

15.665  
Power and Negotiation

Professor Michele Williams

# Agenda

- Brief Introduction to Disputes
- Negotiation Exercise Debrief
- Emotion
- Negotiation Exercise
- Discussion Part I
- Take Aways

# Next week

- 1. Pre-exercise Cancelled**
- 2. In-class preparation, Negotiation Challenge**
- 3. Bring a laptop or calculator**
- 4. Before Class Read**
  - “ Harnessing the Art of Persuasion –Cialdini**
  - “ Power and Influence” –Valley and Lingo**

# Disputes

**A dispute begins when one person makes a claim or demand on another who rejects it.**

-Ury, Brett, & Goldberg, 1988

**Resolving a dispute requires turning a claim and its rejection into a single outcome.**

-Ury, Brett, & Goldberg, 1988

# Disputes

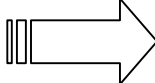
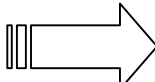
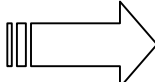
- Trust/Distrust
- Negative Emotion
- Miscommunication
- Biased Perceptions of fairness
  - Outcome
  - Process
  - Interaction quality
    - Respect and concern

# Why Needs Matters

- What you need
  - What they need?
- 
- Need for Control (0-9, FIRO-B) → process
  - Need for Inclusion (0-9, FIRO-B) → interaction quality
  - Need for Openness (0-9, FIRO-B) → trust

# Mismatch of Needs and Behaviors

## Dissatisfaction

- Too much control  **Frustration, Anger**
- Too little inclusion  **Disliked, Distrusted**
- Too little openness  **Distrust of other**

# What to avoid in a Dispute

- **Look out for Negotiation Traps**
  - Irrational escalation of commitment,
  - “Fixed-pie” beliefs
  - Biased rationale
  - Ignoring the other’s perspective
  - Expecting other to understand your intentions



# Methods for Breaking Down Barriers

**Getting Past No**

**Break through Bargaining**

**Difficult conversations**

# Getting Past No

-Ury

- 1. Don't React: Go to the Balcony**
- 2. Don't Argue: Step to their side**
- 3. Don't Reject: Reframe**
- 4. Don't Push: Build them a Golden Bridge**
- 5. Don't Escalate: Use Power to Educate**

# Breakthrough Bargaining

-Kolb & Williams,

**Power Moves**

**Process Moves**

**Appreciative Moves**

# Breakthrough Bargaining

-Kolb & Williams,

**Power Moves** foster the perception that others will be better off if they negotiate than if they don't.

# Breakthrough Bargaining

-Kolb & Williams,

**Process Moves** influence the negotiation process itself and which ideas get heard.

# Breakthrough Bargaining

-Kolb & Williams,

**Appreciative Moves** build relationships and promote good communication.

# The 3 Conversations

Difficult Conversations-Stone, Patton, Heen

## 1. “What Happened” Conversation

**Trap- I know all I need to know!**

## 2. Feelings Conversation

**Trap-Feelings are irrelevant or the other’s fault!**

## 3. Identity Conversation

**Trap-I must protect my self-image at all cost.**

# The 3 Conversations

Difficult Conversations-Stone, Patton, Heen

## **You want to avoid traps**

1. understand what has happened from the other person's point of view,
2. share and understand feelings, and
3. work together to figure out a way to manage the problem going forward.



# Overall, Breaking Barriers

1. Understand and manage your own emotions
2. Understand the emotions, perspectives, and identity concerns of others
3. Use your power-incentives and coalitions
4. Reframe, reframe, reframe—the process, issues, the others' perspectives,

# Dispute Negotiation Exercise

# Dispute Debrief

How did you resolve this dispute?

- **Interests**

- **Rights**

- **Power**

# Dispute Debrief

Who had the most power?

- **Power**

- Who is less dependent?
- Who has more satisfactory alternatives?

# Dispute Debrief

What standard or norm did you use?

- **Rights**

Standards of fairness

# Dispute Debrief

Did you capitalize on different expectations?

