

- The Difficult Client - Moving Beyond “No”

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What Causes Resistance?

IMPEDIMENTS

- **Inadequate Information**
- **Mismanagement of Expectations**
- **Principle**
- **Externalities**
- **Disagreement about merits of the case**
- **Inability to seek closure**
- **Machismo, Ego, Pride, Loss of Face**
- **Emotionality**
- **Negotiation ability**
- **Tactical advantage not to concede**
- **Self-serving bias**

Other Causes of Resistance

OBSTACLES

- **Outcome avoidance**
- **Boulwarism or single text document**
- **Styles (monochronic and polychronic)**
- **Timing**
- **Agendas (Hidden)**
- **Cognitive dissonance / confirmation bias**
- **Lack of authority**
- **Endowment effect**
- **Stuck in the “box” – inability to be creative or find linkage**

Resolving Impasse

- Focus on the future, but respect the past
- Remove reactive devaluation – use outside experts, independent / objective criteria
- Reframe language

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- Incubation (utilize a timeout)
 - Utilize BATNA / WATNA / MLATNA
(Reality testing)
 - Show inconsistencies (gently) in the client's analysis

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- Resolution is possible even if you do not agree on underlying principles and reasons
 - Avoid loss of face – use anchoring
 - Utilize the “art of engagement” – subtle, not transparent

Conclusion

- **Diagnose the source of resistance.**
- **Match the impasse-breaking technique to the specific source of resistance.**
- **Try it out!**
- **If it doesn't work, re-evaluate and try again.**