

Responding to 'the Nibble' In a Wage and Hour Context

Tom, Esq. was tired. It'd been a long day, as the mediation participants finally reached agreement at 8:30 p.m. He had the foresight to bring a proposed settlement agreement on a thumb drive, so that Tom and Jerry, Esq., plaintiff's counsel, could work collegially in writing up "The Deal."

The Deal, which would be subject to court approval, had seven substantive provisions: gross settlement of \$400,000; a rea-

ing class coverage going back four years from the complaint; an agreed upon administrator; reasonably thorough notice provisions, recognizing that many of the class may have given false names and social security numbers and may no longer be in the United States; a guaranteed minimum payout to class members of 60 percent of the \$400,000 settlement, with the balance, if any, of the funds remaining returned to the defendant employer; the lead

class representative and attorneys fees calculated at 30 percent of the gross settlement.

Tom hit the print button and handed a copy to Jerry for his signature and the signature of the lead plaintiff. Ten minutes later, Jerry returned with a signed agreement and an apology: "Tom, I am sorry. It's signed with one small modification: My lead plaintiff is insisting on \$25,000, rather than \$20,000, so we changed the gross amount to \$405,000 and the class representative's share to \$25,000 and initialed it everywhere."

Surprised, Tom and his corporate client felt betrayed and manipulated by the class representative's \$5,000 grab – a maneuver commonly known in the negotiating business as "the nibble." Negotiating guru, Herb Cohen, author of "You Can Negotiate Anything," who may have first coined the phrase, describes "the nibble" – as a small demand at the end of the negotiation process to make things slightly better for one party, when the apparent alternative is to kill the deal entirely. (See Craver, Prof. Charles B.

"Classic Negotiation Techniques" in *The Negotiator Magazine* (February 2007) http://www.negotiator.com/article356_3.html; visited March 7, 2010).

The gambit works because of what game theory calls the "fallacy of sunk costs" – the "greater tendency to continue an endeavor once an investment



ment, stating – "Jerry, would you please speak with your client again. Starting tomorrow, he can be 'a hero' to his co-workers and friends if he simply agrees to the settlement you and I worked out together. We'll each sign it right now, with an added provision that your client can rescind in writing any time during the next 48 hours. In the event he needs more time, we'll give him up to a week to think about it. Let him know how disappointed his co-workers are going to be when it is learned he turned down several weeks extra pay for each of them."

Then, Tom should provide to Jerry the original agreement in hand, signing it as it was initially drafted, including a handwritten provision giving a one week right of rescission.

It is a good technique to allow face-saving behavior while empowering the class representative with a sense of respect for his obligations.

The "Expanding Pie" Response or Nibbling Back: The alternative to the fixed pie responses are also attractive. Jerry may be unwilling to reduce his firm's 30 percent request for attorneys' fee and also may actually have a 'client control' problem. In such a case, one needs to respond to "the nibble" by expanding the pie. So, perhaps Tom would suggest – "Okay, if it is necessary to pay the class representative \$5,000 more, let's agree to do so provided that we broaden the class covered by the settlement; or, if you prefer, we can reduce the guaranteed minimum payout from 60 percent to 55 percent so my client stands to receive a greater amount of money back in the event the expected happens and only a small portion of the class respond to the notice of settlement."

The "Expanding the Risk" Response: Your opponents have "sunk costs" too, and will be somewhat risk averse when looking at the alternative of a signed deal. Suggest that the matter simply be put to the court, which has to approve any class settlement; however, in addition to asking the court to approve the class settlement, defendant and plaintiff counsel will be permitted to ask the court to decide the appropriate level (i.e., higher or lower than the \$20,000 proposed) of the class representatives' premium.

Proper preparation usually allows the response to the nibble to be fun! In negotiations, "the nibble" is a tactic used by counsel who is not expecting to be doing repeat business with opposing counsel. In larger urban environments, it may be a safe way to pick up many thousands of dollars before the nibbler begins to pay with a sullied reputation as a negotiating partner. To protect against a nibbler, simply anticipate that a "nibble" may occur and tie down all of the terms with each participant, and not just the negotiator, before agreeing to finalize a "price." In the event the nibble comes anyway, experienced counsel should have composed during the negotiation a shopping list of counter-nibbles that would be offered for reciprocation with the initial nibbler. Sometimes the nibbler backs down; other times the nibbler finds one of the counter-nibbles attractive and a deal is struck on new terms. Getting angry or feeling manipulated is likely to miss the opportunity for your own client that the nibbler has created.

