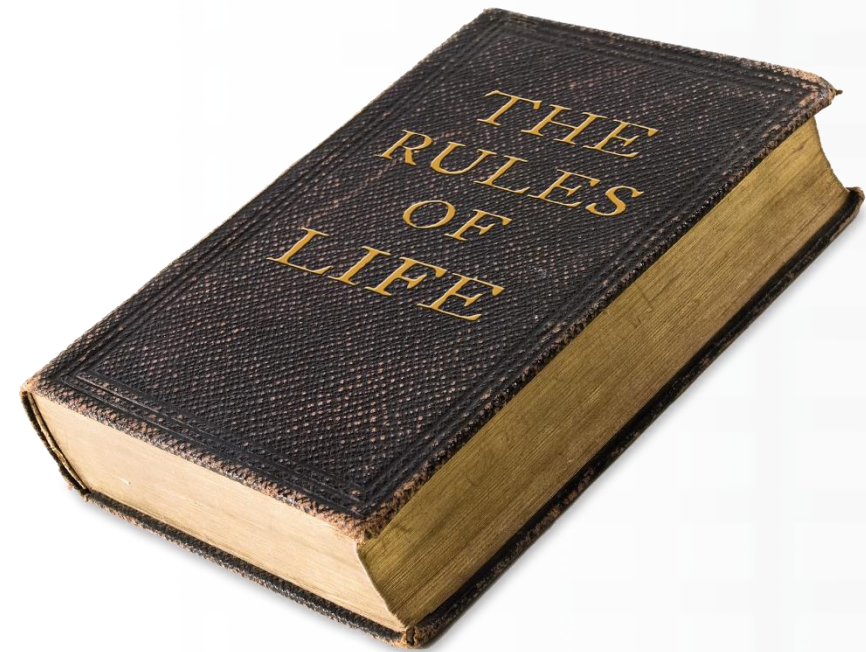
Define the Issue(s)



- Draft a problem statement
 - This deserves time
 - The better it is, the easier the process
- Describe the process
- Define success- maximize the interests covered

Rules of Engagement

- PREPARE!
 - Where are you in relation to the group? Inside? Outside?
 - What are your interests? NOT your position!
- Build trust
- Use active listening
- Focus on the issue, not personalities
- Focus on interests, not positions
- Make the process transparent
 - Get agreement on process/standards for choosing
 - Relatively easy
 - Pays off in the long run- avoids a contest of wills
- Share information fully and early
- Consider as many options as possible
- Build consensus around a solution



Process

- Decide what constitutes success
 - Hint: satisfying the greatest number of / most important interests
- Brainstorm criteria – make a list – consider IBPS (maximize interest coverage)
- Down-select list to 3-5 using “dotmocracy” to decide importance
 - Color equals value (blue = 5, yellow = 3, red = 1)
 - Each person gets 5 dots to distribute
- Brainstorm solution alternatives – make a list
- Down-select list to 3-7 using “dotmocracy” to decide importance
 - Color equals value (blue = 5, yellow = 3, red = 1)
 - Each person gets 5 dots to distribute

Excursus- Full Analytical Criteria Method (FACM)

	Criterion 1	Criterion 2	Criterion 3	Criterion 4	Criterion 5	Row Totals	Criteria Weights
Criterion 1	X					RT1	RT1/GT
Criterion 2		X				RT2	RT2/GT
Criterion 3			X			RT3	RT3/GT
Criterion 4				X		RT4	RT4/GT
Criterion 5					X	RT5	RT5/GT
Grand Total (GT= Σ RTs)						GT	

“The ROW is ____ to the decision than the COLUMN”

Much More Important = 10
 More important = 5
 Of Equal Importance = 1
 Less Important = .2
 Much Less Important = .1

CRITERIA WEIGHTING

	Alternative 1	Alternative 2	Alternative 3	Alternative 4	Alternative 5	Performance Score
Alternative 1	X					RT1
Alternative 2		X				RT2
Alternative 3			X			RT3
Alternative 4				X		RT4
Alternative 5					X	RT5

“With respect to (CRITERION) the ROW performs ____ the COLUMN”

Much Better Than= 10
 Better Than = 5
 Equally Well = 1
 Worse Than = .2
 Much Worse Than = .1

COMPARISON BY (Criterion)

A “scientific” approach

But . . .

The real value is in the discussion!

	C1			C2			C3			C4			C5			FINAL
	PS	W	S	PS	W	S	PS	W	S	PS	W	S	PS	W	S	
ALT 1																
ALT 2																
ALT 3																
ALT 4																
ALT 5																

FINAL SCORING

Resources

- David Epstein, *Range*
- Chip and Dan Heath, *Switch: How to Change Things When Change Is Hard*
- Jonathan Haidt, *The Happiness Hypothesis*
- Keith Parsons, *It All Started With Copernicus*
- Thomas Kuhn, *The Structure of Scientific Revolutions*
- Chris Voss, *Never Split the Difference*
- John H. Miller, *A Crude Look at the Whole*
- Russell Ackoff, From Mechanistic to Systemic Thinking (<https://www.youtube.com/watch?v=yGN5DBpW93g>)
- Collaborative Interest Based Problem Solving (<https://bit.ly/3B5j0nu>)
- Listening blog series, Zane Scott, Systems-Wise.com
Pt 1 <https://bit.ly/3ktWKxA> , Pt 2 <https://bit.ly/3ktWKxA> , Pt 3 <https://bit.ly/3en8pdY>

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