You have probably been told again and again that you ought to listen more. However, until you see that there is some real value in such activity, you’ll probably continue to act the way you always have. Consequently, let’s briefly examine some of the values of good listening.

1) **LISTENING CAN REDUCE TENSION**: Giving the other person a chance to get his or her problem or viewpoint off his or her chest may help to “clear the air” of tension and hostility.

2) **YOU CAN LEARN BY LISTENING**: You can learn about the subject being discussed, or about the person speaking. What you learn can be increased (1) if you listen past words to meanings; (2) you listen for the facts behind the words; (3) if you listen for answers to the questions you ask; (4) if you listen to the context of what is being said; and (5) if you listen to the person who says it (considering his/her emotions, intelligence, temperament, skill with words, reaction habits, etc.).

3) **LISTENING CAN WIN FRIENDS**: The speaker will like you for letting him or her talk and for listening attentively to him/hr while he or she does express him/herself.

4) **LISTENING MAY SOLVE THE PROBLEM FOR THE OTHER PERSON**: Giving a person a chance to talk through his or her problem in front of you may (1) clarify his or her thinking about the subject and (2) provide the necessary emotional release.

5) **LISTENING HELPS SOLVE MUTUAL PROBLEMS AND RESOLVE DISAGREEMENTS**: You can’t agree or disagree intelligently with other person until you understand his or her point of view. Only when you understand each other, can you cooperatively seek solutions to your problems.

6) **LISTENING LEADS TO BETTER WORK AND COOPERATION FROM OTHERS**: When a person feels that you are really interested in him or her and his or her problems, thoughts, and opinions, he or she respects both you and the organization you represent. In addition, he or she is inspired to cooperate with you.

7) **LISTENING CAN STIMULATE THE SPEAKER**: Eager, alert, active listening helps the speaker do a better job of presenting his or her ideas.

8) **LISTENING HELPS YOU MAKE BETTER DECISIONS**: Through listening, you can draw upon the experience of people who also work in the same area, thus helping you to develop better judgment as well as to uncover additional facts.

9) **LISTENING CAN HELP YOU DO A BETTER JOB**: Try asking the people you work with, work for, or work alongside for suggestions as to how you can do a better job, and then LISTEN. You may be surprised at the good ideas you can pick up this way.
10) LISTENING CAN HELP YOU SELL: Ask the right questions of people and then LISTEN. "What advantages can you see in doing the job this way?" "If you were to try to tell a neighbor the best features of this project, what would you say?" "What are the best ways we could get such a program started in this area?" Let them tell you and sell themselves on the ideas or product at the same time.

11) LISTENING CAN PREVENT TROUBLE: Frequently, when we talk before we listen to the other party to a discussion, we stick our necks out, make decisions we later wish we could withdraw, state criticism we later regret, or commit ourselves to action we can't or won't carry out. LISTEN -- then speak!

12) LISTENING CAN GIVE YOU CONFIDENCE: If you follow the trend of the discussion, you can be confident that what you say is relevant. If you listen to and understand the opponent's arguments, you can spot loopholes in the other person's argument, and gain confidence in your own case. If you listen, you will be confident that you report of the discussion will be more accurate than the report of most others.

13) LISTENING CAN INCREASE YOUR ENJOYMENT: Good listening can increase your enjoyment of a play, a movie, a lecture, a television program. In addition, it may help you to develop better standards for all that you hear.

14) LISTENING CAN GIVE YOU TIME TO THINK: The average speaking rate is about 125 words per minute and your capacity to listen is about 400 to 600 words a minute. Thus, while you are listening, you have about 75% of your time free. You can use this extra time not only to improve your understanding of what is being said, but to think up answers, make decisions, plan actions to be suggested. At times, you might deliberately ask questions to stall for time to think.

Dr. A. Conrad Posz, Assistant Professor
Communication Skills, Michigan State University
LISTENING TO OTHERS

1) STOP TALKING -- you can’t listen while you are talking.

2) EMPATHIZE WITH OTHER PERSON -- try to put yourself in her place so that you can what she is trying to get at.

3) ASK QUESTIONS -- when you don’t understand, when you need further clarification, when you want him to like you, when you want to show that you are listening. But don’t ask questions that will embarrass him or show him up.

4) DON’T GIVE UP TOO SOON -- don’t interrupt other person; give her time to say what she has to say.

5) CONCENTRATE ON WHAT HE IS SAYING -- actively focus your attention on his words, his ideas, and his feelings related to the subject.

6) LOOK AT THE OTHER PERSON -- her face, her mouth, her eyes, her hands, will all help her to communicate with you. They help you concentrate too. Make her feel that you are listening.

7) SMILE AND GRUNT APPROPRIATELY -- but don’t overdo it.

8) LEAVE YOUR EMOTIONS BEHIND -- (if you can) -- try to push your worries, your fears, your problems, outside the meeting room. They may prevent you from listening well.

9) CONTROL YOUR ANGER -- try not to get angry at what she is saying; your anger may prevent you from understanding her words or meaning.

10) GET RID OF DISTRACTIONS -- put down any papers, pencils, etc., you have in your hands; they may distract your attention.

