



CUTTINGS...

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Compiled and edited by Geof Cox

Welcome to Cuttings 111.

111 is a significant number - in cricket it is known as 'a Nelson' after Admiral Nelson, who allegedly only had "One Eye, One Arm, One Leg" near the end of his life. (Which is in fact incorrect - Nelson lost an eye and an arm, but never lost a leg. He might have lost something else... so some commentators refer to 'one eye, one arm, and one etcetera'.) A 'Nelson' score is considered unlucky: most famously by the international umpire David Shepherd, who had a whole retinue of mannerisms - usually hopping or standing on one leg for the whole time that the score was a 'Nelson', following the Yorkshire tradition that the team should not be in total contact with the floor for the duration of a 'Nelson' score or its multiples.

No 'Nelson' unlucky outcomes with this edition of Cuttings - hopefully, so no need to read this standing on one leg.

Enjoy...

Geof Cox

Jazz Negotiation

Past readers of Cuttings will recall several articles on the application of jazz principles in business. As far back as Cuttings 51 in June 2004, I penned a piece on jazz as a new metaphor for leadership in the chaotic times of the 21st Century. There have been other references since, especially when my mentor on the subject, Frank Barrett published his book *Yes to the Mess* which coincided with running some workshop sessions with a live jazz combo in Vienna to investigate the principles in a talent development programme reported in Cuttings 102.

Now a new book from Harvard Professor Michael Wheeler: *The Art of Negotiation: How to Improvise Agreement in a Chaotic World*, takes the analogy into the practice of negotiation. To be successful in negotiation, Wheeler contends, you have to throw away the script.

There is a well known business saying: "Failure to plan is to plan to fail", but there are also a couple of other truisms, one from the military:

In this edition

Jazz negotiation Negotiate like a jazz master to be more effective - so says Michael Wheeler in his new book.

Online body language How you look is important on web and video conferences, and even has an impact on telephone credibility. Some tips from Citrix on creating a positive impact.

One third of employees find appraisals 'unfair' The latest employee Outlook survey from the CIPD reveals a lot of improvement is needed in performance management.

Public Course programme courses in Europe and Malaysia for 2014 including some new dates and titles.

And a collection of **Snippets** to provoke your thinking and reflecting.

Snippets

A collection of thought provokers and quotations...

"The great thing in this world is not so much where we stand as in what direction we are moving."

Oliver Wendell Holmes

"Beauty awakens the soul to act."

Dante

"Forgiveness does not change the past, but it does enlarge the future."

Paul Boese

"I was not looking for my dreams to

"Plans go out the window at the first contact with the enemy", and one that we encounter with sales staff the world over: "You can fall in love with your plan". How many times have you encountered a salesperson who totally misses your buying signals and insists on following their scripted sales spiel, often losing the sale due to your frustration?

"You can't script the process," says Wheeler, "whoever who sits across the table from you is likely to be as determined, as smart, and as unpredictable as you are. You can't dictate their agendas, attitudes, or actions any more than you'd let them dictate yours." So, Wheeler contends that by emulating what jazz masters do, we can all become better negotiators.

From his research into negotiation, Wheeler is sceptical about our usual negotiation strategies. Of the two mainstream negotiation approaches: win-win, in which parties creatively search for mutual gain, and hardball, where each party ruthlessly presses its own advantage, he favours win-win, but not in every situation. "If the other person refuses to collaborate while you sincerely disclose your priorities, you'll certainly expand the pie, but they'll capture the lion's share." Similarly taking a hardline stance can also backfire as it often blocks any attempt at creative problem-solving.

Wheeler says that master negotiators don't shackle themselves with rigid plans. Instead, they're strategically agile, quick on their feet from moment to moment. Which is not the same thing as 'winging it'. You have to be prepared for uncertainty.

You need to learn as much as you reasonably can before getting to the bargaining table, but it's essential to build uncertainty and flexibility into your strategy right from the start.

There are certain things you won't know until you engage with the other side. So negotiation is a dynamic, interactive process. And as in any interaction, the questions, offers, or positions you make will have an impact on the other party's perceptions and behaviour - and vice versa. Our intent is not the same as our impact, so a planned intervention may have a completely different effect than expected. Negotiation therefore entails ongoing learning, adapting, and influencing - improvising and creating around the basic theme like a jazz master. Negotiation - unlike planning - is not a linear process.

One thing negotiators could learn to do is to 'pay heed'. Jazz musicians listen deeply to other players, suspending judgment, at least for the moment, not worrying what they are going to express when their turn comes. Wheeler quotes Lakhdar Brahimi, who negotiates conflicts for the UN: "Keep an open mind and be ready to change and adapt to the situation. Don't ask reality to conform to your blueprint, but transform your blueprint to adapt to reality."

