

FAST TRACK TO...

DEALING WITH DEADLOCK

Deadlock happens in business: you think you're right, they think they are. Or perhaps they're downright bullies and you refuse to give in. Simon Horton, author of *Negotiation Mastery*, looks at how you can get past an impasse

STAY CALM

Don't let your emotions get the better of you. Stay calm and separate personal issues from the problem that needs to be resolved. Maintain a rapport at all times, without giving in unnecessarily

LOOK AT THE BIGGER PICTURE

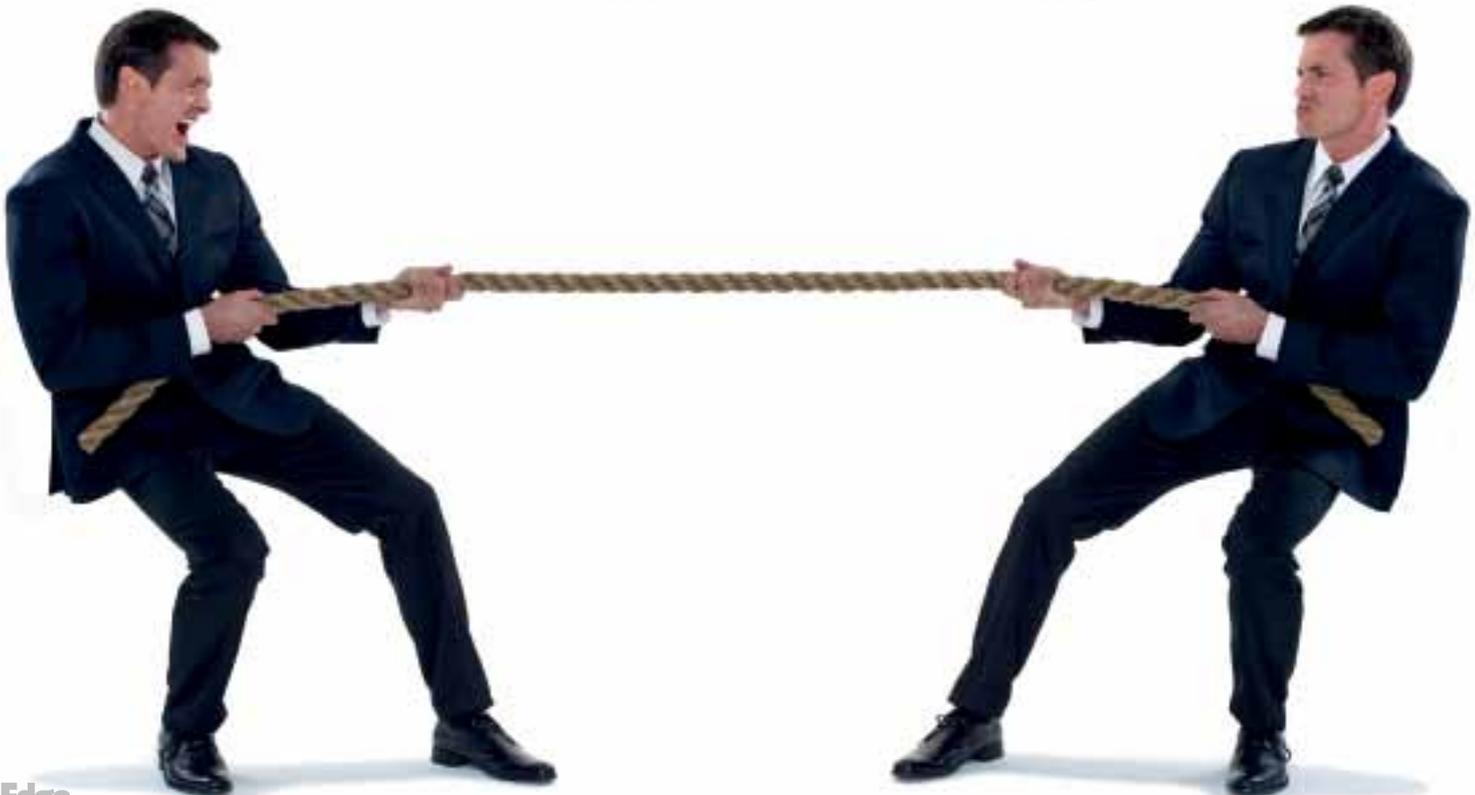
Often the simplest way to resolve a sticking point is to get back to basics: remind yourselves of why you're here and what you're trying to achieve. When you focus on the bigger picture there is more flexibility in achieving a deal

