

How to turn a foe into a friend

Next time you find yourself in a standoff, exert influence and come to an amicable solution with these five tips from Bob Burg, author of *Adversaries Into Allies*.

1. **Keep your cool.** Instead of giving knee-jerk reactions, assess the situation and respond rationally.
2. **Be aware of others' beliefs.** Influence comes when you accept these differences.
3. **Understand ego.** There's a me-first mentality inside of everyone.
4. **Create an influential space.** Creating space for communication and cooperation enables you to sidestep adversarial encounters. Smile, apologize or focus on solutions.
5. **Communicate carefully.** Use tact and empathy and show them you understood their needs.

— Adapted from "[Five Ways to Turn Adversaries into Allies](#)," Dan Rockwell, Leadership Freak.