The uncertainty about the outcome is probably one of the biggest barriers to staying open and flexible. Psychologist Dr. Kimberlyn Leary's research shows that much of the discomfort that people feel about negotiation stems from its inevitable uncertainty—and the realisation

interpret my life, but rather for my life to interpret my dreams."

Susan Sontag

"Be yourself. Everyone else is taken."

Oscar Wilde

"Have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary."

Steve Jobs

"The real voyage of discovery consists not in seeking new landscapes, but in having new eyes."

Marcel Proust

"Success usually comes to those who are too busy to be looking for it."

Henry David Thoreau

"If they can get you asking the wrong questions, they don't have to worry about the answers."

Thomas Pynchon

"Put your heart, mind, intellect, and soul even to your smallest acts. This is the secret of success."

Sivananda Saraswati

"The reality is that changes are coming... They must come. You must share in bringing them."

John Hersey

"Be silent as to services you have rendered, but speak of favours you have received."

Seneca

"Spread love everywhere you go."

Mother Teresa

"Hatred does not cease by hatred, but only by love; this is the eternal rule."

Buddha

that success is never wholly in our hands. That uncertainty and lack of control often breeds insecurity, defensiveness, and even hostility. "People worry about whether they are being too trusting or too suspicious," says Wheeler. "Even after making a good deal, people wonder if they could have done better." Such self-doubt is a costly distraction. "It gets in the way of constructive engagement and relationship-building."

So, being centred emotionally is essential to negotiation success. Wheeler says it requires being comfortable with seemingly contradictory feelings—for example, being simultaneously calm and alert—and approaching negotiation as an ongoing process of discovery about the situation, your counterpart, and perhaps even yourself.

Whether involving international diplomacy, national policy, commercial, business, matrix or buying a house or car; all negotiations are chaotic in that they are fluid and not wholly predictable. Successful negotiators - like jazz musicians - embrace that reality, so when conditions change their agility allows them to sidestep pitfalls and seize opportunity.

USEFUL LINKS

Read the full article and book excerpt in Harvard Business Review. [Click here](#)

Download an article 'Jazz - The New Metaphor' based on my article in Cuttings 51.

Order "The Art of Negotiation" by Michael Wheeler from Amazon. [Click here](#).

Order "Yes to the Mess" by Frank Barrett from Amazon. [Click here](#)

New Directions has two flagship workshops which focus on the skills of negotiation and influencing: Getting Results Without Authority and Negotiating for Results - both of which deal with the principles of flexibility and adaptability. See below for Public Course dates or [Click here](#) to access information on our consultancy and training services.

Online Body Language

Online services provider Citrix recently posted some excellent tips for perfecting your online body language. Even if you don't use video, your body language has a massive impact on the impression you make and impact that you have - your posture will be heard in your voice tone, so sit the way you want to be heard.

Your credibility with your audience is important in order to hold their attention, especially on a video conference. Think about it - it is easier for them to leave the conversation - they can just switch off their device!

Tip 1: Check your body language.

Are you sitting slouched over? Are your arms crossed? Do you appear approachable? Those are all questions that your audience asks

"No man can think clearly when his fists are clenched."

George Jean Nathan

Yesterday we obeyed kings and bent our necks before emperors. But today we kneel only to truth, follow only beauty, and obey only love."

Khalil Gibran

"I have learned to use the word 'impossible' with the greatest caution."

Wernher von Braun

"Take up one idea. Make that one idea your life – think of it, dream of it, live on that idea. Let the brain, muscles, nerves, every part of your body, be full of that idea, and just leave every other idea alone. This is the way to success."

Swami Vivekananda

"Truth alone will endure, all the rest will be swept away before the tide of time."

Mohandas Gandhi

"The quality of our expectations determines the quality of our actions."

Andre Godin

"At the core of all anger is a need that is not being fulfilled."

Marshall B. Rosenberg

One third of employees find appraisals 'unfair'

The CIPD Spring Employee Outlook survey reveals trust in leaders is at a two-year low, with large numbers of employees have "real issues" with their employer's performance management and career progression policies..

Fully 30 per cent of employees surveyed felt their employer's

themselves when they see you. Good posture is a subtle nonverbal cue that your audience will pick up on as an indication of poise. The more open and erect your posture on camera, the more confidence you are going to project to those watching you. If you look assured of yourself and your presence on camera, your audience will trust that you know what you're talking about.

Tip 2: Create positive eye contact.

Your audience is going to be staring directly at your face for an extended period of time, so make sure that your expression isn't too intense and try to smile with your eyes, or just relax your face and pretend like you're talking with a friend.

Tip 3: Use micro-expressions to add animation.

