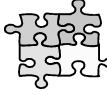


CARTILLAS

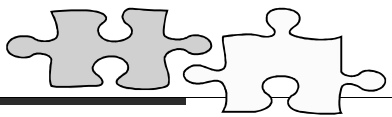
debrief

Sanda Kaufman




negotiation and conflict management
professor sanda kaufman, icua

1

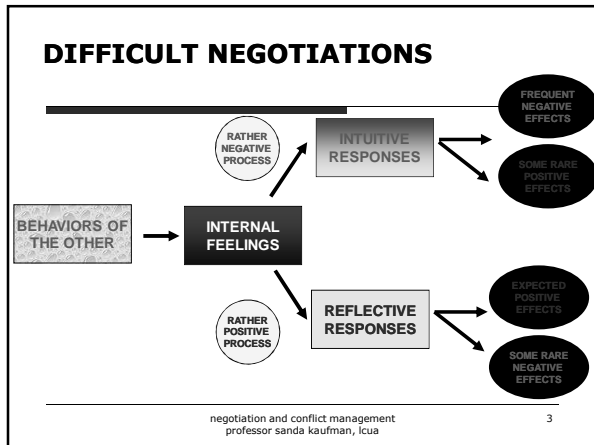


DEALING WITH DIFFICULT BEHAVIORS



negotiation and conflict management
professor sanda kaufman, icua

2



THE OTHER'S BEHAVIORS

- Interrupting me
- Refusing to listen, to let me speak
- Ignoring me, doing something else
- Throwing « words », or « figures » at me
- Making comments about my competence, my culture, my identity: personal attacks
- Using insults, amalgams
- Being condescending, using irony
- Threatening, BATNA bashing
- Being violent in words, gestures
- Etc.

negotiation and conflict management
professor sanda kaufman, icua

4

TIMELINE OF FEELINGS

- Surprised
- Unprepared
- Wanting to remain calm
- Boiling in, hot buttons pushed
- Unrespected
- Unfairly treated
- Angry
- Wanting to leave
- Wanting the other to leave
- Ready to explode, throw things, words, hands, etc.

negotiation and conflict management
professor sanda kaufman, icua

5

DIFFICULT NEGOTIATIONS

INSTINCTIVE RESPONSES

negotiation and conflict management
professor sanda kaufman, icua

6

WHY WE DO NOT HANDLE DIFFICULT TACTICS WELL

✍ We react

✍ We see only a few options:

- Surrender
- Play their game (hopefully better)
- Quit the game

OTHER TYPICAL RESPONSES: BACK TO THE OLD DAYS

- Claiming (or destroying) the pie
- Getting positional
- Getting tough
- Stating definitive conclusions
- Trying to listen
- Remaining silent
- Asking the other to calm down
- Wanting the other to listen

FREQUENT NEGATIVE EFFECTS

- Making things worse, escalating, fueling the dispute
- A short moment of pleasure, long moments of regret
- Preventing an outcome better than the BATNA
- Damaging the relationship
- Creating deadlocks in terms of process
- Etc.

DIFFICULT NEGOTIATIONS

REFLECTIVE
RESPONSES

EXPECTED POSITIVE EFFECTS

- Keeping on track the objective of problem solving
- Not preventing any future commitment
- Keeping the relationship going
- Avoiding deadlocks
- Modelling a reasonable behavior
- Hoping the other side will exhaust their energy
- Etc.

DEALING SKILLFULLY WITH DIFFICULT TACTICS

- Don't react, diagnose
- Choose a purposive response:
 - Surrender
 - Play their game
 - Quit the game
 - Change the game

DO NOT REACT. DIAGNOSE

- Ignore the attack
- Regain your balance
- Look at the situation from 3 perspectives:

- 3rd: **The fly on the wall**
- 2nd: **Putting yourself in their shoes**
- 1st: **Awareness of yourself**



CHANGE THE GAME

A Hierarchy of Moves:

- 📄 Listen
- 📄 Reframe
- 📄 Name the game
- 📄 Change the players

LISTEN

- ❖ Shift to empathy
- ❖ Focus on understanding their views
 - Listen, through attacks, for motivations & emotions
 - Be curious
 - Ask questions: "Say more"
- ❖ Try active listening
 - Reformulate, including the feelings

REFRAME, REFRAME, REFRAME

- an attack on you or a position as a focus on the problem and a search for
 - motivations
 - solutions at the table or creating value
 - criteria or claiming value
 - solutions away from the table
 - a working relationship, including agent substitution

NAME THE GAME

(& Negotiate the Rules)

- Describe your experience of the dynamics
- Inquire as to their experience or purposes
- Listen to their answers
- Joint-problem-solve for a new approach
- Propose a different way of going forward, with other rules

CHANGE PLAYERS

- ❖ Add, subtract a person
 - ❖ On your delegation or in the other's
 - ❖ The boss(es)
 - ❖ The friends
- ❖ Add, subtract a third person
 - ❖ Facilitator, mediator
 - ❖ The press for publicity