

Getting Past No: Negotiating With Difficult People



By - Group -6

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Overview



- What will you do when other party does not want to cooperate?
 - Attacks/Counterattacks
 - Anger/Suspicion
- But we can break the barriers to cooperation: our reaction, their emotion, their position, their dissatisfaction, their power.
- Rather than attacking each-other, we should attack the problem.
- The book “Getting Past No” is written to address situations where other party is being difficult/uncooperative to negotiate. It gives five-step strategy for negotiating in order to overcome it.

Strategy: Breakthrough Negotiation	Barriers to Cooperation
1. Go to the Balcony	Your Reaction
2. Step to Their Side	Their Emotion
3. Reframe	Their Position
4. Build Them a Golden Bridge	Their Dissatisfaction
5. Use Power to Educate	Their Power

About Author:

- William L. Ury co-founded Harvard’s Program on Negotiation and is currently a Senior Fellow of the Harvard Negotiation Project.
- He is co-author of “Getting to Yes: Negotiating Agreement Without Giving In”, an eight-million-copy bestseller translated into over thirty languages.
- Ury is also author of the award-winning Getting Past No: Negotiating with Difficult People and Getting To Peace
- Ury is trained as a social anthropologist, with a B.A. from Yale and a Ph.D. from Harvard.

Strategy - 1

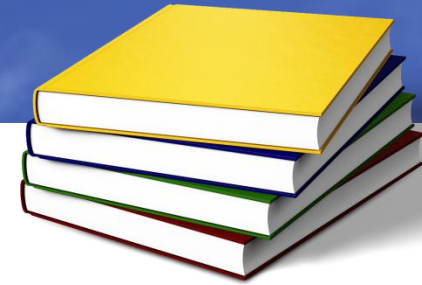


- There are three natural reactions that negotiators have when they are confronted with difficult situations: strike back, give in, or break off the relationship
- Going to the balcony can help us prepare by identifying tactics, liars and knowing our hot buttons in addition to buying yourself time to think, reflect and verify with the other party that we have a good understanding of the situation or whether it is worth negotiating in the situation, without making decisions on the spot.
- So, **Don't make Important decisions on spot**

The Five Strategies:

- ✓ **Don't react: Go to the balcony**
- Don't argue: Step to their side
- Don't reject: Reframe
- Don't push: Build them a golden bridge
- Don't escalate: Use power to educate

Strategy - 2



- “Step to their side” means:
 - Listening
 - Acknowledging
 - Agreeing
- It will acknowledge their point, their feeling as a person.
- We Should take stand for ourselves
- Instead of "but" statements, use "yes...and" statements
- If required offer an apology
- It will be hard for the other party to attack someone that agrees with them

The Five Strategies:

- Don't react: Go to the balcony
- ✓ Don't argue: **Step to their side**
- Don't reject: Reframe
- Don't push: Build them a golden bridge
- Don't escalate: Use power to educate

Strategy -3



- If we are willing to change the game, we may change the frame.
- Ask open-end, problem solving-oriented questions
- If we are negotiating 'A' and alternative is 'B' and another situation is 'C' than ask questions like "Why A?", "Why not B?", "What if C?" or "What makes A fair?" etc.
- Use the power of silence
- Deflect attacks: ignore it, recast it against the problem, reframe it as friendly, e.g. reframe "you" and "me" to "we"
- Defuse tricks: ask for clarifying questions, makes a reasonable request

The Five Strategies:

- Don't react: Go to the balcony
- Don't argue: Step to their side
- ✓ **Don't reject: Reframe**
- Don't push: Build them a golden bridge
- Don't escalate: Use power to educate

Strategy - 4 and 5



- To “build them a golden bridge” is strategy to make them say yes by removing common obstacles to agreement.
- A proposal that is unacceptable coming from us may be acceptable if it comes from a third-party
- Do not rush the final agreement, allow the opponent to "go to the balcony" before making their decision.
- A good negotiation is achieved by two negotiators meeting their needs- never one more skilled that overpowers the deal.
- “Use power to educate” is opposite of “build them a golden bridge”
- Power tactics for them to agree can be counter-productive
- Instead of using power to bring your opponent to his knees, use it to bring him to his senses.
- Demonstrate your BATNA at a minimum without provoking
- Aim for mutual satisfaction not victory
- In conclusion, Ury reminds us that the goal of negotiations is not to destroy the other side, nor to dominate them. The goal is to win them over, so that they become partners in a shared problem solving process.

The Five Strategies:

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