

PUTTING TURNS TO WORK

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Excerpt from Chapter 6 of
NEGOTIATING AT WORK
Turning small wins into big gains

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01 Cultivate your repertoire of turns

- ▶ Interrupt by using silence
- ▶ Name the other person's tactic
- ▶ Question the assertion of her move
- ▶ Correct what she has said by giving a different version of the story
- ▶ Divert the conversation back to the issue at hand
- ▶ Focus on the future by moving past prior mistakes or assumptions

02 Prepare for moves and turns

- ▶ Consider where you are vulnerable so that you have turns in mind
- ▶ Practice turns in advance to determine what you're most comfortable with
- ▶ Know what you know about the person and how he has dealt with you in the past
- ▶ Consider your counterpart's "good reasons" to anticipate how moves might come up
- ▶ When caught by surprise, you can always interrupt
- ▶ Remember that context is important. Some turns, like naming, can be risky in hierarchical situations and in some cultures