

4th edition essentials of negotiation Leichel, Ben, Saunders

CHAPTERS NINE & TEN

9- relationships in negotiations

10 – multiple parties & teams

Plan

- Debrief Power Game
- Homework 2
- Review last week’s concepts (power)
- Commons dilemma
- Relationships and teams
- Game

negotiation and conflict management sanda kaufman 2

4th edition essentials of negotiation Leichel, Ben, Saunders

CHAPTER NINE

Relationships in Negotiation

Negotiating through Others within a Relationship

Key topics:

- The adequacy of established theory and research for understanding negotiation within relationships
- Forms of relationships
- Key elements in managing negotiations within relationships

negotiation and conflict management
sanda kaufman

15

Adequacy of Theory and Research for Understanding Negotiation within Relationships

- Current negotiation theory is based on transactional research.
- Only recently have researchers begun to examine negotiations in a relationship context:
 - Negotiating within relationships unfolds over time
 - Negotiation is often not a way to discuss an issue, but a way to learn more about the other party and increase interdependence
 - Resolution of simple distributive issues has implications for the future

negotiation and conflict management
sanda kaufman

16

Adequacy of Theory and Research for Understanding Negotiation within Relationships

- Distributive issues within relationships can be emotionally hot
- Negotiating within relationships may never end:
 - Parties may defer negotiations over tough issues in order to start on the right foot
 - Attempting to anticipate the future and negotiate everything up-front is often impossible
 - Issues on which parties truly disagree may never go away

negotiation and conflict management
sanda kaufman

17

Adequacy of Theory and Research for Understanding Negotiation within Relationships

- In many negotiations, the other person **is** the focal problem.
- In some negotiations,
 - **relationship preservation** is the overarching negotiation goal, and
 - parties may make concessions on substantive issues to preserve or enhance the relationship

Four Key Dimensions of Relationships

Major Dimension	Key Components
Attraction	Affect: liking the other person Stimulation: experiencing the other as intellectually challenging Commonality: sharing things in common Romantic interest: being physically attracted to the other
Rapport	Trust: reliability, interpersonal integrity, and altruism Disclosure: openness with which the parties deal with each other Empathy: ability to see something from the other party's viewpoint Acceptance: unconditional positive regard for the other Respect: a view of the other as possessing a strong value system and being committed to it
Bonding	Alliance: loyalty as opposed to suspicion, wariness, and so on Exchange: tangible benefits the parties derive from their association with each other Competitive dynamics: degree to which the parties get competitive with each other (competitiveness undermines the relationship)
Breadth	Scope of the relationship: how large the domains of the relationship is (how many different ways the parties know each other and interact) Time-horizon: a focus on relationship as an ongoing entity with a past and a future

Negotiations in Communal Relationships

- Parties:
- Are more cooperative and empathetic
 - Craft better quality agreements
 - Perform better on both decision making and motor tasks
 - Focus their attention on the other party's outcomes as well as their own
 - Focus attention on the norms that develop about the way that they work together

Negotiations in Communal Relationships (cont.)

Parties:

- Are more likely to share information with the other and less likely to use coercive tactics
- Are more likely to use indirect communication about conflict issues, and develop a unique conflict structure
- May be more likely to use compromise or problem solving strategies for resolving conflicts

negotiation and conflict management
sanda kaufman

21

Key Elements in Managing Negotiations within Relationships

- Reputation
- Trust
- Justice

negotiation and conflict management
sanda kaufman

22

Key Elements in Managing Negotiations within Relationships

Reputation

- Perceptual and highly subjective in nature
- An individual can have a number of different, even conflicting, reputations
- Influenced by an individual's personal characteristics and accomplishments.
- Develops over time; once developed, is hard to change.
- Negative reputations are difficult to "repair"

negotiation and conflict management
sanda kaufman

23

Key Elements in Managing Negotiations within Relationships

Trust

- "An individual's belief in and willingness to act on the words, actions and decisions of another"
- Three things that contribute to trust
 1. Individual's chronic disposition toward trust
 2. Situation factors
 3. History of the relationship between the parties

negotiation and conflict management
sanda kaufman

24

Recent Research on Trust and Negotiation

Summary of findings about the relationships between trust and negotiation behavior:

- Many people approach a new relationship with an unknown other party with remarkably high levels of trust
- Trust tends to cue cooperative behavior
- Individual motives also shape trust and expectations of the other's behavior
- Trustors, and those trusted, may focus on different things as trust is being built
- The nature of the negotiation task can shape how parties judge the trust

negotiation and conflict management
sanda kaufman

25

Recent Research on Trust and Negotiation

Summary of findings about the relationships between trust and negotiation behavior (cont.):

- Greater expectations of trust between negotiators leads to greater information sharing
- Greater information sharing enhances effectiveness in achieving a good negotiation outcome
- Distributive processes lead negotiators to see the negotiation dialogue, and critical events in the dialogue, as largely about the nature of the negotiation task.

negotiation and conflict management
sanda kaufman

26

Recent Research on Trust and Negotiation

Summary of findings about the relationships between trust and negotiation behavior (cont.):

- Trust increases the likelihood that negotiation will proceed on a favorable course over the life of a negotiation
- Face-to-face negotiation encourages greater trust development than negotiation online
- Negotiators who are representing other's interests, rather than their own interests, tend to behave in a less trusting way

negotiation and conflict management
sanda kaufman

27

Key Elements in Managing Negotiations within Relationships

Justice can take several forms:

