

# A New Model of Human Interaction

## ~~Conventional Wisdom:~~

- 1970s Research:
- Based on Conflict, Game Theory, Arms Length Transactions
- **Based on...**
  - Power, Leverage, Logic
  - Rationality, Walkouts, Win-Win
  - Threats, BATNA (invoking competition)
  - Take-It-Or-Leave-It
  - My Way or The Highway

## Innovative Wisdom:

- Current research
- 4x as much value created
- **Better starting point, more cooperation from them**
- **Based on...**
  - Finding, understanding and **valuing the pictures in their heads**
  - Their perceptions & emotions
  - People & relationships over facts

# A New Model of Human Interaction

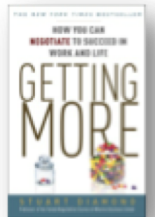
- Persistent collaboration

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- Persistent fairness

- More precise separation of friends & foes



# Using Power and “Leverage”

## **Why is this a problem?**

- **Revenge, retaliation**
- **Withheld ideas**
- **Wasted time**
- **Instability**

# Threats

## **Definition:**

- **A warning to harm the other party**

## **Results:**

- **Anger, irrationality, indifference to self-harm**
- **Changes focus from solution to threat itself**
- **Destroys relationships and value**
- **Retaliation, hidden weapons, 3<sup>rd</sup> party support**
- **Carrying out threats often costly**

# Deadlines

## **Effect of time pressure on negotiations**

- **Less information processing, more stereotyping.**
- **Fewer options, less value added**
- **More emotion, stress and bad judgments.**
- **More use of raw power, worse relationships**
- **Worse deals, no deals, avoiding negotiation**

# Emotion

## Causes

- **Lies, insults, extreme positions, loss of face/control**
- **Dashed expectations, high stakes**

## Results

- **Stop listening, punishment, retaliation**
- **Clouded judgment, loss of focus on goals**

