

# Getting to yes!

# Mistake 1 – give them the hard sell

- Strongly state your position at the outset
- Through persistence, logic, and exuberance push for a close
- Setting out a strong position gives opponents something to grab onto—and fight against

## Instead

- Present your position with finesse and reserve



# Mistake 2 – make no compromises

- Compromise is surrender

## Instead

- Compromises can often lead to better, more sustainable solutions
- Kathleen Reardon, a Professor of organizational behaviour at the University of Southern California, points out that a persuader rarely changes another person's behaviour or viewpoint without altering his or her own in the process
- Your target will expect to show that they can bargain and win concessions



# Mistake 3 – rely on the power of argument



- The secret of persuasion lies in presenting great arguments

## Instead

- Arguments are only one part of the equation
- Persuader's credibility is just as important
- As is ability to create a proper, mutually beneficial frame for a position
- Connect on the right emotional level
- Communicate through vivid language that makes arguments come alive

# Mistake 4 – you only get one shot

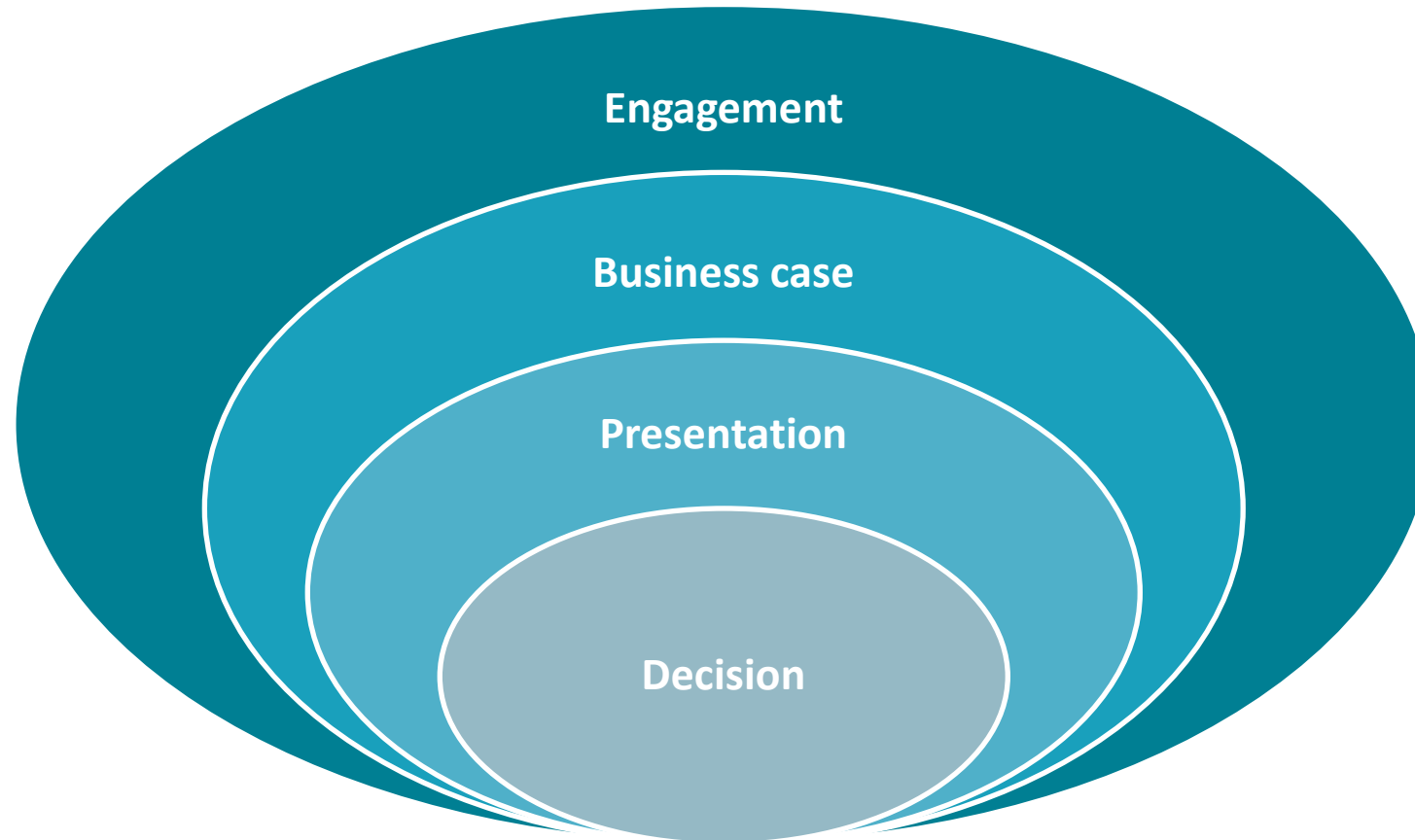


- Persuasion is a one-shot effort

## Instead

- Persuasion is a process, not an event
- No surprises
- Persuasion involves listening to people, testing a position, developing a new position that reflects input from the group, more testing, incorporating compromises, and then trying again
- If this sounds like a slow and difficult process, that's because it is. But the results are worth the effort

