



Business Consulting Services

The Human Side of Process Improvement

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Why We Are Here

“It must be concluded that there is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things”

- Machiavelli

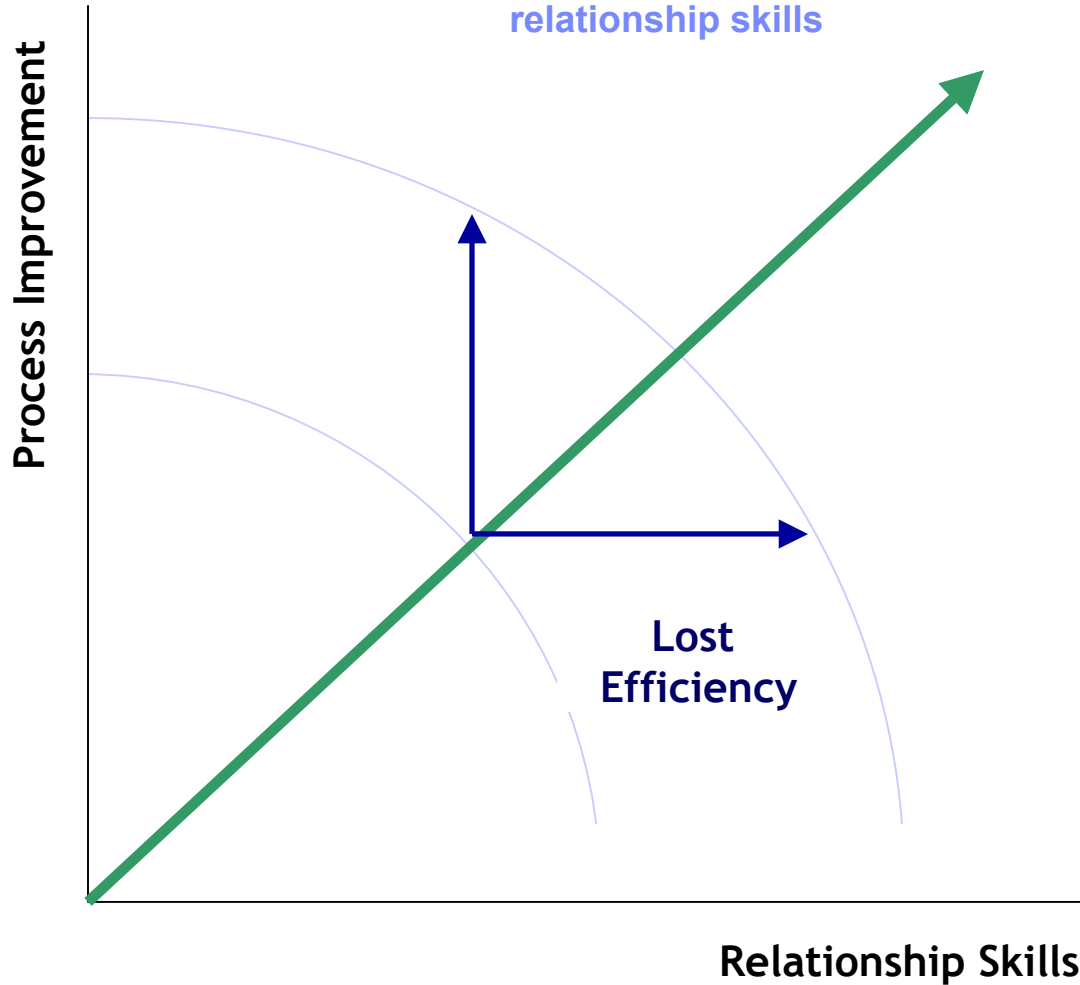


“The technical problems are the easy problems.”

