

Beyond Reason

Using Emotions as You Negotiate

Workshop Based Upon Text by Roger Fisher and Daniel Shapiro

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<https://www.youtube.com/watch?v=pi41UwpkIHg>

Emotions-Positive or Negative

- Defined – “A Felt Experience”
- Obstacle or Asset to Negotiation
 - Substantive Matters
 - Relationship
 - Exploitation

Frequent Effects of Emotions

Elements of Negotiation:	Negative Emotions Tend to Foster:	Positive Emotions Tend to Foster:
Relationship	Tense relationship filled with distrust	Cooperative working relationship
Communication	Limited and confrontational	Open; easy; two-way
Interests	Ignoring; clinging to extreme demands; conceding stubbornly, if at all	Listening and learning about each other's concerns and wants
Options	Only two: our position or theirs; Doubts options for mutual gain are possible	Creating many possible options that may accommodate some interests of each; Optimism
Legitimacy	Battle of wills – who is right or wrong; Fear of being “taken”	Use of criteria or fair standards that should be persuasive to both; sense of fairness
BATNA	Walking away from possible agreement even if BATNA is worse	Commitment to best we can get if not better than BATNA
Commitments	No agreement; commitments unclear or unworkable; regret for making or not making the agreement	Well drafted obligations that are clear, operational, and realistic; contentment, support and advocacy for the agreement

Dealing with Emotions Three Approaches that Don't Work

- Stop having emotions?
- Ignore emotions?
 - Affect your body
 - Affect your thinking
 - Affect your behavior
- Deal directly with emotions?

Five Core Concerns

CORE CONCERNS	THE CONCERN IS IGNORED WHEN...	THE CONCERN IS MET WHEN...
APPRECIATION	Your thoughts, feelings, or actions are devalued.	Your thoughts, feelings, and actions are acknowledged as having merit.
AFFILIATION	You are treated as an adversary and kept at a distance.	You are treated as a colleague.
AUTONOMY	Your freedom to make decisions is impinged upon.	Others respect your freedom to decide important matters.
STATUS	Your relative standing is treated as inferior to that of others.	Your standing, where deserved, is given full recognition.
ROLE	Your current role and its activities are not personally fulfilling.	You so define your role and its activities that you find them fulfilling.

Core Concerns

To be met to an "appropriate extent"

- Fair – Consistent with custom, law, organizational practice, and community expectations
- Honest – What we are being told is true
- Consistent with current circumstances

“The difference between having a core concern ignored or met can be as important as having your nose under water or above it.”

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Core Concerns

- **Lens**
 - Preparing for your negotiation
 - Conducting your negotiation
 - Reviewing your negotiation
- **Lever**
 - Stimulate positive emotions
 - Say or do things that address one or more of the core concerns of another
 - Shift your own emotions in a positive way

“The joy people experience when they breathe is no match for the distress they experience when they are drowning.”

Appreciation

- To appreciate is a verb...
- Obstacles to feeling appreciated:
 - Fail to understand the other’s point of view
 - Criticize the merit in whatever another says or does
 - Fail to communicate any merit we see in another side’s thoughts, feeling, or actions.

