



Better Conversations, Better Partnerships and Better Outcomes

World Class Performance under Pressure

17 and 18 July 2019

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Introduction

I look forward to meeting you in this workshop. The objective is to enhance your ability to communicate with colleagues and others in a variety of situations associated with your work, in order that meetings, telephone conversations, and other occasions where dialogue is important, work even more effectively for you. These include handling differences of view and other conflicts, assisting in the resolution of disputes and complaints, giving constructive feedback, managing expectations and dealing with emotion.

The workshop is participative and designed to be enjoyable as well as an opportunity to work on key skills in a supportive environment. The only benchmark is what you can add to your repertoire during the workshop, whatever your starting point.

During the workshop, we will set up some simulated discussions and meetings in which you will be asked to take on a role in order to practice some skills and techniques. I should say that the programme laid out here is a framework and not a straitjacket – we will have flexibility to develop the themes which you wish to discuss.

In advance, in addition to the exercises suggested in the workbook, you might like to consider:

- what concerns you have about dealing with misunderstandings and conflict;
- what in particular you would like to work on in these situations;
- what specific difficult situations you would like to practice.

John Sturrock

Note:

This workbook is designed to guide you through the workshop. More than that it is a tool to be used by you in your own way as you acquire new skills, re-evaluate your own understanding of things and reflect on what you are learning.

This is a manual to be built upon. We encourage you to use it creatively before and during the workshop. It should be self explanatory but, if any questions arise, do just contact us.

Some work should be done in advance of the workshop; most of the workbook can be utilised as the workshop proceeds.



Workshop Presenter

John Sturrock QC

As founder and chief executive of Core Solutions (www.core-solutions.com), John is recognised as a pioneer in mediation and as one of the leading mediators in the UK, with an international reputation. He has been described as "universally regarded as Scotland's finest mediator" and is recognised in the Best of the UK Mediators in Chambers Guide. John has been involved in hundreds of mediations covering a broad range of disputes in the public and private sectors in the UK, mainland Europe, Middle East and elsewhere. Who's Who Legal of the world's leading commercial mediators describes John as "internationally recognised as a major player in this area". John is also a mediator with Brick Court Chambers in London.

He trained in negotiation at Harvard University and was named Specialist of the Year at the Scottish Legal Awards in 2003 and Mediator of the Year at the Law Awards of Scotland in 2009. He is a Visiting Professor at the University of Edinburgh, a Distinguished Fellow of the International Academy of Mediators and, in 2010, was awarded the Honorary Degree of Doctor of Laws from Edinburgh Napier University. He is an internationally recognised coach and facilitator in the fields of negotiation, mediation and communication and has worked with senior executives, judges and top athletes. He has been described as "one of the best teachers of mediation."

Before ceasing active practice at the Scottish Bar in 2002, he was appointed a Queen's Counsel in 1999 and, as the first Director of Training and Education in the Faculty of Advocates from 1994 to 2002, designed and led the Scottish Bar's award-winning advocacy skills programme. He had a successful practice at the Scottish Bar, specialising in civil cases of many kinds.

He recently conducted a review of allegations of bullying in NHS Highland and has acted as facilitator of the Scottish Leaders Forum Leadership in recent months. He facilitated Scotland's 2020 Climate Change Delivery Group and, for many years, has worked with members of all the parliaments in the UK on scrutiny techniques. He was a Special Adviser to the Public Administration and Constitutional Affairs Committee of the House of Commons. He has also conducted training with the Cabinet Office and the Scottish Government. He has worked with fund managers and others over the years in effective questioning and other related techniques.

He has worked with UK Sport, the English Institute of Sport, Sportscotland, and many sports' governing bodies and athletes for a number of years, particularly in the lead up to the London Olympics and Paralympics.

He is a founder of Collaborative Scotland (www.collaborativescotland.org), an initiative to bring respectful dialogue to Scottish politics and public affairs, and is the author of its Commitment to Respectful Dialogue. He is a regular writer and commentator on collaboration in the business, political and legal worlds.

