Difficult Tradeoffs
Difficult People

CompSci 408
November 12, 2014
Difficult Tradeoffs

• Negotiating Changes with Clients
  • Bang for the Buck
  • Make Conscious Moves
    • New ↔ Backlog ↔ Sprint
    • Renegotiate/Squeeze-in
  • Difficult Clients
Bang for the Buck Approach

• Estimate Cost
• Estimate Benefit
• Facilitating Estimates
  • Forget units (use relative scale)
  • Use Low-Medium-High
Bang for the Buck Approach

• Use a formula
  • Benefit/Cost
  • Benefit/Cost^2 (high cost resources)
  • Benefit^2/Cost (huge upside)
  • Other?
New ⇔ Sprint ⇔ Backlog

• Move items into Backlog
  • Get bang for the buck (cost-benefit)
  • Reprioritize

• Move items into the Sprint
  • Renegotiate deadline/deliverables
    • How do you do that?
  • Squeeze it in
    • How do you do that?
Difficult Clients

• How to do you work with them?
• Appearance of control
• Building relationship
• Benefits of difficult clients
Feel-Felt-Found

• Recall Feel-Felt-Found from September lecture...
  • You are wrong!

Or

• Empathize – Normalize – Clarify
Disagreeing (Feel-Felt-Found)

• Empathize – Normalize - Clarify
  • I understand you feel about that. Many others have felt the same way. And what they have found is that....

• Examples
  • I know how you feel that this looks bad.
  • Others would have felt the same at when they saw this
  • However, when they tried it on they found that it was so comfortable.

Which is the most powerful word here?
Recap

• Bang for the Buck
• Make Conscious Moves
  • New ↔ Backlog ↔ Sprint
  • Renegotiate/Squeeze-in
• Difficult Clients
Discussion Topics

• Difficult Clients
• Difficult People
  • Colleague/boss/subordinate?
  • Cost benefit?
  • Your bias?
Difficult People

• Your tolerance level?
• Your relationship to them?
• Do you...
  • Understand them?
  • Change them?
• Who is the problem?
Tune into Channel 4: Two-way Communications

<table>
<thead>
<tr>
<th>Channel 2</th>
<th>Channel 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most (ineffective) Executives</td>
<td>Most Achievers</td>
</tr>
<tr>
<td>Don’t Receive</td>
<td>Receive</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Channel 1</th>
<th>Channel 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most Failures</td>
<td>Most Techies</td>
</tr>
<tr>
<td>Don’t Transmit</td>
<td>Don’t Transmit</td>
</tr>
</tbody>
</table>
Difficult People: Colleagues

• Tolerate them?
• Go to HR?
• Talk to you boss?
• Talk to your “friend?”
• Counseling?
Difficult People: Bosses

• Tolerate them?
• Go to HR?
• Talk to you boss?
• Talk to your “friend?”
• Counseling?
Difficult People: Subordinates

- Terminate or build a fence around them?
  - Other people stick if they enjoy work
- Consider cost of “home wreckers”
  - Good people leave
  - Who are the people left?
- Bias for/against “firing”
Recap: Difficult People

• Colleague/boss/subordinate?
• Cost benefit?
• Your bias?