- Distributive justice
 - The distribution of outcomes
- Procedural justice
 - The process of determining outcomes
- Interactional justice
 - How parties treat each other in one-to-one relationships
- Systemic justice
 - How organizations appear to treat groups of individuals

negotiation and conflict management
sanda kaufman

28

Repairing a Relationship

Diagnostic steps in beginning to work on improving a relationship:

- What might be causing any present misunderstanding, and what can I do to understand it better?
- What might be causing a lack of trust, and what can I do to begin to repair trust that might have been broken?

negotiation and conflict management
sanda kaufman

29

Repairing a Relationship

- Diagnostic steps (cont.):
 - What might be causing one or both of us to feel coerced, and what can I do to put the focus on persuasion rather than coercion?
 - What might be causing one or both of us to feel disrespected, and what can I do to demonstrate acceptance and respect?

negotiation and conflict management 30
sanda kaufman

Repairing a Relationship

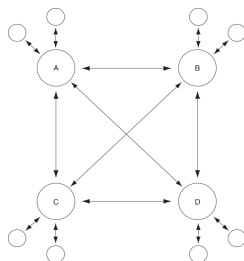
- Diagnostic steps (cont.):
 - What might be causing one or both of us to get upset, and what can I do to balance emotion and reason?

negotiation and conflict management 31
sanda kaufman

CHAPTER TEN

Multiple Parties and Teams

**A Multiparty Negotiation,
Each Representing a Constituency**



negotiation and conflict management
sanda kaufman 33

The Nature of Multiparty Negotiations

Differences between two-party and multiparty negotiations:

- Number of parties
- Informational and computational complexity
- Social complexity
- Procedural complexity
- Strategic complexity

negotiation and conflict management
sanda kaufman 34

**What Is an Effective Group
in a Multiparty Negotiation?**

Effective groups and their members:

1. Test assumptions and inferences
2. Share all relevant information
3. Focus on interests, not positions
4. Talk in specific terms
5. Agree on what important words mean
6. Explain reasons behind statements
7. Disagree openly with any member of the group
8. Make statements, then invite questions and comments

negotiation and conflict management
sanda kaufman 35

What Is an Effective Group in a Multiparty Negotiation? (cont.)

Effective groups and their members:

- 9. Design ways to test disagreements and solutions
- 10. Discuss "undiscussable" issues
- 11. Keep discussions focused
- 12. Avoid taking cheap shots/distracting the group
- 13. Expect participation by all members in all phases of the process
- 14. Exchange relevant information with nongroup members
- 15. Make decisions by consensus
- 16. Conduct self-critiques

Managing Multiparty Negotiations

Process design

- The prenegotiation stage
 - Characterized by many informal contacts among the parties
- The formal negotiation stage
 - Structures a group discussion to achieve an effective and endorsed result
- The agreement phase
 - Parties select among the alternatives on the table

The Prenegotiation Stage

- Establish participants
- Form coalitions
- Define group member roles
- Understand the costs and consequences of no agreement
- Learn the issues and construct an agenda

The Prenegotiation Stage

Agendas as effective decision aids:

- Establish the issues that will be discussed
- Define how each issue is discussed
- Set the order in which issues are discussed
- Introduce process issues (decision rules, discussion norms, member roles, discussion dynamics), and substantive issues
- Assign time limits to various items

The Formal Negotiation Stage

- Appoint an appropriate chair
- Use and restructure the agenda
- Ensure diversity of information and perspectives
 - Key process steps:
 - Collect thoughts and composure before speaking
 - Understand the other person's position
 - Think of ways both parties can win
 - Consider the importance of the issue
 - Remember parties will likely work together in the future

The Formal Negotiation Stage

- Ensure consideration of all available information
 - The Delphi technique
 - An initial questionnaire, sent to all parties, asking for input
 - Brainstorming
 - Define a problem and generate as many solutions as possible without criticizing any of them
 - Nominal group technique
 - Brainstormed list of solutions ranked, rated, or evaluated

The Formal Negotiation Stage

- Manage conflict effectively (facilitator?)
- Review and manage the decision rules
- Strive for a first agreement
- Manage problem team members
 - Be specific about problem behaviors
 - Describe problem as team problem ("we vs you")
 - Focus on behaviors the other can control
 - Wait to give constructive criticism
 - Keep feedback professional
 - Verify that the other has heard and understood

negotiation and conflict management
sanda kaufman

42

The Agreement Phase

- Select the best solution
- Develop an action plan
- Implement the action plan
- Evaluate the just-completed process

negotiation and conflict management
sanda kaufman

43

The Agreement Phase

- Group chair or facilitator steps in moving toward a successful completion:
- Move the group toward selecting one or more of the options
 - Shape and draft the tentative agreement
 - Discuss whatever implementation and follow-up needs to occur
 - Thank the group for their participation, hard work and efforts
 - Organize and facilitate the postmortem

negotiation and conflict management
sanda kaufman

44

Interteam Negotiations

- Integrative agreements more likely when teams are involved
- Teams are sometimes more competitive than individuals and may claim more value
- Accountability pressures are different for teams
- Relationship among team members affects negotiation process and outcomes

negotiation and conflict management 45
sanda kaufman