For other techniques, see "Combating Hardball Negotiation Tactics" *Daily Journal*, ADR Supplement p. 4, Dec. 14, 2007 by Max Factor III. <http://www.factormediation.com/docs/Combating%20Hardball%20Tactics.pdf>.

Focus on these few techniques, and next time you get nibbled, you'll be able to bite, not bark, back.



MAX FACTOR III is a full-time mediator at PMA, a dispute resolution firm with offices throughout California and Las Vegas, Nev. Since 2006, he has been an elected Distinguished Fellow of the International Academy of Mediators and adjunct professor at the Strauss Institute for Dispute Resolution. His contact information is available at www.pma-adr.com or www.factormediation.com.



SCOTT VAN SOYE is a senior attorney with Kane Ballmer & Berkman, and heads the firm's mediation practice. He holds an LL.M in Dispute Resolution from Pepperdine's Straus Institute for Dispute Resolution, where he will serve as an adjunct professor in the fall of 2010. His contact information is available at www.kbblaw.com.

sonably broad yet not overreaching – plaintiff to receive \$20,000 as For JAMS Mediator, a Lawyer of All Seasons

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talking about," he said. "That was a godsend because it's very difficult when you're struggling to understand what the various issues are. She understood and tackled them quickly. She was very efficient."

Kroll was also impressed with Reeves Neal's temperament, which he said "is like killing you with kindness."

"She's going to tell you the good, the bad and the ugly but in a way that's professional, respectful and engaging," he said.

But, he added, "You're not going pull anything over on Barbara. She's that smart."

Despite having lawyers for parents, Reeves Neal's three sons and two stepsons have ventured far from the legal field. Tim Neal, 23, is in graduate school for political science; Bob Neal, 19, wants to be an oceanographer; Ricky Neal, 17, travels the country competing in equestrian shows. Her stepson Tom Neal, 33, is earning his Ph.D. in Spanish and comparative languages at Indiana University. Andrew Neal, 30, is teaching English in Poland and studying for certification to teach English in schools abroad.

Here are some lawyers who have used Reeves Neal's mediation and



Barbara Reeves Neal

Age: 60
Affiliation: JAMS
Location: Southern California
Areas of specialty: Energy, employment, engineering and construction, antitrust, insurance, entertainment, business/commercial, healthcare
Rate: \$4,500/day, \$450/hour

arbitration services:

Andre J. Cronthall, Sheppard Mullin Richter & Hampton; Roger L. Scott, Ford & Harrison; Holly R. Lake, Paul Hastings Janofsky & Walker; Patricia A. Golson and Martin K. Deniston, Wilson Elser Moskowitz Edelman & Dicker, and Brian Lysaght, Glaser, Weil, Fink, Jacobs, Howard & Shapiro, all of Los Angeles.

Other lawyers are Bradley R. White, Granowitz White & Weber, San Bernardino; Gerald L. Kroll, Kroll Law Corp., Santa Bar-

bara; Patrick E. Stockalper, Reback McAndrews Kjar Warford & Stockalper, Manhattan Beach; Arthur D. Hodge, Gutierrez & Vera, Claremont; Robert B. Pringle, Winston & Strawn, San Francisco; Robert E. Freitas, Orrick Herrington & Sutcliffe, Menlo Park; Jerome Murphy, Crowell & Moring, Washington, D.C.; Scott T. Pratt, Keesal Young & Logan, Long Beach, and Robert Turken, Bilzin Sunberg Dunn Baena Price Axelrod, Miami.

catherine_ho@dailyjournal.com

in money, effort, or time has been made," (Hal R. Arkes & Peter Ayton, "The Sunk Cost and Concorde Effects: Are Humans Less Rational Than Lower Animals?" *Psychological Bulletin* 1999, Vol. 125, No. 5, 591-600).

In other words, Tom is willing to take a worse deal than he agreed to because of the effort he has expended negotiating the original deal. Arkes and Ayton suggest a two-fold reason for this effect. First, we have a general dislike of waste. Second, the negotiator may feel a need to preserve the deal in order to save face.

So, you've been nibbled on. Now what? There are several good responses:

The "Fixed Pie" Response: In response to the nibble, be respectful and yet advise Jerry – "I can understand your client wanting more money. As you know we do not feel he is an adequate class representative because of his pending workers compensation claim and his pending wrongful termination claim. In the event you feel it is appropriate he be paid more, than simply do so by reducing one of the other cash payout components so that the gross settlement remains at \$400,000."

