

V. MASTER STRATEGY THREE: Reframing

A. Redefine the Frame

B. Problem-Solving Questions

1. “Why?”
2. “Why Not?”
3. “What If?”
4. “How is That Fair?”
5. Open-Ended Questions
6. Use Silence Productively
7. “What’s Your Thinking/Feeling?”

C. Tactics for Circumventing Obstructions

1. **Ignore**

2. **Reframe as Aspiration**

3. **Acknowledge, but Test**

4. **Whatever you do, don't lead-in with "*I could be wrong, but . . .*"**

— negative assertions are ill-advised

5. **If TOP is SKEPTICAL, offer PROOF**

6. **If TOP voices an OBJECTION, cite POSITIVE BENEFITS**

7. **BEWARE of content — relationships shifts**

Example: *"What's the matter . . . don't you trust my research?"*

8. Use “why”s sparingly

9. “Chunking” approach

a. “Chunk-up” to more general need in issue (real reason for objection)

OBJECTION:

CHUNKING-UP:

b. State your assumption about the other party’s real need

—

c. Wait for acknowledgment

d. Pose “What if . . .” hypothetical alternative to fulfilling need

—

e. Ask for “conditional close”

—

- 10. Incorporate your objection into a hypothetical inquiry**
 - *“What if we did it exactly as you suggest, and (your concern/objection) occurs?”*

- 11. Project the effects of their recommendations through time (Time Extension)**
 - *“Okay, let’s say we did that, and 2 or 3 years down the road ‘X’ occurs . . . Your thoughts?”*

- 12. Explore the effects of other settings, where appropriate**
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- 13. Negative Inquiry**
 - *“If you think our approach is somehow flawed, please explain how.”*

- 14. Listen Intently — validate the importance of their view**
 - a. Don’t interrupt (generally)**
 - b. Paraphrase (a good way to begin an interruption/redirection)**
 - c. If they’re right, let them be right!**

- 15. Ask to be heard on an alternative point of view (use “softeners”)**

- 16. Don’t couch actual disagreement in terms of “The Devil’s Advocate”**

D. Tactics for Parrying Assaults

1. **Ignore**

2. **Reframe Personal Slight as Friendly Gesture**

3. **Go from Blame Fixing to Problem Fixing**

4. **Reframe from “You/Me” to “We”**

5. **Interpret Personal Assault as Problem-Focused**

6. **Allow ventilation — without nodding**

7. **Take time to collect your thoughts**
 - eliminates the advantage of surprise

 - prevents emotional infection

- 8. Examine both “feeling” and “fact” channels**
 - respond to fact channel messages immediately
 - table feeling channel messages
 - get to the root issue quickly

- 9. Stand up for yourself from the start — Don’t back down!**
 - but avoid displays of anger, arguments and counterattacks

- 10. Speak for yourself — “I”**

- 11. Don’t ask for permission to speak**

- 12. Get their attention without attacking**
 - you may not be able to win in a head-to-head fight

- 13. Interrupt their interruption**

- 14. Use their name**

15. Create the appearance of solid eye contact

16. Avoid any word choices that might threaten their self-esteem and possibly worsen the situation

— “You”

— “Why?”

— “Should/Shouldn’t”

— Judging

— Labeling

— Generalities

17. “Break State”

18. Be ready to accept unexpected friendly gestures

NOTES: _____

19. Take advantage of “sorting” techniques

Example

Just deal with the issues you want to at the time and let the rest go by.

You:

You:

One-issue interactions are easier to resolve and have less negative impact on the conversation.

20. Negative Hypotheticals

*“What if this **scheme** of yours doesn’t work out?” (places stigma)*

- Refuse to respond to the worst case scenario, if too attenuated to be justified in the particular context and risk structure

- Assert positive reasons for positive actions

— Say: *“It will work out . . . and here’s why . . .”*

21. “Black & White” Questions

- Don’t respond with yes/no, unless that is the response you had in mind
- Make a conditional statement
- Be concise — don’t volunteer too many details — less is better!

22. “Forced Ranking”

“Would you mind stating your two most pressing concerns?”

- Don’t respond with #1, #2, etc.
- Do discuss some important areas
- while they might really be your two most pressing areas, it is unwise to label them as such

23. “A or B” Questions

“What’s more important, ‘A’ or ‘B’?”