See: A Mediation Story: The Mediator's Log:

<http://www.core-solutions.com/news-events/the-mediator-s-log/>

John Sturrock's Blog:

<http://www.core-solutions.com/blog/>



Some Suggested Reading

Brown, B. (2010) **The Gifts of Imperfection: Let go of who you think you're supposed to be and embrace who you are**, Hazelden Publishing

Chabris, C. and Simons, D. (2010) **The Invisible Gorilla**, Harper Collins

Cloke, K. (2001) **Mediating Dangerously**, Jossey-Bass

Cloke, K. (2013) **The Dance of Opposites: Explorations in Mediation, Dialogue and Conflict Resolution Systems**, GoodMedia Press

De Bono, E. (1990) **Six Thinking Hats**, Penguin

Dobelli, R. (2014) **The Art of Thinking Clearly**, Harper Collins

Fisher, R. and Sharp, A. (1999) **Lateral Leadership: Getting Things Done When You Are Not The Boss**, Harper Collins Business

Fisher, R. and Ury, W. (1991) **Getting to Yes**, Penguin (2nd Edition)

Hicks, T (2018) **Embodied Conflict: The Neural Basis of Conflict and Communication**, Routledge

Kahneman, D. (2011) **Thinking Fast and Slow**, Allen Lane

Mnookin, R. (2011) **Bargaining with the Devil: When to Negotiate, When to Fight**, Simon & Schuster

Nowak, M and Highfield, R (2011) **Super Cooperators: Evolution, Altruism and Human Behaviour**, Canongate Books Ltd

Schein, Edgar (2013) **Humble Inquiry: The Gentle Art of Asking Instead of Telling**, Berrett-Koehler

Scharmer, C Otto and Kaufer, Katrin (2013) **Leading from the Emerging Future: From Ego-System to Eco-System Economies**

Stengel, Richard (2010) **Mandela's Way: Lessons on Life**, Virgin Books

Stone, D., Patton, B. and Heen, S. (2000) **Difficult Conversations: How to Discuss What Matters Most**, Penguin

Ury, W. (1999) **The Third Side: Why We Fight and How We Can Stop**, Penguin

Ury, W. (2007) **The Power of a Positive No**, Hodder & Stoughton

Ury, W. (2015) **Getting to Yes with Yourself (and Other Worthy Opponents)**, Harper Collins



Pre-Workshop Preparation

Personal Assessment

It is helpful to identify some of your key strengths and areas for improvement

How creative am I when looking for solutions to difficult problems?

How effective am I in building and maintaining business relationships?

What do I do to make sure I look for new angles?

What are my strengths as a communicator?

When dealing with conflict, how skilled am I?

Why are these useful to me?

What techniques do I use to deal with difficult situations?

How could I improve?

Why do I need to work on these?



Pre-Workshop Preparation

Current or Recent Conflict

You may be asked to consider a current or recent personal experience of conflict in your life, whether personal, at work or in business.

In advance, you might wish to note here who is involved and what the dispute is about:

And ask yourself:

How did the conflict affect me?

Why did the conflict arise?

Why did it continue?

What did I do to cause it?

What could I have done differently?

Generally:

Why do disputes and conflicts arise?

What effect do they have?

Why are they sometimes difficult to resolve?

What do people in conflict really want?



Provisional Topics for the Workshop

Conflict and Negotiation

- Causes and Consequences of Unresolved Conflict/Prolonged Disputes: Personal Experiences
- The Gain Game
- Structure - PRUDDIE
- Preparation Strategies
- Building Rapport and Trust
- Separating People from the Problem
- Identifying Interests rather than Positions

Tips and Techniques

- Dealing with Emotion / Anger: AARREE
- Coaching Culture: Giving Constructive Feedback: HPDREE
- Listening Effectively
- Understanding: Asking Critical Questions to Get under the Surface
- Developing and Assessing Options: Benchmarking: pros and cons, BATNAS and WATNAS
- Breaking Deadlock in Negotiations
- Effective Decision-Making
- How to say No: Power of a Positive No
- The Third Side - benefit of independent person observing /coaching
- Victory Speeches and Golden Bridges
- Cognitive Traps and Biases—How our Brains Deceive Us

How can we use this going forward?



"Don't even think about it..."

