

Scenario 9.



“I can’t take this crap anymore. ” Adriano hands you a sealed white envelope containing a meticulously drafted five -page resignation letter. It’s not the first time he’s given you this letter.

“I’m grateful for the support you’ve given me and everything you’ve done for the team but I think it’s for the best if I resign and go back to practising law.”

You already know and understand all of the reasons why Adriano wants to quit. The high attention to detail that would have served him so well as a solicitor in the Attorney General’s Department has made it difficult for him to perform effectively as a negotiator. He puts so much effort into reaching agreement over the fine print that he often neglects the broader issues.

You’ve tried everything you can think of talk Adriano out of leaving ABS. He’s a great negotiator and you definitely want to keep him on your team. But nothing has worked so far...

Identify Adriano’s preferred thinking style level and come up with a new approach that will help convince him to stay at ABS.



You look beyond each of the 16 matters itemised in Adriano's resignation letter and see there's really only one basic need that's not being met here: he feels disheartened when the detailed settlement agreements he spends hours drafting are attacked and rejected by his counterparts.

You think a story might help him see the bigger picture.

"Two Hungarian chefs argue over who should get the last orange in the kitchen. The first chef needs it for a goulash he's preparing for a government minister. The second chef needs it for a gerbaud cake he's baking for a TV celebrity. Neither chef will yield so the restaurant owner cuts the orange and gives one half to each. The first chef squeezes the juice into his goulash and throws away the rind. The second chef grates the zest into his cake and throws away the fruit."

Adriano considers the story. "I would definitely give the orange to the first chef. The government minister is more important than the TV celebrity."

"Try to broaden your focus," you advise. "There's a bigger picture to see."

"Bigger picture? I don't understand," Adriano replies.

"Let me show you..."

Playtime Group Instructions

GROUP 1:

In your group, offer Adriano guidance to help rebalance his thinking style preferences.

Focus the following:

- Discuss the difference between a **bargaining position** and an **interest**
- Explain what the basic problem in negotiations is
- Provide three practical tips Adriano could use to see the bigger picture in a negotiation

GROUP 2:

In your group, offer Adriano guidance to help rebalance his thinking style preferences.

Focus the following:

- Discuss which **motivations or interests** are often the **most powerful**
- Explain why an interest may be satisfied by several possible positions
- Provide three practical tips Adriano could use to identify the interests of the other person when conducting negotiations

GROUP 3:

In your group, offer Adriano guidance to help rebalance his thinking style preferences.

Focus the following:

- Discuss the meaning of **mutual satisfaction**
- Explain how interests may be compatible even while bargaining positions are in opposition
- Provide three practical tips Adriano could use to reconcile the interests of both parties in a negotiation

GROUP 4:

In your group, offer Adriano guidance to help rebalance his thinking style preferences.

Focus the following:

- Discuss the difference between a **reaction** and a **response**
- Explain how **aggressive positional bargaining tactics** are used by manipulative negotiators

- Provide three practical tips Adriano could use to maintain control of himself when confronted with aggressive positional bargaining tactics