**Every negotiation begins as an emotional negotiation**

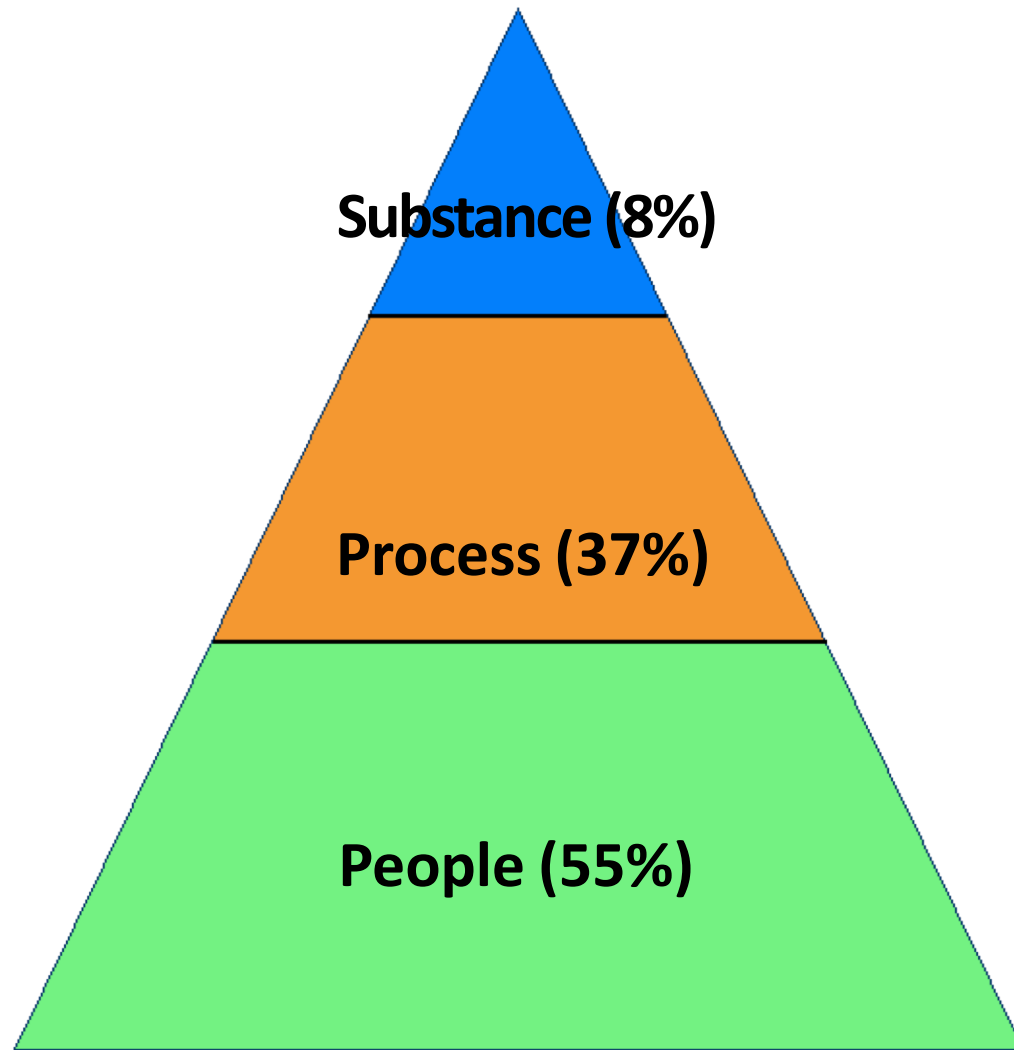
# Antidotes to Emotion

- Take their emotional temperature. Acting against own goals/needs?
- Understand **causes of their emotions**
- **Make emotional payments: empathy, apologies** concessions.
- Value their emotions, talk about their needs (makes them feel better)
- Suggest a return to better times and an incremental road back
- Show how actions by you will not recur; correct erroneous facts
- **Use third parties, common enemies;** apply their standards (gingerly)
- **Avoid extreme statements; causes more emotion**

# Your Emotions

- Take a break
- Ask yourself, **“Is my style contributing to the situation?”**
- If so, get another negotiator
- Lower your expectations
- Don't take it personally





# The Process Begins with GOALS

**Are our actions meeting our goals?**

# More Effective Communication

- ALWAYS Communicate
- **Value/Don't Blame**
- Articulate Your Goals
- Ask More Questions
- Notice Small Signals
- Discuss Perceptions
- Focus On What's Controllable
- Arguing Over Past=No Value  
Consult Them: No Unilateral
- Listen More Carefully
- CREATE VISION OF FUTURE
- Greet Emotion W/Empathy

**Have A Firm Grasp Of The Obvious And Say It**

**It's Just A Conversation**

**Debating Who's Right: Pointless Unless It's A Debate**

# Situational Negotiation

- ❑ What are my goals? (What do I want?)
- ❑ Who are they? (What do they want?)
- ❑ What will it take to persuade them?  
(What should we trade?)

# Increasing Your Power in Negotiations

- Improve Alternatives To Agreement – Perception Of Competition
- Prepare – Put Yourself In The Situation Before You Get There
- Suggest An Agenda
- Find Their Perceptions – Use Role Reversal
- Decide On Realistic Goals
- Ask Questions and LISTEN
- Find Their Interests and Meet Them – Guess If You Have To
- Find Their Standards – THEIR Criteria For Decisions
- Make A Commitment Easy to Accept: Specific, Clear, Operational
- Use 3<sup>rd</sup> Parties: Coalitions, Respected Figures, Common Enemies
- Build Relationships
- Acknowledge Their Power
- Be Persistent
- Lose The Emotion – Take A Break If Necessary
- Don't Make Yourself The Issue

# Trust

## **Adding Trust...**

- Give things good for them, not as good for you.
- Leave money on the table, make a concession.
- Help them with their needs and problems.
- Be ethical, give bad news early.
- Trust is not a slogan: form good relationship over time

## **Subtracting Trust...**

- Exaggerate, bluff, lie.
- People remember forever if you cheat them.
- Trust is easily broken, very hard to restore

# Commitments

## Definition

- A binding condition regarding future actions
- Without commitments by all, there is **NO DEAL**

## Elements

- Clear, precise, **understood the same** by all
- Credible: realistic and operational
- How **THEY** make commitments, NOT how you make them

# Causes of Differing Perceptions

- **We experience and observe different information.**
- **We ignore or dismiss information that doesn't fit.**
- **We selectively collect evidence that supports our views.**
- **We are interested in different things.**
- **We have different cultural values.**
- **We have different emotional make-ups.**
- **We are influenced by different people.**
- **We selectively remember.**
- **Our memories color our perceptions.**



What you think you said is not  
necessarily what they think they  
heard...

# Sources of Conflict

- Frequent interruptions
- Multiple speakers at same time
- Group fragmentation
- Blaming
- Lack of restraint
- No agenda
- Threats
- Goal disputes
- Tone issues
- Impatience
- Less listening
- Emotion
- Inconsistent Standards
- Hostility
- Ambiguous Signals
- Making Demands
- Selective Listening
- Insults
- Distorted Perceptions
- Us v. Them
- Stalling
- Negativity At Outset
- Inconsistency
- Escalating Dissatisfaction

# Antidotes to Conflict

- Role reversal
- Being nice in a hostile situation
- Setting an agenda & process first
- People first
- Focus on their interests & common interests & goals
- Setting priorities
- Asking questions
- Respectfulness
- Framing threats collaboratively
- Listening
- Discussing all perceptions
- Letting them talk
- Building selective coalitions

# Collaborative Threats

- Ask for advice on how you can stay & meet your interests
- Name other options and ask which to choose
- Loss of control if appealed to 3rd parties, media/courts, bosses
- Cost of fighting each other
- Mutual constituency problems
- Time cost of fighting
- Everybody can walk: so what?
- Find common enemies

# What is a Standard?

**A practice, policy or reference point that gives legitimacy to a decision**

- **A previous statement or writing**
- **A practice agreed for a negotiation**

# Dealing with Hard Bargainers

## 1. Find **their perceptions**

- Ask questions
- Articulate their perceptions/interests; find joint needs
- Suggest joint problem exists

