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# Questions About Dealing with People  

**Question 4: “What do I do if the people are the problem?”**  

*Build a working relationship independent of agreement or disagreement*  
*Negotiate the relationship*  
*Distinguish how you treat them from how they treat you*  
*Deal rationally with apparent irrationality*

**Question 5: “Should I negotiate even with terrorists or someone like Hitler? When does it make sense not to negotiate?”**

*Negotiate with terrorists?*  
*Negotiate with someone like Hitler?*  
*Negotiate where people are acting out of religious conviction?*  
*When does it make sense not to negotiate?*

**Question 6: “How should I adjust my negotiating approach to account for differences of personality, gender, culture, and so on?”**

*Get in step*  
*Adapt our general advice to the specific situation*  
*Pay attention to differences of belief and custom,*  
*but avoid stereotyping individuals*  
*Question you assumptions; listen actively*

# Questions About Tactics  

**Question 7: “How do I decide things like ‘Where should we meet?’ ‘Who should make the first offer?’ and ‘How high should I start?’”**

*Where should we meet?*  
*Who should make the first offer?*  
*“How high should I start?”*  
*Strategy depends on preparation*

**Question 8: “Concretely, how do I move from inventing options to making commitments?”**

*Think about closure from the beginning*  
*Consider crafting a framework agreement*  
*Move toward commitment gradually*  
*Be persistent in pursuing your interests, but not rigid in pursuing any particular solution*
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