

GETTING PAST NO

Treasury Executive Institute presented this program in June for executives in the San Francisco area.

Dr. Ury's earlier book, *Getting to Yes*, formed the basis for an extremely popular TEI program in 1990 and his latest book, *Getting Past NO*, proved every bit as popular in this new program. He has a warm, engaging style, and presents his material with humor. One executive, from the US Mint, described him as, "An excellent speaker, very down-to-earth, low key, paid attention to the questions and interests of the audience."

His contention is that negotiation is the number-one tool in the organizational decision making process. There are five key elements to negotiation strategy, and he spent much of the session describing and elaborating on them. They are: preparation, people, problem-solving, persuasion, and power. Dr. Ury endorses a mutual-gain approach to negotiations, and gave the attendees many practical suggestions for avoiding and defusing hostile environments which hinder successful negotiating.

Dr. Ury used a series of mini-negotiations with the audience, in which they got to actually practice the techniques he taught.

There was also a very lively and informative question and answer session in which the participants got specific advice on negotiation situations they face in their own offices. As summed up by a Financial Management Service exec: "The session was professional, well-paced, by an excellent speaker who has obviously done this many times, but still keeps it fresh and lively."

BREATHING SPACE

Jeff Davidson is a writer/speaker/consultant based in Chapel Hill, North Carolina. Following an extremely well received presentation he made for TEI in Washington in 1992, we decided to take him "on the road" in 1993, going to Philadelphia, Dallas, Atlanta, Chicago, Cincinnati, and San Francisco.



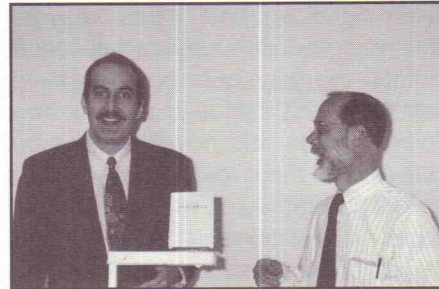
Jeff Davidson distributes handouts at his session in Atlanta.



Jeff Davidson asks the Cincinnati group for input.

"*Living and Working at a Comfortable Pace in a Sped-up Society*" was the full title of this program, and of Mr. Davidson's book. In order to provide some perspective, Mr. Davidson points to prescription glasses ready in hours rather than days, surgery/recovery taking days rather than weeks, books written and published in weeks rather than months, skyscrapers built in months rather than years. This rapid acceleration of pace makes older concepts of "time management" virtually useless.

Mr. Davidson believes that executives and leaders must set the example of how to live balanced lives, enjoying themselves in career and in home life. The first step to this, he contends, is getting an accurate picture of our existence and how we spend our time. He described five "mega-realities" which erode our time, and discussed how we can learn to live with them and gain breathing space within them. The mega-realities are population growth, expanding volume of knowledge, mass media growth, paper trails, and too many choices. He led a fairly in-depth discussion with the group on each of these areas, soliciting their experiences and ideas as well as offering his own suggestions. He gave keys and



TEI Staff Member James Pugh going over an issue with Jeff Davidson during a break in the San Francisco program.



A participant at the San Francisco session gets some individual feedback from Jeff Davidson.

examples of how to start, and how to make a habit of, doing things to make yourself more comfortable and effective in today's hectic pace. Each participant received a copy of his "*Breathing Space*" book, which is filled with other ideas and suggestions.

Below are comments from some of the participants at the various programs.

Philadelphia—

"Thought provoking; good ideas for organizing one's life."

(Internal Revenue Service)

"Made me re-examine my priorities. A very enthusiastic speaker." (Inspector General's Office)

Atlanta—

"A subject all busy executives need presented by a high-energy and effective speaker." (Comptroller of the Currency)

"New ideas and perspectives." (Internal Revenue Service)

Dallas—

"Good topic, new concepts, practical approach, good examples." (Office of Thrift Supervision)