# Effectiveness of Dispute Resolution

Thompson (2001)

## Criteria

1. Transaction Costs
2. Satisfaction with outcomes
3. Effect on the relationship
4. Recurrence

# In sum..

There are three major approaches to resolving disputes.

Interests

Rights

Power

**But, what about EMOTION?**



# Emotion Film Clip

# Emotion

## Mediating with Heart in Mind –Jones & Bodtker

- Conflict is emotionally defined
- Conflict involves emotional intensity
- Emotion morally frames conflict
- Emotion reflects identity issues
- Emotion impacts future conflict (anger)

# Understanding Emotion

## Appraisals

-Williams,2007

1. Does this situation impact my personal goals, concerns, or interest?

- Is it related to my identity in some important way?

2. Does it make it harder or easier to achieve my goals or maintain a sense of well-being?

- Harder=**negative emotion**

- Easier=**positive emotion**

# Understanding Emotion II

-Lazarus

## Appraisals II

1. What or who is to blame for the event/situation? (affects which emotion)
2. Do I have the resources to handle this situation? (affects intensity of emotion)

# Appraisals

## Sadness-

- loss of someone or something close to one's identity,
- no one is to blame,
- nothing can be done to repair loss

# Appraisals

## Hurt feelings-

- You or your relationship to another is not valued,
- The other is to blame,
- Only the other can repair the loss

# Appraisals

## Anger-

- Blocked goal (often unfair, identity related)
- The other is to blame (person or group)
- Offense was committed intentionally or through negligence

# Appraisals

## Shame-

- Failed to act as we should
- Serious loss of face
- We are to blame
- We are responsible for repairing our identity

(contrast with **Humiliation**)



# Managing Emotion

-Williams, 2007

## Cognitive-Emotional Reframing

Influencing other appraisals of how a situation will impact them, who is to blame, and their resources to deal with the situation will influence their emotional response.

- An example from Ghandi

# Dispute Resolution II

## Negotiation Exercise

# Imagine...

- The atmosphere is charged with anger and frustration.
- Mistrust and hostility are directed at you.
- Channels of communication are closed.
- The original issue has become blurred and ill-defined.
- Negotiators perceive great differences in their positions.
- Both you and your counterparts are locked into your conflicting positions.
- You and your negotiating team have an “us” versus “them” mentality (and so does the other side)

# Dispute Debrief

# What can a third-party do to assist?

**Thompson, 2001**

- Reduce of tension
- Control the number of issues
- Enhance communication
- Establish common ground
- Highlight the desirability of certain decision criteria

# Mediation and Arbitration

Thompson, 2001

The goal of third-part intervention is to resolve a dispute.

**Mediators** seek to have the parties themselves develop and endorse the agreement.

**Arbitrators are** most interested in outcomes and have the power to render a binding decision.

# Satisfaction?

Mediator

Arbitrator

64.60/80	Process	46.75/80
9.4/10	Outcome	7/10

# Dispute Debrief

How did you resolve this dispute?