How our brains can impede – and help – problem-solving

- Cleaning the filter
- Challenging assumptions...except....
- “90% of errors of thinking are errors of perception”
- Tendency to reinforcement shapes our response: confirmation bias
- “Ladder of inference”
- WWSIATI – missing the obvious – selective seeing and hearing
- Thinking fast and slow
- Wisdom of crowds / group think
- Reactive devaluation / overvaluation
- Risk aversion
- Over-reliance on intuition
- Over optimism - planning fallacy
- Over estimating own ability
- Inertia - sticking with the status quo
- Cognitive dissonance
- System justification
- Decision fatigue
- Sunk costs
- Adrenalin, cortisol and oxytocin



Reflections on The Gain Game

Note here what you have learned from the experience of this exercise:

- generally
- about what can happen in negotiation
- about ourselves - how we think and act and about our negotiating style
- about how others think and act
- about which approach works best



A Structure

We will introduce a structure for conflict management.

You can record here your own notes about PRUDDIE

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Preparation Questions for a Difficult Meeting

What do you really need to achieve out of this today?

If you achieved this, what would that mean for you?

What do you need to do today to achieve this?

What do you need to say to the other party to help to achieve this?

What do you need to hear from the other party which would help you achieve this?

What are your main concerns at this stage?

What do you think are the other party's main concerns at this stage?

Where might misunderstandings have arisen in the past?

What do you think that the other party really needs out of this?



Preparation Questions for a Difficult Meeting

What do you think the other party needs to hear from you which will help to move you on to a realistic outcome for all concerned?

What are the areas of common ground between the parties?

What are the realistic options for sorting this out?

If you are going to work together in the future, what needs to be done?

If you are not going to work together in the future, what needs to be done?

If you can't find a mutually acceptable solution, what will happen?

What will be the consequences for you if this is not resolved?

What do you think will be the consequences for the other party?

Reflecting on these questions, what would be an outcome with which you can live?



Asking Questions

We cannot overstate the importance of asking well formulated questions as a means to be more effective as a communicator or negotiator.

List here examples of questions which you think might help you to understand what is going on, get underneath the surface and discover what really matters to people:



"Every impasse is an opportunity"

Overcoming deadlock: Get past No and turn lose-lose to win-win

Deadlock:

- Develop options and alternatives – balconies and precipices? What if....? Reality check?
- Embrace uncertainty – enjoy the challenge!
- Acknowledge needs – and progress so far
- Diagnose the problem: what's below the surface?
- Listen – what have you still not heard?
- Other's shoes – and go for a walk in them
- Common ground and interests – re-affirm detail
- Keep an open mind – assume all their doing best

Impasse:

- Interests? yours? theirs? turn "No" to "Yes"?
- Money last? What else is there? Bottom lines?
- Pause....take a break, change venue, eat
- Ask more questions – what am I still missing? really?
- Separate people from the problem – behaviour/mask
- Surprise them – give something, leave scraps
- Emotion – still there? recognise and reassure; you?



Blockers:

- Be direct and clear
- Leave – or be prepared to do so – risks? bottom line?
- Open doors to new approach / another day
- Check – is it you? What can you do to MAD? or AV?
- Kick the cat – is something else going on?
- Engage with others in their team?
- Respect – always show it, never lose it....
- Save face – yours? theirs?

Breakthrough:

- Be
- Realistic,
- Engage
- And
- Keep
- Thinking
- How
- Rigour and Respect,
- Options,
- Understanding and
- Gains
- Help



21 Tips for Effective Communicators and Negotiators

- Separate the people from the problem
- Be robust on the issues but respectful of the individuals
- Search for the underlying needs and concerns
- Look for mutual gains and common interests
- Avoid bottom line thinking
- Get into their shoes
- Remember the power of acknowledgment and recognition
- Help them save face
- Make a unilateral concession - Give to Gain
- Ask questions - what am I missing?
- Check understanding
- Keep an open mind - flexibility is vital
- Detoxify the language
- Challenge assumptions - and assume that each is trying their best
- Remember the Big Picture - what do you / they need?
- Go to the Balcony
- Create a Crisis at the Precipice?
- PAUSE!
- LISTEN!
- If you get stuck, call in a mediator



Post-Workshop Personal Assessment of Current Skills

We think that it is useful to ask you to pause after the workshop and reflect on how your skills are developing. Self-assessment at this stage will give you an additional tool for measuring your development.

Please read the following sentences and answer them as frankly as you can, assessing your own skills on the scale of 1 to 6 (1 very inaccurate, 6 very accurate) and taking the stage you have reached by the end of the workshop as your reference point.