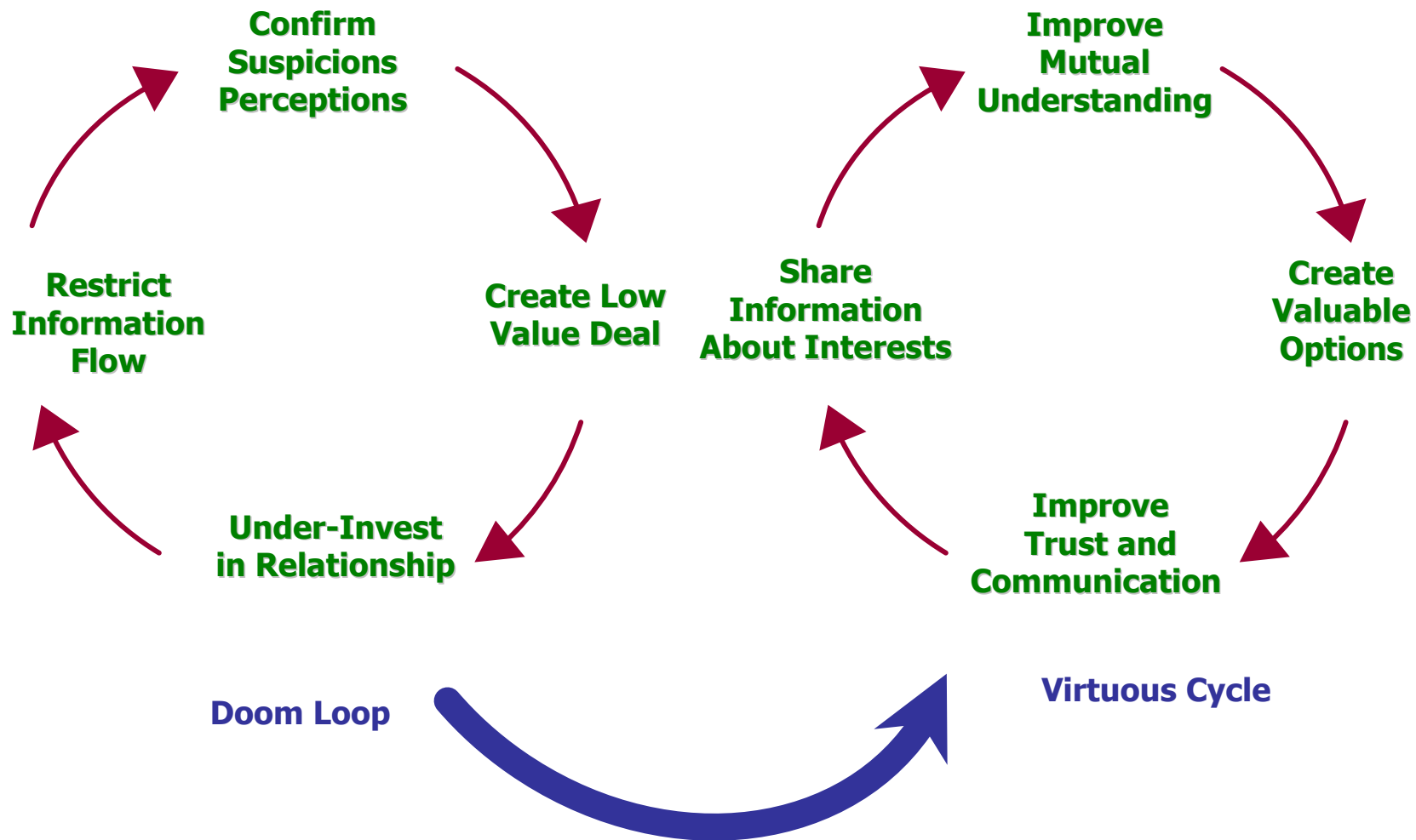
-1997 Hammer and Company

The Challenge

Improve efficiency of processes by managing perceptions and enhancing relationship skills



