



Negotiating with Difficult People

Margaret Meloni, pmStudent

CRR: Leadership



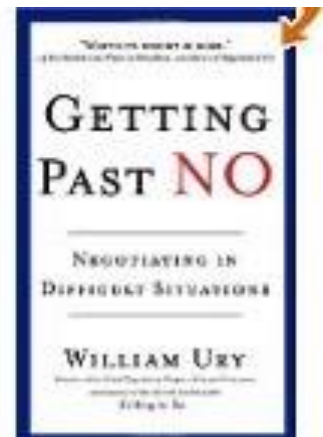
Based on the book

Getting Past NO

By William Ury

Coauthor of *Getting to Yes*

Distinguished Senior Fellow of the Harvard
Negotiation Project



First, a Story



First, a Story

Then 'it worked'

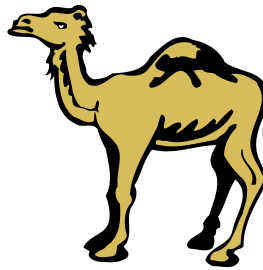
$$18/2 = 9$$

$$18/3 = 6$$

$$18/9 = 2$$

$$9 + 6 + 2 = 17$$

It's not really about the math, now is it?



The Barriers and the Breakthrough

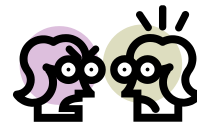
The Goal: Joint Problem Solving	Barriers to Cooperation	Strategy: Breakthrough Negotiation
<ul style="list-style-type: none"> • People sitting Side by Side 	<ul style="list-style-type: none"> • Your Reaction • Their Emotion 	<ul style="list-style-type: none"> • Go to the Balcony • Step to Their Side
<ul style="list-style-type: none"> • Facing the Problem 	<ul style="list-style-type: none"> • Their Position 	<ul style="list-style-type: none"> • Reframe
<ul style="list-style-type: none"> • Reaching a Mutually Satisfactory Agreement 	<ul style="list-style-type: none"> • Their Dissatisfaction • Their Power 	<ul style="list-style-type: none"> • Build them a Golden Bridge • Use Power to Educate



The Balcony

“WHY ARE YOU YELLING AT ME?”

“BECAUSE YOU ARE YELLING AT ME!!!!”



The Balcony

Don't strike back

Don't give in

Don't break up



The Balcony

“Don't get mad, don't get even,
get what you want.”



The Balcony

But HOW?

- Know YOUR hot buttons
- Pause and say nothing
- Rewind the tape
- Take a time-out
- Don't make important decisions on the spot



Step to Their Side

“Rarely is it advisable to meet prejudices and passions head on. Instead, it is best to conform to them in order to gain time to combat them.

One must know how to sail with a contrary wind and to tack until one meets a wind in the right direction.” – Fortune de Felice, 1778



Step to Their Side

What it IS:

- Offer an apology
- Be confident
- Agree whenever you can
- Collect yeses
- Tune-in



Step to Their Side

Examples:

“It sounds to me like this resource allocation issue gets on your nerves too.”

“I might be tempted to just push forward and see how far I can get as-is and not work on resource sharing too.”



Step to Their Side

Examples:

“I am sorry that we have conflicting resources needs, let’s see what we can do about this.”

“I agree without a fulltime SME neither of us will make our end dates.”

“Do you think that this is difficult for our team members too?”



Reframe

Redirecting the other side **AWAY** from positions and toward finding creative solutions and fair standards for selecting an option



Reframe



If the other party senses you are trying to win them over or change their mind, they may resist you



Reframe

Ask: WHAT would YOU Do?

And also

What Makes THAT Fair?



Reframe

“OK maybe we can work something out, if you will take a first shot at a resource plan that does not make me give up my resource 100% and does not make me slip my end date, I will discuss it with you.”



Build Them a Golden Bridge

“Build your opponent a Golden Bridge to retreat across.” – Sun Tzu



Build Them a Golden Bridge

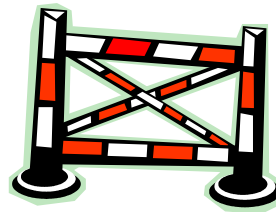
You think you are both ready to agree and yet.....



Build Them a Golden Bridge

You will face obstacles

- Not their idea
- Unmet interests
- Fear of losing face
- Too much too fast



Build Them a Golden Bridge

Do
not



Build Them a Golden Bridge

Do

- Involve them, include their ideas
- Ask for constructive criticism
- Offer them a choice
- Help them save face
- Help them write their victory speech



Use Power to Educate

“The best general is the one who never fights.” – Sun Tzu



Use Power to Educate

The Power Paradox

The harder you make it for them to say no, the harder it is for them to say yes!



Use Power to Educate

The real power is in the contrast between what happens if no agreement is reached and the benefits or allure of crossing that golden bridge



Use Power to Educate

Let reality be their teacher

1. What do you think will happen if we don't agree?
2. What do you think I will do?
3. What will you do?

You might warn, but you do not threaten!

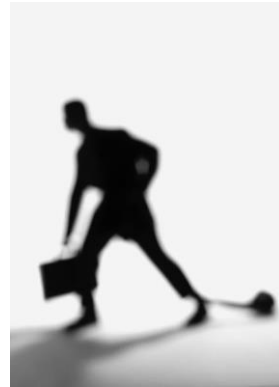


Use Power to Educate

Let Them Know They Have a Way Out

People who feel trapped take desperate measures

For every ounce of power you use, you need to use an ounce of conciliation



Let's Summarize

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Questions?



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Thank You!

