

# Persuasion & Negotiation



**skills**

## Medical Appraisers Annual Conference

John McKinlay BA MBA LLM

**70**  
YEARS  
#nhsscot70

# Persuasion



“If you would persuade, you must appeal to interest rather than intellect.”

Benjamin Franklin

# How do you persuade someone?



Provide your top 3 tips

# First Impression



See

=100%

Know

1. Body language
2. Voice
3. Words.

**What are the key steps to delivering a persuasive message?**



# Six Steps to Persuasion

1. Objective
2. Audience
3. Proposal
4. How it works
5. Benefits
6. Next Step.

**Benefits**

## **Classical Approach**

1. Introduction
2. Facts
3. Proof
4. Refute
5. Conclude

## **Five Phase Structure**

1. Rapport
2. Background Information
3. Problem Identification
4. Implications
5. Benefits

## Step 5: Benefits

The new equipment will allow the unit to detect a number of kidney ailments.

So what?

Faster.

So what?

Earlier.

So what?

So we can treat them before it becomes serious.

So what?

Which will save £100,000 a year and help us meet one of the HEAT targets.

**Bingo!**

# Persuasion Techniques

## 1. Liking



Similarity

Praise



## 2. Social Proof

Feeling part of a group



To help conserve resources, save energy and reduce the amount of detergent related pollutants released into the environment, we would ask hotel guests to reuse their towels

Thank you

The **majority of our guests** re-use their towels thereby contributing to the reduction of CO2 emissions into the environment. Please reuse your towels.

Thank you

26%

The **majority of our guests using this room** re-use their towels thereby contributing to the reduction of CO2 emissions into the environment. Please reuse your towels.

Thank you

33%

# 3. Choice



3%

30%



## 4. Loss Language

*"You could save £200 per year if you insulate your home."*

*"You could **lose** £200 per year if you don't insulate your home."*

# 5. The 'Yes' principle

£200,000



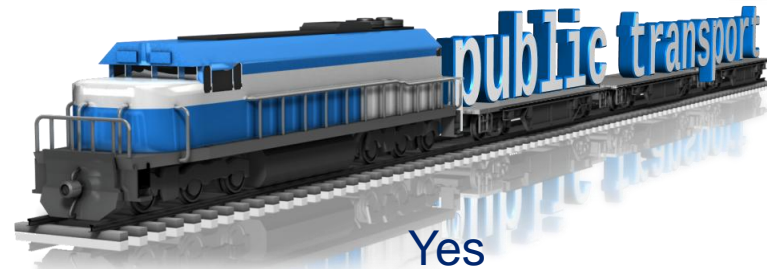
£218,000



Yes



Yes



Yes

# What have we learned?

1. It starts with you.
2. Focus on the benefits to them.
3. Use as many persuasive techniques as possible





John McKinlay BA MBA LLM

# Negotiation



*“A kind word goes far, a kind word and a gun goes even further”*

Al Capone

Scottish Medical Appraiser's Conference

John McKinlay BA MBA LLM

# Where does the best deal/agreement come from?

*“A kind word goes far, a kind word and a gun goes even further”*  
*Al Capone*

1. gun                      Competitive / adversarial
2. kind word              Cooperative / collaborative

# Negotiate over

1. Time and location
2. Agenda
3. Proposed learning plan
4. Nature & extent of further development
5. Interpretation of data

**Why do we negotiate?**

**We need each other.**



# How do you negotiate?

- **Co-operative**
- **Competitive**





**Red / Blue card game**

# BLUE and RED Card Game

## RULES:

- Each player is given a number of red & blue card
- Each player then chooses to play either a blue or red card. These are revealed simultaneously.
- Each player is awarded a score according to the combination of cards revealed.

**BLUE - BLUE = +4 POINTS EACH**

**RED - RED = - 4 POINTS EACH**

**RED - BLUE = RED WINS 8 POINTS**

**BLUE LOSES 8 POINTS**

**OBJECTIVE - TO MAXIMISE YOUR POSITIVE SCORES**



**PLAYER B**

**BLUE**

**RED**

**BLUE**

Win - Win  
(Both win)

Lose - Win  
(A loses, B wins)

**PLAYER A**

**RED**

Win - Lose  
(A wins, B loses)

Lose - Lose  
(Both lose)

	<b>BLUE</b>	<b>RED</b>
<b>BLUE</b>	Win - Win (Both win)	Lose - Win (A loses, B wins)
<b>RED</b>	Win - Lose (A wins, B loses)	Lose - Lose (Both lose)

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**OBJECTIVE - TO MAXIMISE YOUR POSITIVE SCORES**

**Negotiation is not about**



# Positional negotiations

- I want
- I need
- I must have



- I want
- I need
- I must have

## Potential outcomes:

- One party wins at the other's expense
- Both parties walk away

# Scenario

## Positions:

- The unit wants an additional £20,000 to purchase a piece of equipment.
- The organisation says it can't afford it.

What are you going to do?



# Scenario

## Positions:

- The unit wants an additional £20,000 to purchase a piece of equipment.
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## What are you going to do?

### Organisation

- Reach an impasse
- Impose
- Rob Peter to pay Paul

### Unit

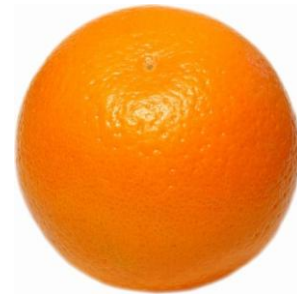
- Reach an impasse
- Capitulate / resist
- Reduce their demand – i.e. 2<sup>nd</sup> hand

What are you going to do?

Ask question/s

*“Judge a man by his questions, rather than his answers”*

*Voltaire*



# Scenario

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Organisation

Unit

**Interests**



# Scenario

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## What are you going to do?

### Organisation

- If we make an exception, we will have to make more exception
- Govt is about to cut our budget

### Unit

- Current equipment breaks down
- Maintenance costs average £3,000 p.a.
- Causes patient appointments to be cancelled - not meet our target

## Solution

## Creative thinking:

Bismarck, the nineteenth century, German Chancellor and ex-army officer challenged Rudolf Virchow (the German pathologist and liberal politician) to a duel.

As the challenged party Virchow (who was not a duellist) had the choice of weapons. Tradition decreed that Bismarck would then select one of the weapons, the other being taken up by Virchow.

Putting yourself in Virchow's position, **what would you do?**

**Play to your strengths**

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## Hire Purchase

# What have we learned?

1. Negotiation is not about winning or losing - reaching agreement.
2. Interests and not positions.
3. Asking question



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This resource may be made available, in full or summary form, in alternative formats and community languages.  
Please contact us on **0131 656 3200** or email **altformats@nes.scot.nhs.uk** to discuss how  
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