# A simple model



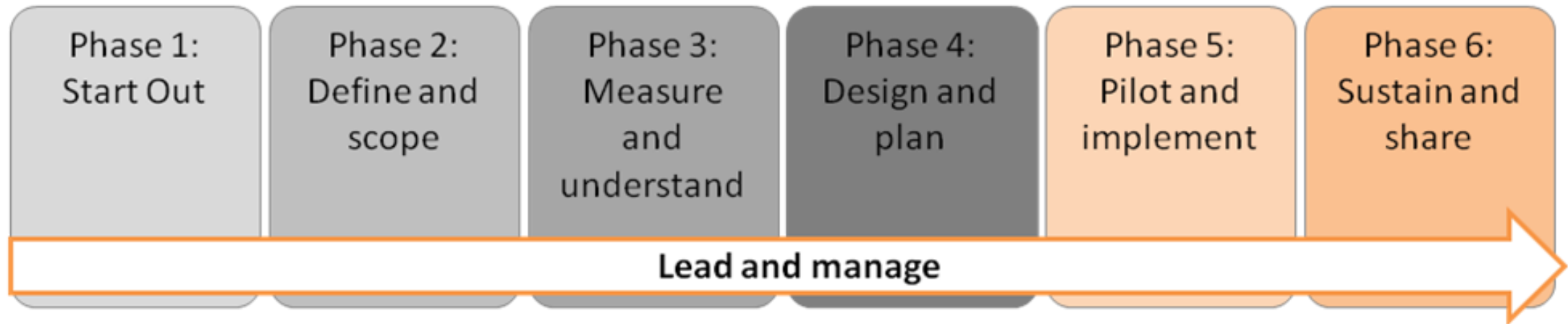
# Engagement – an exercise

You are just getting started on your project to establish an FLS

You are planning a first meeting

- Who needs to be invited?
- How will you communicate with them?
- How will you decide the agenda?