- | | | |
|-----|--|-------------|
| 1. | I am an excellent listener | 1 2 3 4 5 6 |
| 2. | I am able to build rapport with people easily | 1 2 3 4 5 6 |
| 3. | I really try to understand what other people are telling me | 1 2 3 4 5 6 |
| 4. | I am genuinely interested in what others tell me | 1 2 3 4 5 6 |
| 5. | My questioning skills are excellent | 1 2 3 4 5 6 |
| 6. | I am able to use eye contact, facial expression and gestures in a manner which is consistent with building trust and rapport | 1 2 3 4 5 6 |
| 7. | I am able to observe others and learn about how they feel from what I see | 1 2 3 4 5 6 |
| 8. | I can deal with other people's displays of emotion in an appropriate way | 1 2 3 4 5 6 |
| 9. | My skills at exploring the issues and finding out people's true concerns and interests are excellent | 1 2 3 4 5 6 |
| 10. | I am able to explain what people mean in language which is supportive and positive | 1 2 3 4 5 6 |
| 11. | I am able to show complete impartiality in a difficult situation of conflict where I am a third party | 1 2 3 4 5 6 |



Learning Log

(for completion at the end of the workshop)

What have I learned in this workshop?

What do I still need to practice?

What will I do differently as a result of this workshop?

What are my key attributes and skills?

How will make sure I use them?

What will I do when the going gets tough?

To whom am I accountable?



Conflict Management Strategy

(for completion at the end of the workshop)

Looking ahead to the future when you have responsibility for handling difficult situations:

What do you need to do to prevent or manage conflict?

What steps should you take to implement your strategy?

What incentives might you build in to ensure that the strategy succeeds?

What review process would you introduce?

Who would you involve in devising and implementing the strategy?



Commitment to Respectful Dialogue

“We[, the signatories to this Protocol,] agree that it is in the interests of our [business, organisation, employees, and those with whom we contract/do business] that all communications are conducted civilly and with dignity. Therefore, we agree to:

- listen carefully to all points of view and seek fully to understand what concerns and motivates those with differing views from our own;
- acknowledge that there are many points of view and that these have validity alongside our own;
- show respect and courtesy to all individuals and organisations with which we have dealings;
- express our own views clearly and honestly with transparency about our motives and our interests;
- use language carefully and avoid personal or other remarks which might cause unnecessary offence;
- ask questions if we do not understand what others are saying or proposing;
- respond to questions asked of us with clarity and openness;
- support what we say with clear and credible information wherever that is available.
- find common ground whenever we can.”



Paddling against the Current: Embodied Conflict

“I’ve been trying to tell you, but you didn’t listen. You’ve got to go down more deeply and take more time, you’re rushing it and it’s too superficial. You’re hardly disturbing the surface. You’ll make no progress that way. And you are using so much effort. Relax. When you get into difficulty, you are expending too much effort trying to change course. It just takes a little adjustment, just row back a little without making such a fuss. It is amazing how quickly you’ll adjust to the flow.”

“I’ve been trying to tell you, but you didn’t listen”. The words came back to me, floating in the air. Familiar words, spoken with kindness and also a hint of frustration. I realised that I hadn’t heard them. I was amused by the irony of role reversal. I am usually the person who needs to remind others to listen. But I’d been struggling upstream for what seemed like an age, though it was only about fifteen minutes. I had started off unsure about my position and reluctant to take any risks. As a result, I had not only played safe but tightened physically and mentally, so much so that I felt like I was clinging on just to stay afloat. One or two others tried to help me to regain my poise, but I was reluctant to appear less than wholly competent, even if it was obvious that I was performing like an amateur on his first stage.

One of the group suggested it might be better for me just to stop now as it would get even more difficult further on. I was unsure, knowing that I was already tired and yet reluctant to admit defeat so soon. So, I was grateful when a senior figure, who had seen it all before, reminded me that perseverance was critical at a time like this, when giving up would have been an easy choice. “You should go for it, I am sure you can do it”, he said. Only later did I discover that he was a world expert not only in this field but in another pursuit, even more arduous and demanding of much more courage.

By sticking in and acting on the advice, my first experience of Stand Up Paddle-Boarding became a little more enjoyable. The current was still strong and the wind picked up a little. I got blown about a bit and ran aground twice. But I made it to the end. Indeed, I could have gone on and was disappointed to be told it was time to haul the board out of the river. This, I reflected, is what it feels like to be a beginner in most things. How easy it is to forget where we started out when we have, apparently, become “experienced” and “skilful”. How easily our assumed “mastery” can degrade into unconscious incompetence.



