

PUTTING PROBLEM- SOLVING TECHNIQUES TO WORK

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Excerpt from Chapter 7 of
NEGOTIATING AT WORK
Turning small wins into big gains

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01 Prepare for problem-solving negotiations

- ▶ Take a stance of curiosity
- ▶ Practice role reversal for important negotiations by putting yourself in the other party's position and mindset

02 Use questions to promote mutual gains problem solving

- ▶ Ask open-ended questions
- ▶ Ask contextual questions to learn more about interests
- ▶ Use hypothetical testing questions to link your ideas to theirs
- ▶ Use reciprocity questions to establish a trading process

03 Use questions to promote collaborative problem solving

- ▶ Use circular questioning to establish joint ownership of the problem
- ▶ Use root cause questions to understand the conflict more deeply

04 Tips for when negotiations are stuck

- ▶ Take a break
- ▶ Name what is happening
- ▶ Look for small steps — “small wins” — you can take
- ▶ Explore assumptions more deeply
- ▶ Explore consequences of no agreement
- ▶ Bring in others who can help