Appreciation

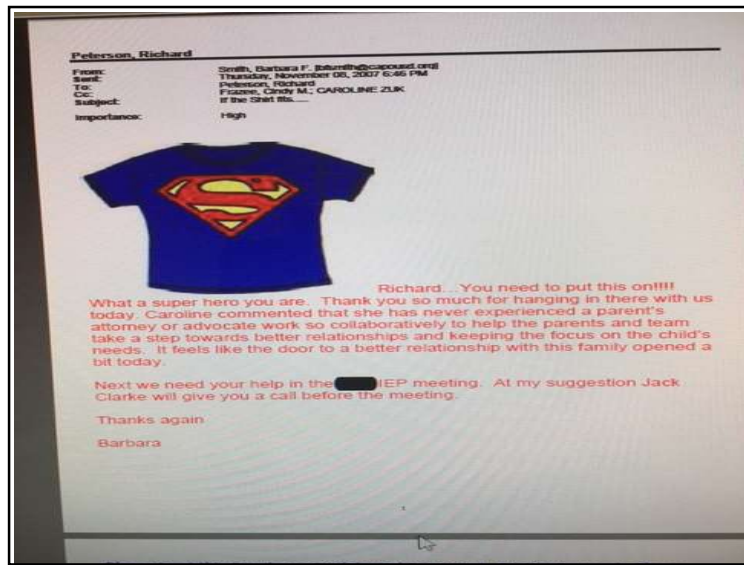
Understand; Find Merit; Communicate

- Understand their point of view - tools
 - Listen
 - Ask good questions
 - Listen for the “music” as well as the words
 - Listen for “meta-messages”
- Sincerity is crucial

Appreciation

Understand; Find Merit; Communicate

Find Merit in What Another Person:	Illustrative Statement:
Thinks: Logic and reasoning Points of view	"I find your arguments persuasive." "Even though I disagree with your conclusion, I see value in your point of view."
Feels: Emotions Core concerns	"I admire the pride you put into your work." "I think it makes sense that you don't want to be excluded from tomorrow's meeting."
Does: Actions Effort	"I value what you do around here." "I appreciate your putting together this first draft."



2 Persuasive Reasons-Unwilling to Find Merit

- To do so appears to be contrary to your religious beliefs
- To express such merit could easily be misunderstood by your friends, family, or constituents

Appreciation

Understand; Find Merit; Communicate

- Demonstrate your understanding of the merit you have found
- Be honest
- Focus on thoughts, feelings, or actions
- Express message in affirming tones
- Reflect back what you hear
- Suggest how upset you might be if it happened to you

Appreciation

Prepare to Appreciate Others

- Decide who you want to appreciate
- Try the role reversal exercise
- Prepare a list of good questions to learn another person's perspective

Appreciation

Help Others Appreciate You

- **Help others understand your point of view**
 - Propose a specific amount of time for them to listen to you
 - Tailor your message to be heard
- **Help others find merit in what you think, feel, or do**
 - Ask another person to find merit in your point of view
 - Draw on a metaphor that resonates with them
- **Help others hear your message**
 - Have only a few big points
 - Ask them what they hear you saying
- **Remember the importance of self appreciation**
 - Remember you cannot control the actions of another;
 - However, you have control over your ability to appreciate another and yourself; Use your own internal resources

Affiliation

- Defined: "Affiliation" comes from Latin verb, "affiliate," meaning "to adopt or receive into a family."
- Describes our sense of connectedness with another person or group
- When we feel affiliated with one another, working together is easier
- Affiliation involves an honest connection
- An honest connection helps build loyalty, trust, and motivation to search for an agreement of mutual benefit

Affiliation

Structural Connections-Members of a Common Group

- Find links with others
 - Your age
 - Your rank
 - Your family
 - Your background
 - Your religious conviction
 - A common interest

Affiliation

Structural Connections-Members of a Common Group

- Build new links as colleagues
 - Change the assumption that a negotiation is supposed to be adversarial
 - From the outset, treat the other as a colleague
 - Arrange to meet in an informal social setting
 - Introduce yourself informally
 - Sit side by side, if that is reasonably possible
 - Refer to the importance of interests
 - Emphasis the shared nature of the task you both face
 - Avoid dominating the conversation
 - Make yourself indebted to the other
 - Plan joint activities
 - Exclude with care

Affiliation

Personal Connections-Reducing Personal Distance

- “The optimal emotional distance between negotiators can be compared to the physical distance between porcupines trying to keep warm on a cold night. They huddle together, but do not want to be so close that they are pricked by each other’s quills.” Page 61