These observations will resonate with most of us as we grapple with unfamiliar tasks or feelings of inadequacy. Our reactions under pressure are the result of deeply embedded psychological responses over which we have little control, and which are designed to protect us from danger, however imaginary. My tightening up was borne of little more than fear of getting wet but mirrored the responses that would have been triggered automatically if my life was actually in real danger. Added to the fear of physical threat was the embarrassment of social failure, triggering similar responses. Knowing all of this, theoretically and intellectually, I still could not behave “rationally”. And I couldn’t hear the very advice offered to save me.

That same day, I found myself exploring a book which helps to explain all of this (and much more) and which could, for me as a “conflict resolution professional”, be one of the most important I have read recently. Embodied Conflict by Oregon mediator Tim Hicks (published by Routledge) is, I suspect, a masterpiece. Sub-titled “The Neural Basis of Conflict and Communication” the book’s theme is the growing awareness of how our brains work, through many disciplines which include in particular neuro-psychology and neuro-science, and the fundamental importance, to our collective and individual survival, of understanding all of this – and of improving our ability to prevent destructive conflict in all its forms.

He offers a brilliant reframe: “It’s interesting to think about the violence we see in the world, whether at the level of interpersonal relationships, or at the societal and global levels, as a public health issue.” Could this be the missing link in our conflict resolution field? We’ve often wondered why what seems obvious to so many of us about how we can better manage and reduce conflict hasn’t had the kind of impact we feel it should. Arguably, we have mis-defined it, not fully understanding the depth and breadth of both the challenge and what is needed to resolve it.

Some of us have elevated processes like mediation to ends in themselves. They are, however, merely important examples of means to achieve highly desirable goals. We probably need a much clearer diagnosis and understanding of the underlying conditions, while offering a wide range of remedial steps.

Hicks’ recognises that “the success of the conflict resolution field has not only been limited but has not achieved its full promise.” He says that “what we call “interest-based negotiations” and “collaborative problem-solving” or, more simply, mediation, can be perceived by parties as risky or threatening for a number of reasons.” His exploration of this is too comprehensive to do more than offer an inadequate summary of the main themes here. Indeed, his Preface, in and of itself, is one of the best summaries of the issues I have come across.



Recognising that perceived self-interest, difference, group affiliation and poorly managed conflict is everywhere, the author acknowledges the reality of this and comments that it is our response to differences that create waste and harm, with apparent short-term gains more than offset by longer term and aggregate loss. We struggle with the balance between trust and suspicion, cooperation and competition. Perception, meaning and identity often lie at the heart of conflict.

Our human biography charts our efforts to live more harmoniously in the face of our evolutionary tendency towards fear-based and dominance-seeking responses. Our unique capacity for self-reflection comes with the responsibility to work to change behaviours which are inimical to healthy social life, however we define that. Hicks quotes a philosophy professor: we need to “understand the deep history and tragic complexity of political situations”, and with deeper understanding of ourselves, and particularly how and why we behave in response to differences, we can better prevent or manage inevitable conflicts.

This Hicks offers to do by linking “conflict resolution theory and practice to the basic physiological function by which perceptual experience is encoded in neural structures of meaning.” In other words, how the brain works, combined with the experience of the whole body, determines how the mind experiences self and other and how we behave in relationships – and in conflict. The primary question of the book is thus: “How might an understanding of the neural workings of the brain help us work more effectively with parties in conflict?”

In case you are concerned that the author is about to descend into a neuro-psychological black-hole, he reminds us that: “We are biology and chemistry, but we are also our lived experience. In understanding the neural roots of cognition and behaviour, we have to continue to work with people at the level of their and our lived experience. We have to maintain a balance between the science and the humanity of life.”

It seems, humbly, to me that, however much some of us in the conflict resolution field may see ourselves as mere brokers of deals, shuttle diplomats or bangers of heads together, such a limiting approach is no longer good enough. If we are to add real value and take this field to where it needs to go, we simply must keep paddling, persevering, trying to acquire greater mastery of the difficult stuff, and overcoming our fear of social failure or appearance of technical incompetence.

For starters, Hicks’ Appendix digests specific practical approaches discussed or suggested in the book. But the book as a whole is likely to be essential reading for



those who really want to get under the surface and make a real difference.