11) GET THE MAIN POINTS -- concentrate on the main ideas and not the illustrative material; examples, stories, statistics, etc., are important, are usually not the main points. Examine them only to see if they prove, support, define the main ideas.

12) SHARE THE RESPONSIBILITY FOR COMMUNICATION -- only part of the responsibility rests with the speaker; you as the listener have an important part. Try to understand and, if you don’t, ask for clarification.

13) REACT TO IDEAS, NOT TO PERSON -- don’t let your reactions to the person influence your interpretation of what he says. His ideas may be good even if you don’t like him as a person or the way he looks.

14) DON’T ARGUE MENTALLY -- when you are trying to understand the other person, it is an obstacle to argue with her mentally as she is speaking. This sets up a barrier between you and the speaker.
15) USE THE DIFFERENCE IN RATE -- you can listen faster than he can talk, so use the rate difference to your advantage by trying to stay on the right track, anticipate what he is going to say, think back over what he has said evaluate his development, etc. Rate difference: speech rate is about 100 to 150 words per minute; thinking, 250 to 500.

16) LISTEN FOR WHAT IS NOT SAID -- sometimes you can learn just as much by determining what the other person leaves out or avoids in her talking as you can be listening to what she says. Remember the projection tests.

17) LISTEN TO HOW SOMETHING IS SAID -- we frequently concentrate so hard on what is said that we miss the importance of the emotional reactions and attitudes related to what is said. A person's attitudes and emotional reactions may be important than what he says in so many words.

18) DON'T ANTAGONIZE SPEAKER -- you may cause the other person to conceal her ideas, emotions, and attitudes by antagonizing her in any of a number ways; arguing, criticizing, taking notes, not taking notes, asking questions, not asking questions, etc. Try to judge and be aware of the effect you are having on the other person. Adapt to her.

19) LISTEN FOR HIS PERSONALITY -- one of the best ways of finding out information about a person is to listen to him talk; as he talks, you can begin to find out what he likes and dislikes, what his value system is, what he thinks about everything and everything, what makes him tick.

20) AVOID JUMPING TO ASSUMPTIONS -- they can get you into trouble in trying to understand other persons. Don't assume that she uses words in the same way you do; that she didn't say what she meant, but you understand what she meant; that she is avoiding looking you in the eye because she is telling a lie; that she is trying to embarrass you by looking you in the eye; that she is distorting the truth because she said doesn't agree with what you think; that she is lying because she says doesn't agree with what you think; that she is lying because she has interpreted the facts differently from you; that she is unethical because the she is trying to win you over to her point of view; that she is angry because she is enthusiastic in presenting her views. Assumptions you think lies, may turn out to be true. More often they just get in the road of your understanding and reaching agreement or compromise.

21) AVOID CLASSIFYING THE SPEAKER -- it has some value, but beware! Too frequently we classify a person as one type of person and then try to define everything into what make's sense coming from that type of person. He is a Republican, therefore, our perceptions of what he says or means are all shaded by whether we like or dislike Republicans. At times it helps us to understand people to know their politics, their religious beliefs, their jobs, etc., but people have the trait of being unpredictable and not fitting into their classifications.

22) AVOID HASTY JUDGMENT -- wait until all the facts are in before making any judgments.

23) RECOGNIZE YOUR OWN PREJUDICE -- try to be aware of your own feeling toward the speaker, the subject, the occasion etc., and allow for these prejudgments.

24) IDENTIFY TYPE OF REASONING -- frequently it is difficult to sort out good from faulty reasoning, when you are listening. Nevertheless, it is so important a job that a listener should bend every effort to learn to spot faulty reasoning when she hears it.

25) EVALUATE FACTS AND EVIDENCE -- as you listen, try to identify not only the significance of the facts and evidence, but also their relatedness to the argument.
### Advantages and Disadvantages

<table>
<thead>
<tr>
<th>Style</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Competition</td>
<td>- Normally uses less time.</td>
<td>- Can lead to stalemates if the other side uses the same approach.</td>
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<td>- Leads to total victory if you have more power than the other.</td>
<td>- The other can become resentful and vengeful.</td>
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<td>2. Compromise</td>
<td>- A natural style for most people.</td>
<td>- Can lead to extreme initial positions, as both sides anticipate splitting the difference.</td>
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<td>- Appears to be quite fair, as both sides win and lose.</td>
<td>- May result in agreements that neither side is really happy about.</td>
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<td>3. Avoidance</td>
<td>- Useful when issues are trivial.</td>
<td>- Problem is postponed, not resolved.</td>
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<tr>
<td></td>
<td>- Helpful when other side has much greater power.</td>
<td>- Can result in nothing being done if too many problems are swept under the rug.</td>
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<tr>
<td>4. Accommodation</td>
<td>- When the other side is right, you should give in.</td>
<td>- May result in a major loss to you on important issues.</td>
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<td>- When the relationship with the other side is more important than negotiating issues.</td>
<td>- Can lead to a habit of giving in on all issues that can result in a significant loss of your power and reputation.</td>
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<td>- Creates potential IOU's for future negotiations.</td>
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<td>5. Collaboration</td>
<td>- Both sides can win big.</td>
<td>- Can be extremely time consuming.</td>
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<td>- Personal relationships can be improved, rather than harmed.</td>
<td>- Negotiators with a forcing style may interpret this approach as weakness.</td>
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</table>
The Method