Affiliation

Personal Connections-Reducing Personal Distance

- Meet in person rather than via phone, computer or email
- Discuss things you care about
- Consider giving space to bring you closer
- Keep in contact
- Making it easier to build a personal connection
 - Hold private meetings
 - Reshape the public’s image of a conflict
 - Organize subcommittees
- Protecting yourself from being manipulated by affiliation
 - Check a proposal with your head
 - Also check a proposal with your gut feelings

Autonomy

- Your freedom to make decisions.
- The more important the decision, the greater impact as a “core concern.”
- Even impinging autonomy with respect to seemingly unimportant decisions may generate significant negative emotions

Autonomy

- Everyone wants an “appropriate degree” of autonomy.
- The greater autonomy *we* exercise, the greater risk that our actions will be perceived by another as impinging on *their* autonomy.

Obstacles To Using Autonomy Wisely

- **We unduly limit our own autonomy**
 - Feel powerless to affect change or influence others
 - No decision making power
 - Remember, there is power in not having authority
- **We impinge upon their autonomy**
 - Misstep may derail entire negotiation
 - Impingement may reduce trust, cause rejection of ideas (even good ones), and obstruct effort to implement an agreement if reached

Autonomy – To stimulate positive emotions...

- **Expand yours**
 - Power of autonomy is found in our ability to affect decisions.
 - Powerful ways you can affect a decision even if you do not have decision making authority.
- **Don't impinge on another's** – “As a negotiator you should be ready for trouble if the decision you made that affects the other can be responded with:”
 - “I did not agree to that?”
 - “I was not consulted!”
 - “I was not even informed!” (Page 73-75)

Expand Your Autonomy

- Make a recommendation
 - What is the problem that I want to address
 - Who do I want to influence
 - What recommendation can I make
 - How can I get my recommendation to the decision maker
- Invent options before deciding
- Conduct joint brainstorming

Autonomy Five Steps for Joint Brainstorming

1. Decide who should participate: <ul style="list-style-type: none"> □ Select 6-12 people with knowledge on subject and differing points of view □ Include some who have access to a decision maker □ Invite each participant "in their own capacity," not as a representative □ If participants hold strong views on the topic, consider getting a facilitator 	4. Refine Options <ul style="list-style-type: none"> □ Everyone nominates ideas that might best meet the interests of all □ The group selects a shorter list of options that deserve further consideration □ The group sharpens those ideas into operational possibilities □ They simplify each idea until the word "Yes" is a sufficient and realistic response
2. Explore Interests <ul style="list-style-type: none"> □ Participants on each "side" jointly draft their best estimate of the other side's interests □ Each side shares their list and invites feedback and "corrections" from the other. 	5. Decide what to do with the ideas <ul style="list-style-type: none"> □ Nominate deciders to whom these options might be recommended □ Enlist volunteers to convey ideas to deciders □ If some participants are themselves deciders, ask their advice: "Is there something we could do that would make it easier for you to say yes?"
3. Invent options without commitment <ul style="list-style-type: none"> □ Make clear: Nothing said at this stage is a commitment □ Each participant generates ideas that might satisfy important interests of everyone □ Welcome wild ideas (They might stimulate better ones) □ List all ideas on a flip chart for everyone to see 	

Autonomy Don't Impinge on Their Autonomy

- Always consult before deciding
- Invite input from "invisible" stakeholders
 - Consulting with stakeholders
 - Informing stakeholders
- To establish decision-making guidelines, Use the I-C-N bucket system
 - Inform
 - Consult, then decide
 - Negotiate

Acknowledge Status Recognize High Standing Wherever Deserved

- Status refers to our standing in comparison to the standing of others
- Status elevates both our self-esteem and the esteem with which others view us.
- Everyone wants to feel like "someone"
- Status can enhance our esteem and influence
- Competing for status tends to induce negative emotions
- Types of Status: Social and Particular Status

Social Status

- The level to which we are regarded as someone important or famous is our **Social Status**
- It is a single all purpose measure of standing for everyone within a geographic area (neighborhood, organization, city, country, world)
- Prevent negative emotions; Promote positive emotions
 - Become aware of Social Status
 - Treat every negotiator with respect; Be courteous to everyone