If the nibble is a result of tension between Jerry, plaintiff's counsel, and his class representative, let Jerry resolve it within the context of a fixed pie. If the additional \$5,000 is really a nibble tactic to get a small additional sum of money after the deal has

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been agreed upon, counsel will find a way to regain 'client control' and agree to the deal originally written.

The Fixed Pie Response coupled with Face-saving Tactic: Sometimes the "Fixed Pie" response requires softening in order for the nibbling attorney to save face. Instead of responding to the nibble with a slap back, provide a safe road back to the original agree-

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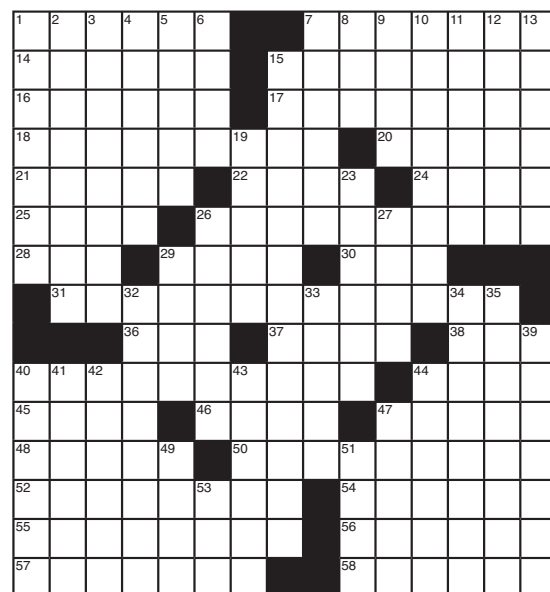
The New York Times Crossword

- Across**
- Product with a secret sauce
 - Muff
 - Pitcher's charge
 - Like many student jobs
 - "___" in bloody thoughts, but not in blood": Richard III
 - Like the drummer for rock's Def Leppard, amazingly
 - First Japanese infielder to sign with a major-league team, familiarly
 - Naja naja, familiarly
 - Writer of the 1950 Tony-winning play "The Cocktail Party"
 - Letter after Juliet in a phonetic alphabet
 - Eireann (Irish legislative assembly)
 - Ran-tan
 - Energy converters of a sort
 - Bourbon and others: Abbr.
 - Certain suckling
 - Note from one who's shy
 - Exposure warning?
 - Catchy thing?
 - Some bushes, for short
 - I.M. not sent through AOL?
 - Alcohol or drugs, it's said
 - See 1-Down
 - Be-all and end-all
 - "___ doch!" (German reply)
 - Emasculates
 - Zagora, Bulgaria
 - 2008 Olympics sensation
 - Heat
 - Model for Machiavelli's "The Prince"
 - Person making a check mark?
 - Come (to)
 - Nereus and Proteus
 - Bridge problem
- Down**
- With 44-Across, it may lead to a seizure
 - Perfection
 - Elegantly, to Brahms
 - Burrower with a bushy tail
 - Bugged
 - Superior court writ: Abbr.
 - The Pearl of the Orient
 - Extreme soreness
 - Disconnected, in music: Abbr.
 - Approached purposefully
 - Kettledrum
 - "The Essence of ___," Food Network show
 - Goes by foot, in a way
 - Chardonnay from Burgundy
 - Copenhagen alternative
 - Prayer

ANSWER TO PREVIOUS PUZZLE

O F F I C E B O Y T B A R S
H A R T C R A N E E L I E L
B R O W N E Y E S C A R G O
A M W A Y S A N A C R I S
B E N S O S H K O S H
Y R S W A G S S A L U T E
B A S T E A G A T E S
J O E T H E P L U M B E R
R U P A U L I S L A S
E D E S S A A T T N H M S
R I N S I N G T F O A L
A C L U D I C E H I L D A
T I A R A L A D I E S D A Y
E A T T E N D R I V E T I M E
S L E E D S S P E E D S T E R

Edited by Will Shortz No. 0220



Puzzle by Paula Gamache

- Liking romantically
- Talks romantically
- Neck piece
- Cartoon hero with a blue cape
- Spalko, Indiana Jones villainess
- Words after "The end"
- Some provocation
- Tuition classification
- Breakouts
- Rating
- "Finding ___," 2008 comedy
- Participates in a class action
- James of the court
- Diminutive chthonic figure
- Prefix with biology
- Building piece
- Foreign exchange abbr.

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