Don't maintain a blank poker face. Your audience will appreciate animation as it shows them that you are passionate about your topic or empathetic to their problem. So, take a tip from actors and singers and warm up your facial muscles in preview using your video viewer. Relaxing your face will allow your micro-expressions to show through.

Tip 4: Think about what to wear and what not to wear.

Don't cause distraction away from your message by your appearance. Select an outfit that is both professionally and culturally appropriate for the audience and also feel comfortable. You won't build your credibility if you try to engage in a professional business meeting while sitting in your pyjamas or in a sloppy sweater.

Tip 5: Know your frame.

Actors and directors take care to understand how the camera is going to be framing their shot. What is in your webcam frame? Are you in a professional setting? What is behind you? Is your chair at the optimum height for your audience to see you? Is the lighting around you distracting? Make these small adjustments so that you feel ready and don't have to make last minute changes when on air. Do you know your "good side?" The audience is literally taking you at face value when they first meet you on a video conference. Understanding how you look on camera and what angles work for you is an easy way to show your audience that you know what you're doing.

Tip 6: Keep your gestures within view.

In a video conference, you don't have a lot of space for gestures, and wild or large hand movements that may work in live environments might make you look erratic or completely detract from what you are trying to say. Keep your movements controlled and on-camera at all times. Using fast or unnatural gestures could be interpreted by your audience as being crazy, nervous and unprepared.

Tip 7: Know your stuff.

This seems like a no-brainer, but it's amazing how many people don't use common sense! If you are presenting have you rehearsed? Do you know who you are talking to? Are there any cultural nuances that you should be aware of with your audience?

Being prepared will allow you to keep your head up instead of buried in notes.

appraisal process was unfair and less than 40 per cent considered it fair.

A similar proportion (32 per cent) told the survey they felt progression within their organisation was unachievable, with one in five reporting that their managers fail to explain objectives and expectations effectively.

These findings, combined with further results showing that workers' trust in senior leaders has hit a two year low, do not paint a good picture of employee engagement. However, there was some good news as job satisfaction has increased compared with 2013.

We know that a key element for engagement with Generation X and Y is employee development, so managers need to take the initiative and talk to their employees or risk losing valuable talent as the jobs market improves. The survey also confirms that job seeking intentions of employees are still high, so the danger is real.

Employers also need to make sure that their performance management processes are clear and consistent, and used to align employees to the vision of the organisation. There is still a disconnect between what employees and their organisations. Performance management processes should be used to strengthen the manager-employee relationship where regular coaching and feedback are the norm, not be the all-too-common once or twice a year formal activity.

USEFUL LINKS

[Click here](#) to read the original article in PM Daily.

[Click here](#) to read the full CIPD Spring Employee Outlook report

Tip 8: Vary your vocal pitch.

Again - follow the approach of actors by doing some vocal warm-ups, practice your lines out loud, especially the opening statements you plan to make. This will help you maintain a more relaxed tone when starting your call. Try to keep your vocal inflection varied but not all over the place.

USEFUL LINKS

[Click here](#) to read the full article from Citrix, including a link to a webinar on the subject.

Public Courses 2014

New Directions runs a number of public training programmes in association with partners. Click on the date to reserve a place or get more information.

Getting Results Without Authority

A 2 day course in positive influencing run in association with Frost & Sullivan and with Frank Garten BV.

Brussels September 23-24

Netherlands June 12-13

A new 5 day extended version run in association with Synergy Group Training.

Malaysia 15-19 December

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An intensive 5 day workshop in strategic management for the Oil and Gas industry run with our partners Strategies for Training and petroEDGE.

Kuala Lumpur 27-31 October

Human Competency and Capability Development

A 4 day course in strategic human resource management run in association with Strategies for Training and petroEDGE and tailored for the oil and gas sector.

Kuala Lumpur November 3-6

Successfully Leading the Implementation of Projects

A 5 day course on the people side of project management run through our partners Synergy Group Training.

London 18-22 August 2014

New Directions provides consultancy and training in performance management and employee engagement. See [Public Course dates](#) for the next Results Through People course or [Click here](#) to access information from the website.

Cuttings

Cuttings is free to subscribers, and has been published continuously for 20 years by *New Directions*, an international network of consultants and trainers who work together to learn, research, design and provide consulting and training in individual, management, and organisation development.

New Directions is a partner in the European consulting organisation *Learning Consortium* who are the providers of one of the leading personal development courses in interpersonal skills, *Focus on Influence*.

USEFUL LINKS

[Past issues of Cuttings](#)

[New Directions website](#)

[Getting Results Without Authority website](#)

[Learning Consortium website](#)

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Contact details

T: +44 (0)117 968 1451

M: +44 (0)7753 626284

Skype: GeofCox.NewDirections

E: geofcox@newdirections.uk.com

P: 26a Downleaze, Bristol BS9 1LZ,

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