- Don’t respond between ‘A’ and ‘B’
- Say: *“It’s not a question of what’s more important.”*

24. False Premise Questions

“Now that you’ve messed-up, what are you going to do about it?”

- Don’t accept the false premise
- Correct immediately

25. “Q=A=1”

26. Expose the Attack to render it ineffectual

“You aren’t trying to make me feel guilty about this . . . are you?”

“Would you like me to feel badly about this?”

27. Extinguish the Manipulation by demonstrating its ineffectiveness with you

- a. If intimidation with fear or anger . . . do *“The Gomer”*
- b. Don’t permit interruptions . . . use *“The Broken Record”*
- c. Set *limits*

Say: “We need to talk about this . . . but not this way.”

- d. If interrupted again and again
- stop and listen until they're through
 - once they're finished, look at your watch

Say: "I'm just wondering how long it's going to be before we can have the conversation we need to have to be able to help you with this problem."

- e. Ignore the game and focus on their agenda
- use the word "obviously" in your lead-in

Say: "You obviously need to see Mr. Brown right now to justify your trip. . . Let me get right on that."

- f. DON'T:
- GET INDIGNANT
 - BECOME ANGRY
 - BE FRIGHTENED
 - DISCLOSE YOUR FEELINGS
 - ACTIVELY LISTEN
 - since their feelings are contrived, it makes no sense to reflect them
 - "META TALK" ABOUT INTERACTION AND YOUR FEELINGS

- g. Offer an invitation to provide additional information

Say: "What would have to happen for you to be satisfied about this?"

E. Tactics for Uncloaking Deceptions

1. **Use Precise Language** to improve the quality of information flow, *i.e.* “pointers”
 - a. UNSPECIFIED NOUNS NOUN SPECIFIER: “What ‘N’, specifically?”
 - “The CRT’s on the blink.” “What CRT, specifically?”
 - “I want a new job.” “What job, specifically?”
 - “Does your dog bite?” “Which dog, specifically?”
(where you have more than one dog)
 - “a dozen or more competitors” “Which competitors, specifically?”
 - b. UNSPECIFIED VERBS VERB SPECIFIER: “How ‘V’, specifically?”
 - “I’ll be prepared by Tuesday.” “How, specifically, will you be prepared?”
 - “I’ll check and get back to you.” “How, specifically, will you check?”
 - “The CRT is on the blink again.” “How, specifically, does it go on the blink?”
 - “I must have surveyed . . .” “How, specifically, did you survey them?”
 - c. MODAL OPERATORS (RULES) RULE SPECIFIER: “What would happen if I/you/we/they did/didn’t?”
 - “You really should/must attend.” “What would happen if I didn’t?”
 - “That shouldn’t/mustn’t happen.” “What would happen if it did?”
 - “We have to/ought to act.” “What would happen if we didn’t?”
 - “I can’t go along with that.” “What would happen if you did?”

d. UNIVERSAL QUANTIFIERS GENERAL INQUIRY: “All/always/everybody/
never/they?”

— “All bosses are tough customers.” “All bosses?”

— “This always happens.” “Always?”

— “Everybody’s doing it.” “Everybody?”

— “It’ll never come to that.” “Never?”

— “They say the economy is
about to make a recovery.” “They?”

e. COMPARATORS

Examples: “Better”, “easier”, “worse”, etc.

Specifiers: “Better than what?”, “Easier than what?”, etc.

f. FROZEN VERBS

Examples: “We need empowerment”, “I value my freedom”, etc.

Specifiers: “How will people act when they are empowered?”

“What do you do when you are free that you value?”

g. LIMITS

Example: “Can’t”, “might”, etc.

Specifiers: “I can’t” — “What prevents you?”

“This terrible thing might happen” — “Depending on what?”

h. SOFTENERS:

“I’m curious about . . .”

“Would you be willing to tell me how, specifically, to . . .”

“I’m wondering what, specifically, you meant by . . .”

2. Turn the Tables

3. Make Reasonable Requests

NOTES: _____

D. Meta-Level Negotiations

1. Raise the Issue

2. Establish Ground Rules

E. Moments of Truth

1. From Positional Bargaining to Problem-Solving Negotiation

NOTES: _____