BE CREATIVE

Think what else you can bring to the table that has not already been discussed. View the deadlock situation as a problem to be resolved rather than a fight to be won and look for creative solutions

GO NEUTRAL

Use independent data and benchmarks so the solution is not based on the opinions of individuals, but on neutral reference points. Alternatively, agree on an objective formula for coming to a solution



THOUGHT FOR THE DAY

‘INTELLIGENCE
IS THE ABILITY
TO ADAPT TO
CHANGE.’

STEPHEN HAWKING
Scientist

ADDRESS THE REAL REASON

Sometimes the stand-off is for a reason that is not actually made explicit. In such cases, progress will only be made if the real reason is addressed, even though it's not out in the open

CHANGE THE DYNAMIC

Take a break, crack a joke or change the subject. A small change can alter the dynamic and break the stalemate

MAKE A CONCESSION

Make concessions - but only as a last resort. If it's necessary, make sure it is labelled and make sure you get something in return

LOOK TO OTHER PARTIES

Finally, if nothing is working, involve someone else who has the authority to break the deadlock or who can act as an independent mediator

You can comment on issues raised by content in Edge and Edge online. **Get in touch via email, Twitter, LinkedIn or on the Edge online website**

Dealing with deadlock can feel like a never-ending tug-of-war

Negotiation Mastery: Tools for the 21st Century Negotiator is out now (MX Publishing)

**Have yoursay**

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WORKPLACE WELLBEING

This made me think about what I do and could do differently, including what I could do about taking my own breaks. The quote from Dr Sue Lamerton reinforces how important it is for an organisation to get behind employee wellbeing, not just individual managers, and I agree we need more awareness - rather than assuming we have the awareness. I shared this article with our management team and it was a really good way to open a wellbeing discussion.

SIAN STAITE

responding to the article 'Promoting workplace wellbeing', <http://tinyurl.com/c3s9bdh>

I think that workplace wellbeing is definitely underrated in most organisations. As a manager who doesn't always take breaks (but does try!) I wouldn't expect my team to do the same. But it is interesting that people will make assumptions as to how they would be viewed if they do or don't take a lunch. I think that having the flexibility within policies to work with people as individuals is key to their success. But doing that and being seen as consistent is another story.

MICHAEL COOK online

MORE THAN THIS

This article confirms my belief that 'and something else' is a great personal work ethic. Flexibility frees up the mind to new ways of working. In 1980 I rang my predecessor and asked him, "What do I do?" His response is inspiring: "You do what you want to do!" and put the phone down! When another employer asked for ideas on increasing our client base, I created

a sales department and used my trainer skills for cold calling; it worked - until we were credit crunched.

MICHAEL THOMAS

responding to the article 'Adopting the mash up way of working', <http://tinyurl.com/cr50lff>

GENIUS: A MYTH?

I totally disagree with this piece. The 10,000 hour rule to achieve mastery is fine but doesn't invalidate the concept of genius. Mastery and Genius are two very different ideas. Steve Jobs having social intelligence? Hahaha! Would love to have more space to discuss this. It doesn't boil down to a nature vs nurture argument as elements of both are contributory.

RICHARD LANDER-CLARKE

responding to the article 'The genius myth: Becoming a master in your field', <http://tinyurl.com/bwmmvk54>

MIDDLE GROUND

Some good points in here that any manager in charge of other line/department managers would benefit from. The ability to listen to those below you on the ladder is one that is so often stifled when those below are seen as a threat. By allowing greater input and leadership from below a manager can only grow in ability while her team improves.

COLIN SHAND

responding to the article 'Leading from the middle', <http://tinyurl.com/ch9pxp5>

MIND YOUR LANGUAGE

Useful guidance on another way besides body language that we use to signal our emotions and intentions to opposite parties.

ALAN TURNBALL responding to the article 'Mastering language', <http://tinyurl.com/bqnsqrg>

yoursay