Particular Status

- Standing in terms of particular expertise, experience, or education
- Acknowledge each person's high standing wherever deserved
 - Look for each person's areas of particular status
 - Is either of you an expert on substantive issues?
 - Is either of you an expert on the process of negotiation?
 - Recognize their high status, then yours
 - Take pleasure in your areas of status
- Know the limits of status
 - Give weight to opinions where deserved
 - Beware of status spillover
- Remember: status can always be raised – or lowered

A Fulfilling Role

- The *core concern* for a *fulfilling role* described
- Ways to make your *conventional role* more fulfilling
- How to make your *temporary roles* more fulfilling

Role

Choose a Fulfilling Role and Select Activities Within It

- Three qualities of a fulfilling role
 - It has a clear purpose
 - It is personally meaningful
 - It is not a pretense

Role

Make Your Conventional Roles More Fulfilling

- Become aware of your *conventional roles* (Table 8, page 119)
- Shape your role to include *fulfilling activities*
 - Every role has a job label and set of activities
 - Expand your role to include meaningful activities
 - Redefine the activities in your role
 - Four steps to shape your conventional role
 - 1. Name your current role
 - 2. List current activities within your role
 - 3. Nominate activities to make your role more fulfilling
 - Add some new activities?
 - Modify current activities?
 - 4. Consider deleting unfulfilling activities
 - No one has to do these?
 - Someone else should handle them?
- Appreciate the conventional roles that others want to play

Role

You Have The Power To Choose Your Temporary Roles

- Become aware of temporary roles you automatically play (Table 10, page 129)
- Adopt a temporary role that fosters collaboration
- Appreciate the temporary roles that others play
- Suggest a temporary role for them
- A caveat: roles are not just “their problem”

On Being Prepared

Prepare on **Process**, **Substance** and **Emotion**

- **Process** – Develop a suggested sequence of events
 - **Purpose:** What is the goal of this meeting?
 - **Product:** What piece of paper would best serve that purpose?
 - **Process:** What sequence of events will produce a *product* that meets our *purpose*?
 - Clarify interests on each side
 - Generate a range of possible options to meet those interests
 - Select an option to recommend

On Being Prepared

Prepare on **Process**, **Substance** and **Emotion**

- **Substance** -- Gain perspective of seven elements of negotiation
 - Relationship
 - Communication
 - Interests
 - Options
 - Criteria of fairness
 - BATNA
 - Commitments

On Being Prepared

Prepare on Process, Substance and Emotion

- **Emotion** -- Consider core concerns and physiology
 - Use core concerns as both a *lens* and a *lever*
 - As a lens to understand
 - As a lever to improve the situation
 - Visualize success
 - Keep your physiology in check
 - Use relaxation techniques to calm your nerves
 - Prepare an emotional first aid kit
 - Check your mood

Review After Each Negotiation

- Determine WW and DD – What worked well and What to do differently
 - Focus on emotions, process and substance
 - **Appreciation:** Did you feel understood, heard, and valued for your point of view? Did the other side feel appreciated?
 - **Affiliation:** Were you treated as a colleague? Or as an adversary? Do you think they felt treated as a colleague?
 - **Autonomy:** Do you feel that your autonomy was impinged upon? Do you think they felt their autonomy was being respected?
 - **Status:** Do you feel they respected your status in areas where it was deserved? Did you respect theirs?
 - **Role:** Did you feel satisfied with the activities you performed within your role? Did you adopt temporary roles that felt fulfilling and useful? Did you broaden their role by asking for their advice or recommendation?
- Keep a Journal of lessons learned

Source for power point presentation

- All slides in this power point presentation are derived from the course text, *Beyond Reason, Using Emotions as Your Negotiate* by Roger Fisher and Daniel Shapiro, Harvard Negotiation Project, Penguin Books (2005) ISBN 0 14 30.3778 1