“I’ve been trying to tell you, but you didn’t listen. You’ve got to go down more deeply and take more time, you’re rushing it and it’s too superficial. You’re hardly disturbing the surface. You’ll make no progress that way.”

Tim Hicks’ book is a really helpful guide if we choose to listen and go deeper. It will help us to disturb the surface and make progress against the current. We must do so.

Text by John Sturrock: published originally as a blog on 28 July 2018



Getting to Yes with Yourself

“In the morning when I look at myself in the mirror, I like to remind myself that I am seeing the person who is probably going to give me the most trouble that day, the opponent who will be the biggest obstacle to me getting what I truly want.”

So writes William Ury in his just published new book, *Getting to Yes with Yourself*. Those who attended Collaborative Scotland’s Day of Dialogue in September at which William Ury was our guest conversationalist by video link, or who were present at The Hub in Edinburgh in 2009 when he led a full day workshop, will recall a man of warmth and humility, combined with clarity and great wisdom.

Ury is the distinguished co-author of the seminal *Getting to Yes*, arguably the most important text about negotiation in the past thirty years. It sets out the basis for what we call interest-based negotiation, where the focus is on what we (and clients) really need rather than positions, entitlements and wants. It reminds us of the central importance of business and personal relationships and of effective communication. One of the most useful pieces of the jigsaw is the recognition that the way to measure proposals made in negotiation is not how much or how little we get or give but what will happen if we don’t come to an agreed solution? These are the classic benchmarks referred to as BATNAs and WATNAs (Best - and Worst - Alternatives to a Negotiated Agreement).

Ury has now come to the conclusion that the missing piece in all his writing about dealing with conflict is the inner one. Indeed, he describes this latest book as a “prequel” to *Getting to Yes*, the essential prerequisite to being able to achieve win-win, interest-based negotiated outcomes with others. Often, he observes, those who understand *Getting to Yes* fall back under pressure into costly and destructive win-lose methods, usually because we perceive others as “difficult people”, threatening to take advantage of us and to cause us loss. We are “reaction machines”.

He writes that *“very little in life may be under our full control, but the choice between yes and no is ours to make at any moment. We can choose to say yes or no to ourselves, to be either our best ally or our worst opponent. We can choose to say yes or no to life, to treat life either as friend or foe. We can choose to say yes or no to others, to relate to them either as possible partners or implacable enemies. And our choices make all the difference.”* Choose well and we can have three kinds of win.



I have often concluded training sessions with words from a poster in a hotel in Philadelphia which described the difference between something ordinary and something extraordinary as that little “extra”. Much of UK Sport’s successful Olympic programme, in which I was privileged to play a small part, was underpinned by the message that the difference lies at the margins, that very small things can make a huge difference.

So, Ury suggests a number of apparently small changes that may make all the difference. Put yourself in your shoes –suspend your inner critic: what do you really need? Develop your inner BATNA – who are you blaming for your own needs not being met? What are the costs? Can you take personal responsibility rather than blaming others? Reframe your picture – can you accept life as it is and not feel that it is always against you in some way? If you do, then what? Stay in the zone – dispense with resentments about the past and anxieties about the future. Be personally present in the present. (The comparison with biblical teaching cannot be overlooked...). Respect others even if they don’t respect you - separating people from the problem was a central message of *Getting to Yes*; this reminds us that we can operate far better if we avoid being sucked into an antagonistic mind-set. Give and receive – Ury draws on the excellent work by another Harvard scholar Adam Grant, in his book *Give and Take*, which shows that thoughtful givers are in the longer run more successful. In other words, moving from the apparent scarcity of the win/lose model to maximising gains all round leads to a double- or triple-win.

Reflecting the passage at the beginning of this article, Ury refers to President Theodore Roosevelt’s colourful observation: “If you could kick the person in the pants responsible for most of your trouble, you wouldn’t sit for a month.” Finally, though, it is about acceptance and respect, towards yourself as much as towards life and others. And, says Ury, this is a lifelong journey, needing daily practice. It should all be common sense but, in reality, it is uncommon sense: common sense that is uncommonly applied. This is where, says Ury, we may need the Third Side, the independent coach, facilitator or mediator, to help us along the way.

Getting to Yes with Yourself is available from Harper Collins

Text by John Sturrock: published originally as a blog and an article in The Scotsman on 2 March 2015