THE INTEREST BASED MODEL IS BASED ON THE CONCEPT THAT:

♦ Negotiators are people first
♦ Every negotiations involves both substance and relationships
♦ The relationships tend to become entangled with the problem

SEPARATE THE PEOPLE FROM THE PROBLEM

♦ See the ideas of others as contributing to the solution rather than being part of the problem
♦ If the opinions or ideas differ, criticize the ideas, not the individuals
♦ Separate your relationship with others from the substance of negotiations
♦ Put yourself in their shoes
♦ Don't react to emotional outbursts
♦ Speak about yourself, your feelings, not about others and their motivations
♦ Be soft on the people, hard on the problem
♦ See participants as partners in problem-solving

Getting To Yes
Fisher and Ury
INTERESTS:

THE UNDERLYING MOTIVATION FOR WHAT YOU WANT OUT OF NEGOTIATIONS

OPTIONS:

POSSIBILITIES THAT REQUIRE THE AGREEMENT OF BOTH SIDES

STANDARDS:

OBJECTIVE CRITERIA THAT CAN BE USED TO MEASURE A FAIR AGREEMENT

ALTERNATIVES:

WHAT YOU CAN DO ON YOUR OWN WITHOUT AGREEMENT OF THE OTHER SIDE

BATNA:

THE BEST ALTERNATIVE TO A NEGOTIATED AGREEMENT
INTEREST BASED BARGAINING

CO-TRAINED BY MTA STAFF AND SCHOOL DISTRICT REPRESENTATIVES

TRAINER NOTES

A GROUP REACHES CONSENSUS WHEN

In a Win-Win solution, everyone feels that he/she has won. But to find that solution, a group must agree to work together until they can find a solution that does not compromise any strong convictions or needs. Each group member may not think it is the very best solution, but he or she can accept and support it without the feeling of losing anything important.

What is consensus? Consensus is a decision in which all members of a group can agree on the result.

The decision may not be everyone’s first choice, but:

* Everyone has been heard.
* Everyone can live with the decision.

Consensus is not the same as unanimity. A vote of 12 to 0 is unanimous, but it may not be based on consensus. The essential feature of a consensus decision is not that a decision has been agreed to by all members, but that all members have complete understanding of the reasoning leading to the decision, and that all members are willing to support the decision. Each member may not completely agree with the decision, but all should feel that:

1. They have had a fair chance to influence the decision.
2. Others have understood their information and opinions and have taken them into consideration prior to making their decision.

The final decision, therefore, is one which all members of the group understand and to which they are willing to give informed support. In striving for consensus, the emphasis is upon reasoning about the problem and creating solutions together, rather than on coercing and persuading others to adopt a particular solution.
DECISION MAKING

MAJORITY VOTE

SPLIT DECISION

COMPROMISE

FORCE

VETO

NO DECISION

IMPARTIAL ARTBITRATOR
CONSENSUS
A DECISION IN WHICH ALL MEMBERS OF A GROUP CAN AGREE ON THE RESULT.
GUIDELINES ON REACHING CONSENSUS

1. LISTEN: PAY ATTENTION TO OTHERS

2. ENCOURAGE PARTICIPATION

3. SHARE INFORMATION

4. DON'T AGREE TOO QUICKLY. ASK QUESTIONS

5. DON'T BARGAIN OR TRADE SUPPORT
6. DON'T VOTE

7. TREAT DIFFERENCES AS A STRENGTH. DON'T COMPETE

8. CREATE A SOLUTION THAT CAN BE SUPPORTED

9. AVOID ARGUING BLINDLY FOR OWN VIEWS

10. SEEK A WIN-WIN SOLUTION
## CONSENSUS

<table>
<thead>
<tr>
<th>APPROPRIATE</th>
<th>NOT APPROPRIATE</th>
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<tbody>
<tr>
<td>• DECISION IS IMPORTANT</td>
<td>• VERY LIMITED CHOICE</td>
</tr>
<tr>
<td>• DIVERSE VIEWPOINTS ARE NEEDED</td>
<td>• HIGHLY TECHNICAL ISSUES</td>
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<tr>
<td>• DECISION IMPACTS DIFFERENT GROUPS</td>
<td>• ISSUES OF LITTLE IMPORTANCE TO GROUP</td>
</tr>
<tr>
<td>• DECISION MUST BE UNDERSTOOD</td>
<td>• AN EMERGENCY EXISTS</td>
</tr>
<tr>
<td>• OWNERSHIP IS IMPORTANT</td>
<td>• IRRECONCILABLE DIFFERENCES EXIST</td>
</tr>
<tr>
<td>• IMPLEMENTATION NEEDS COOPERATION</td>
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CTA's Interest Based Bargaining Program - Tab 11 - Consensus Building
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