The Impact



Differing Perceptions



Assumptions About Differences

Common Disempowering Assumptions That Influence Perceptions

- **I see the whole “picture”/I have all the facts I need**
- **They see the same picture I do (though probably not as clearly; they may well be missing some crucial pieces)**
- **There is a right way of interpreting the “facts;” differing interpretations indicate that someone is wrong**
- **My role, and the way I can best help them, is to get them to acknowledge the validity of my “picture”**
- **If I describe my “picture”/suggestion well enough and/or forcefully enough, I’ll get them to “see the light” and agree**
- **Given the above, if they choose to do something other than what I am suggesting, they must be crazy, stupid, or evil**

Assumptions About Differences

A More Empowering Set of Assumptions

- **The brain is a filtering and pattern-recognizing device. The two parties in the same situation will invariably select and focus on different facts/data.**
- **A complex fact pattern can generally be interpreted in several valid ways.**
- **I may have something to learn from them.**
- **People tend to do (a) what is in their best interest, and (b) what seems justified to them.**
- **If they see the situation differently than I do, each of us is likely to be missing something.**
- **In order to get to a good solution, I need to be able to see their “picture.” It pays for me to get into their shoes, and understand their perceptions and what shapes them.**
- **If I can help us each do this, we can jointly (or collectively) come to a more optimal solution.**

The Partisan Perceptions Tool

"Facts" that they see	How I perceive their "facts"
<ul style="list-style-type: none"> ■ ■ ■ ■ ■ 	<ul style="list-style-type: none"> ■ ■ ■ ■ ■
"Facts" that I see	How they perceives my "facts"
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1. Note the "facts" upon which they are focused
2. Note the "facts" upon which you are focused
3. Compare "facts". What insights emerge?
4. Note how you perceive their "facts"?
5. Note how they perceive your "facts".
6. Compare perceptions. What insights emerge?

Conflicting Perceptions

What people often do when they face others who have competing needs and desires:

- They **become adversarial**, because they see their counterparts largely as obstacles to getting what they want.
- They tend to **see choices as “zero-sum”** (more or better for them is less or worse for me, and vice versa).
- They treat **arbitrary compromise** as inevitable.
- Their communication consists of **offers, counteroffers, concessions, arguments, and occasionally threats**.
- They start with **extreme opening positions and concede** as slowly and grudgingly as possible.
- They **blame** their inability to reach agreement on the other side for being “stubborn.”
- They tend toward **escalation or “splitting the difference.”**

The Presence of Seven Elements

Interests	The underlying needs, aims, hopes, and concerns that shape the position a person stakes out
Alternatives	Those things that each party can do <i>without the other's agreement or consent</i> to meet his or her interests.
Relationship	The manner in which those involved in a situation work together ; their ability to deal with their differences ; their capacity to solve problems jointly ; the level of trust that exists between them.
Options	The range of possible solutions (and pieces of solutions) on which both parties might conceivably reach agreement.
Legitimacy	Those objective criteria (external standards) that can be used to determine the fairness of a possible option.
Commitment	The form and nature of the agreement between the parties (about what each party will or will not do , how they will get it done, by when, and so on).
Communication	The way parties talk with one another ; the efficiency with which information is exchanged; the degree to which mutual understanding is built.

Classic Positional Bargaining



Common Assumptions:

- Pie is fixed
- Only job of negotiator is to claim value

Common Results:

- Arbitrary, hard to explain
- Damaged relationship

Joint Collaboration



Common Assumptions:

- Pie can be expanded
- People should look to create value before dividing it up

Common Results

- Good precedent
- Improved relationship

Desired Results

- Good two-way **Communication**
- The **Relationship** is dealt with independent of substance, each on its own merits
- **Interests** are clarified, not positions
- **Options** are invented for mutual gain
- Objective criteria is used to maximize both parties' sense of **Legitimacy**
- **Alternatives** are acknowledged
- **Commitments** are made with care, after learning all you can