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INTERNATIONAL NEGOTIATION ACADEMY
Negotiation: The Genesis of Management



Negotiation Skills Training

- Managers at senior, middle and junior levels
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Is the boss cursed by an inflated ego?

The Good and Bad of a Strong Ego

In the world of work and play, we all agree that you, most often, need to have a relatively high degree of **confidence**. Whether you're negotiating with anybody or making a presentation or asking someone to marry you!

You need to believe in your own ability to beat the odds when you make important decisions.

There is a difference, however, between plain confidence and an **inflated ego**. Being confident means believing in oneself; being egotistical means having a **narcissistic** (self-love), need to win all the time.

In many situations in life, an oversized ego can be overlooked because it isn't too disruptive. In the process of making decisions that have an impact on people around you, ego can have huge and **destructive** effects.

How to spot a blown-up ego:

INTENSIVE PROGRAM
in
NEGOTIATION SKILLS
(3 days)

DATES for 2012:

23 – 25 July (Houghton)
10 – 12 September
(Houghton)

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An egotist argues until his ideas are accepted?
She is irritated if others don't do it 'her way'?
He would **rather lose than see someone else win**?
She is the first to say: "Let me show you how it is done"
They seek constant attention and **admiration**
Egotists consider themselves better than others
They exaggerate their talents and achievements
He believes that he is entitled to special treatment
She is **easily hurt** but may not show it
Egotists set unrealistic goals
They may take advantage of others to achieve their goals
He often has fantasies that focus on unlimited success, **power**, intelligence, beauty, or love
She believes that she is "special" and unique, and can only be understood by other special people
Egotists expect that others will automatically go along with what they want
They are **hypersensitive to criticism**, or defeat and could even react with rage

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Consequences of Ego-driven decisions:

In the winning lies the losing!

The egotist's victory often becomes his/her worst nightmare! Like the urge to control a company, only to see it being liquidated!

Victories of egotists are sometimes called: "A **Pyrrhic or Cadmean victory**", referring to historical rulers whose victories had the effect of destroying themselves. The cost to the victor is so devastating or the unpleasant consequences that follow completely destroy any sense of achievement or profit. There is therefore no reason for celebration.

In the winning lies the overpaying!

This is sometimes called the '**winners curse**'. It is the strong tendency to bid more than the market price and often at a significant loss. Egotists tend to

overpay at auctions or when shopping (or tend to insist on discounts to the point of embarrassment).

In the winning lies the group's loss!

Due to your ego your chances of success drops to **below 50%** and, your egotist boss does not want another member of the staff feeling too important. So, team cohesion is sacrificed to get the boss's proposal accepted.

At the end of the day, egos distort decision-making, leading to less optimal outcomes. The irony in all of this is that if being a big deal is important to the boss, he should do his best to **check his ego** at the door. For the egotist there is no better way to feel important than to focus on building her own reputation instead of creating an effective company.

How to Negotiate with the Egotist:

You now know how to spot the hyper-ego. So, you know what they want. Knowing what someone wants is an important bit of data to anyone who wants to exert influence (buyers, sellers, etc). You now have a choice: either give the egotists what he/she wants, or tease him/her with it (or do nothing, since it makes you feel insincere). Some of the following could be very effective (note: for this purpose, we shall not dwell on the **ethics** of any of these approaches).

Make him feel it is his (or her) idea!

Approach the egotist and ask 'advice'. Tell him/her that you have a 'vague' idea on how to solve something and whether he/she could perhaps help you, since he/she has a well-known creative mind (label him/her). If he/she completes the picture, the **egotist will take ownership** of the solution and love you for it (you only have to accept that it is not your idea any more).

Ask him/her to become your mentor!

Ask the egotist if he/she would mind becoming a kind of mentor to you, since you would like to be **as effective** and impressive! It is, of course, very unethical, and false, but illustrates the egotist's weakness for status and being a 'hero' in other's eyes.

ADVANCED PROGRAM
in
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(Completion of the Intensive Program a pre-requisite)

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They are crazy about compliments and praise!

You may not feel like complimenting the egotist. He/she is already a major irritation to many; yet, you may perhaps experiment and try to determine his/her weakness to praise. Genuine compliments are, of course, good, but false compliments could provide you with an interesting (but somewhat unethical) experiment. One thing is sure; they will **love every word** that comes from your mouth.

The egotist could become clay in your hands!

Most of us may find it extremely difficult and unethical to blatantly lie to anyone, even to a troublesome egotist. It is, though, quite interesting to what extent the egotist **seeks you out for more compliments** and praise and often becomes dependent on you (you are the only one who gives him/her compliments!). After a while you could perhaps yield significant influence over the egotist and could even change him/her towards some more acceptable behaviour.

Manie Spoelstra

*PS: The 'negotiation advice' is entirely my own opinion and admittedly **does not pass the ethical test**, which is always important in all forms of negotiation.*