

# Obstacles to Agreements

- Not their idea
  - Ask them for their ideas
  - Ask for constructive criticism
  - Offer a choice
- Unmet interests
  - Don't dismiss them as irrational
  - Look for intangible motivations that drive behavior
- Fear of losing face
  - Point to standards of fairness & legitimacy
  - Help them write their victory speech
  - Let them take the credit
- Too much too fast
  - Use a step-by-step approach (easiest issues first / partial agreements / experiments)
  - Don't ask for final commitment until the end
  - Consider contingent agreements

According to: William Ury, *Getting Past No: Negotiating With Difficult People*, Bantam Books, 1993