# Royal Osteoporosis Society FLS Toolkit

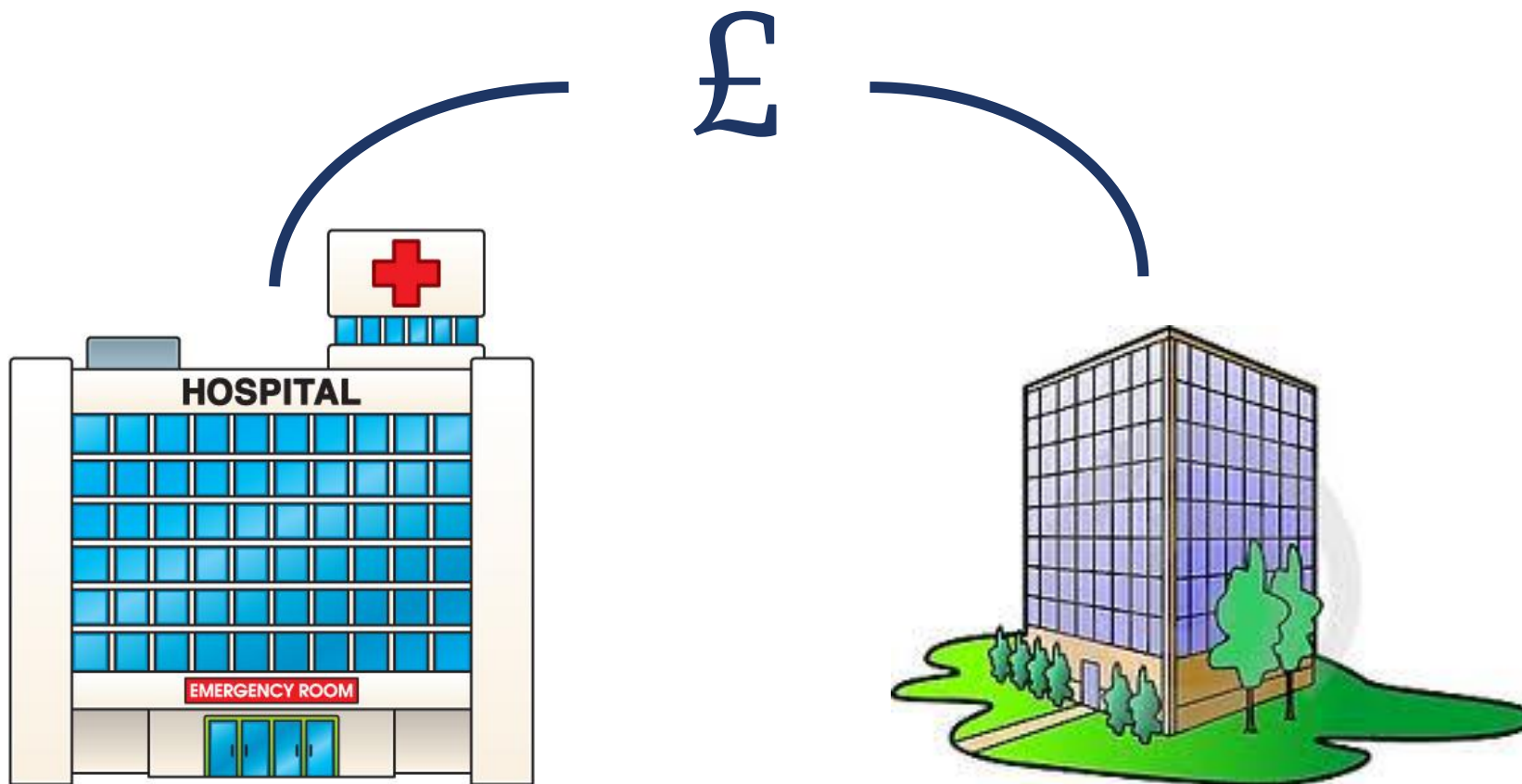




# The business case

$$\begin{array}{c} \text{Benefits} \\ \text{less} \\ \text{Investment} \\ = \\ \text{Value} \end{array}$$

# Whose benefit?



# Types of benefit?

	Payor	System
Cash releasing		
Non cash releasing		
Patient		

# Types of benefit

	Payor	System
Cash releasing	Fractures avoided Prescribing costs (comorbidities)	Meals on wheels Carer support
Non cash releasing	GP appointments avoided Comm. nurse visit avoided	OT visit avoided
Patient	Disability avoided Pain avoided	

# Investment

- Investment is the additional money that you have to spend
  - Clinical staff
  - Imaging
  - Facilities
  - Other

# Time

- Costs in first year will be higher
- Benefits in first year will be lower

Investment		Year 1	Year 2	Year 3
Clinical staff		£30,000	£40,000	£40,000
Imaging		£22,000	£21,000	£21,000
Facilities		£10,000	£10,000	£10,000
Other		£10,000	£10,000	£10,000
Total	Benefits	Year 1	Year 2	Year 3
	Cash releasing	£40,000	£50,000	£50,000
	Non-cash releasing	£10,000	£15,000	£15,000
	Non-cash releasing adjusted	£1,000	£1,500	£1,500
	System benefits	£30,000	£40,000	£40,000
	System benefits adjusted	£3,000	£4,000	£4,000
Total benefits	Value	Year 1	Year 2	Year 3
	Value	£500	£9,000	£9,000

# Presentation

- 1. Do your research** – understand the process of who, when, where
- 2. Shape the expectation** – don't be tempted to keep it under wraps until the day and have a big reveal. What you want is your funders to have decided to say yes before the meeting even starts
- 3. Persuade** – people make decisions, not organisations. Lobby, influence, cajole – find your allies and get them on your side
- 4. Be a problem solver** – and solve your funder's problem, not your own
- 5. Be there** – try to attend in person

# Tactics – on the day

- **Know thyself** – a clear view of what you are prepared to settle for (a fall-back position) is essential
- **Be prepared** – with the relevant facts and figures to hand. Agreeing beforehand with the other party the key points at issue and a structure for the discussion is also helpful
- **Get the decision-maker** – if you are going to use the full panoply of argument, evidence and technique make sure you have the right person there. Asking beforehand ‘will you be able to agree this when we meet?’ is a reasonable question



# Tactics – on the day

- **Present your position and have arguments to justify it** – in the end it is argument that persuades. If you can get acceptance to the tenets of your argument one by one and the conclusion follows logically then it is very difficult to counter
- **Never get personal** – personal criticism (explicit or implied) rarely works, charm is far more effective

# Tactics – on the day

- **Keep and agree a record** – You commonly to need more than one discussion. Make sure you record the position at each session and get it agreed with the other party. This should be the start point for the next session
- **Lastly** – and the most important thing to remember in any negotiation is 'who needs it the most?' Whichever party must close the deal is the one in the weaker position. This does not mean you will get everything you want, it just tips things in your favour that little bit!

# The clincher

- Outcomes, outcomes, outcomes

Here you need to talk about how you will measure the success of your service. You could link to the ROS outcomes framework, which is in the FLS Implementation Toolkit, or national audits, such as the FLS-DB.

If you would like further like information on developing a business case or improving an FLS, please contact [fls@theros.org.uk](mailto:fls@theros.org.uk)