

## DEALING WITH TOUGH TACTICS

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### TOOL 10

#### **RECOGNIZING AND RESPONDING TO TOUGH TACTICS**

This tool includes reminders of strategies to use when your counterparts are using the following tough tactics.

##### **Extreme opening offers**

- Inquire about fairness
- Counter with an equally exaggerated offer, then . . .
- Suggest a different process

##### **Positional statements or demands**

- Reframe/inquire in terms of interests

##### **Anchors**

- Put the anchor in context
- Disagree and refocus

##### **Ultimata or threats**

- Analyze CONA
- Reframe impasse as an option
- Get them to maybe
- Ignore it

##### **Anger (signals a violation of boundaries)**

- Take steps to ensure that you feel safe
- Acknowledge
- Separate the emotion from the problem
- Test by naming what you see and then ask them to share more about their feeling

**Criticism and disparagement**

(suggests you are defective or blameworthy)

- Don't take the bait
- Name and reframe

**Contempt (blend of anger/disgust; communicates a lack of respect with sarcasm, mockery, rolling eyes)**

- Reframe contempt as skepticism
- Ask for a complaint

**Domineering (attempts to control the situation with incessant speech, invalidation, lecturing, etc.)**

- Reframe the behavior (in your head) as defensiveness
- Signal that you have something to say
- Ask for the floor (to prevent interruption)
- Express anger
- Show up with allies

**Disappointment (conveys sadness or dissatisfaction)**

- Commit to silence
- Acknowledge and inquire

**Personal threats**

- Name the tactic and propose ending the conversation