- **Interests**

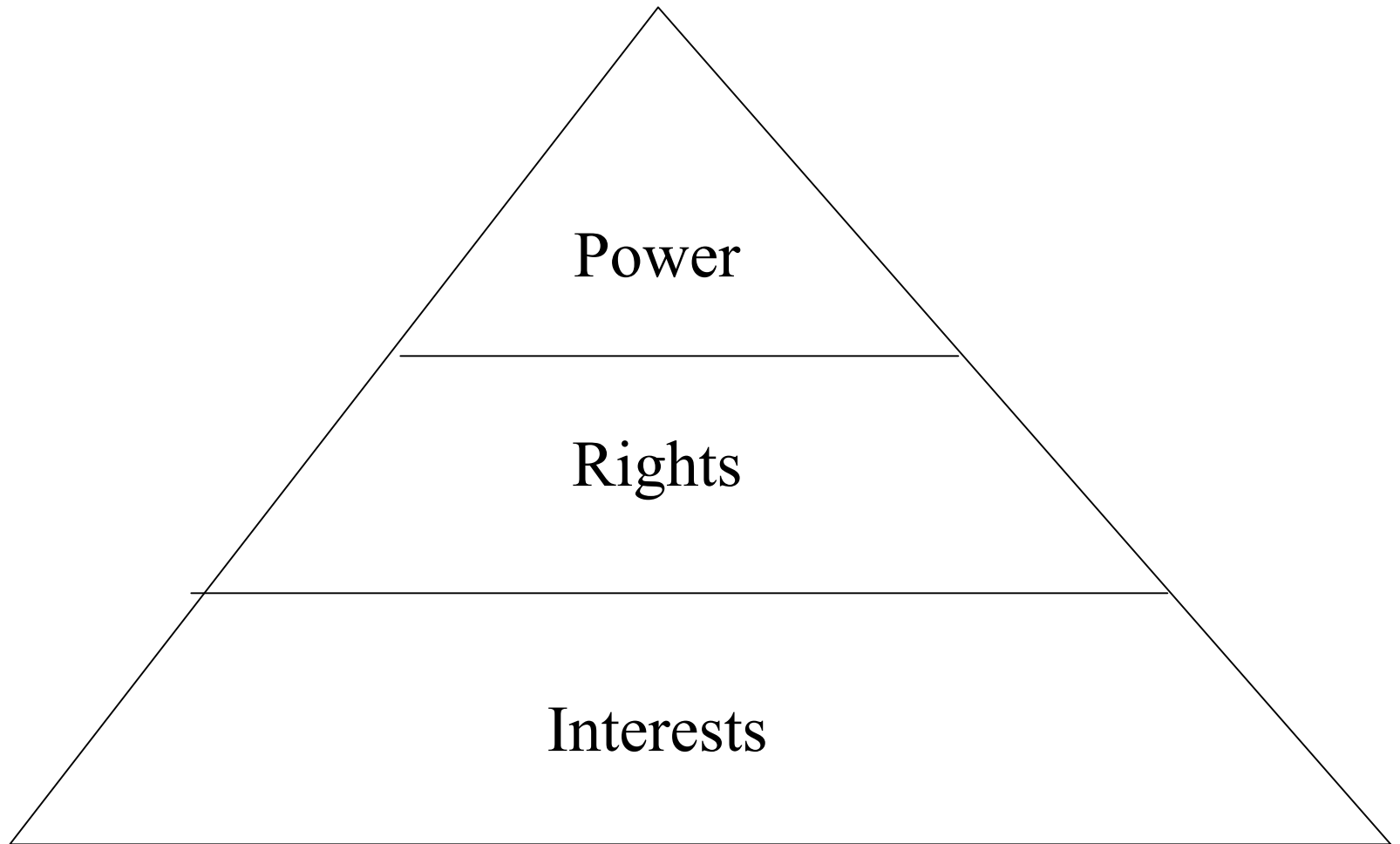
- **Rights**

- **Power**



# An Effective Dispute System

-Ury, Brett, & Goldberg, 1988



# The trouble with

- **Power-**Dissatisfaction, resentment, revenge
- **Interests-**Individual must be willing to come to the table
- **Rights-** Fairness of standard can be difficult to establish

# 5 Cures for Negotiation Breakdowns

Thompson, 2001

1. Reduce Tension
2. Improve communication
3. Controlling Issues
4. Establish Commonalities
5. Make preferred option more desirable

# Mediation works when...

- Conflict is moderate rather than intense
- Parties are committed to mediation
- The issues do not concern the distribution of severely limited resources
- The issues do not involve broad, general principles
- The parties are essentially of equal power
- Arbitration is threatened as a next step

# Disputes Take Aways

1. Disputes involve a claim and its rejection
2. Disputes can be resolved through the use of interests, rights or power.
3. Interest-based solutions are most effective in terms of transaction costs, satisfaction with outcomes, relationship effects and recurrence

# **Next week**

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