## 2. Use **third parties**

- Experts, constituents, common enemies
- Find new options
- Link to other deals, relationships

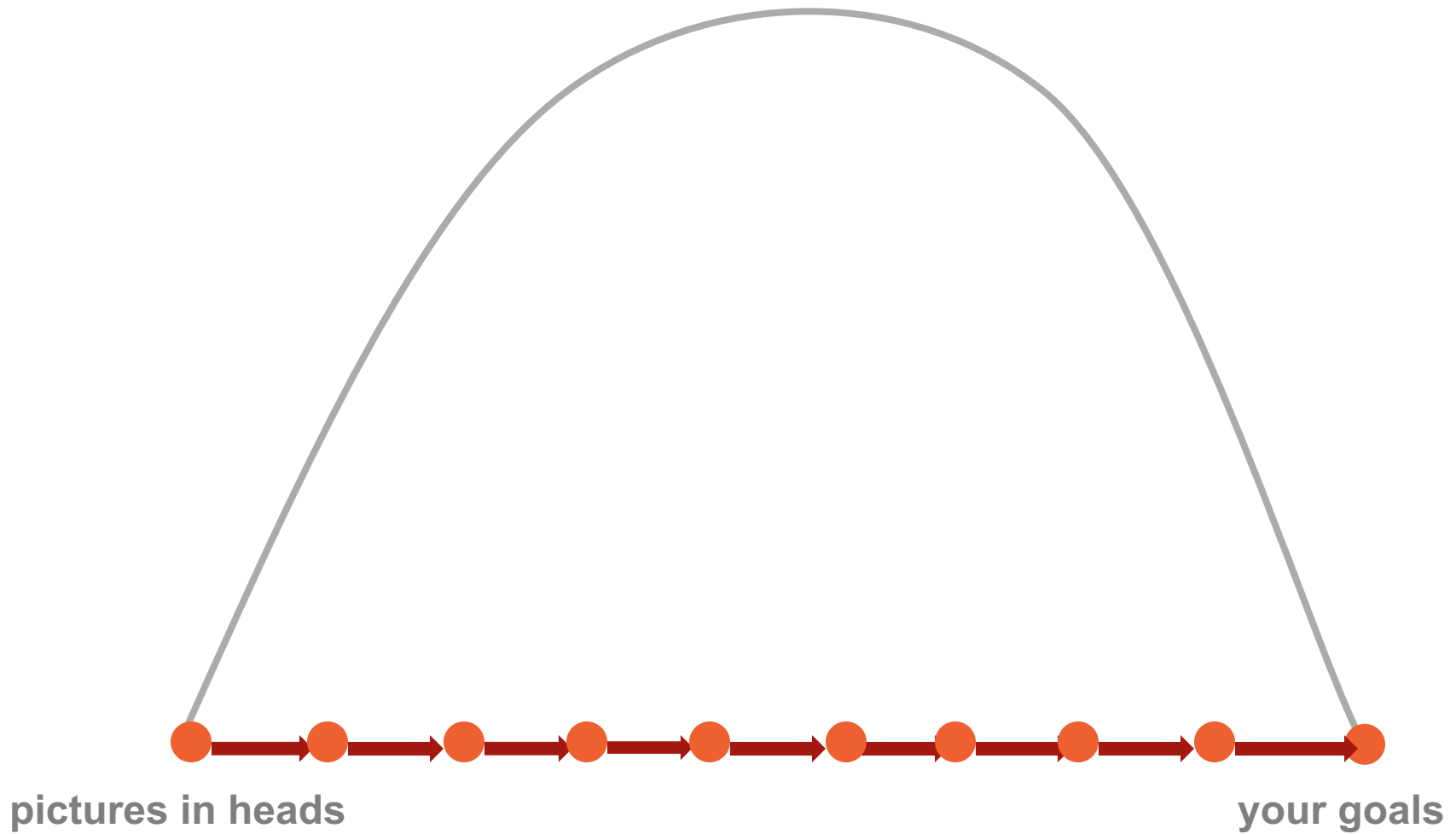
## 3. Use their **standards**; develop a **process**

- Be reasonable but firm, they will seem unreasonable
- Point out bad behavior

## 4. Deadlines, BATNA, walk away

- Make conditional commitments
- Agree on deadlines: better now, worse later
- Develop alternatives to agreement

# Be Incremental



# The Getting More® Model (Four Quadrant Negotiation Model)

<b>I. PROBLEMS &amp; GOALS</b> <ul style="list-style-type: none"><li>1. <b>Goals.</b> Short/long term.</li><li>2. <b>Problem(s).</b> In reaching goals.</li><li>3. <b>Parties.</b> List. Decision maker, counterpart, third parties.</li><li>4. <b>What if No Deal?</b> Worst Case?</li><li>5. <b>Preparation.</b> Time, relative prep. Who has more info?</li></ul>	<b>II. SITUATION ANALYSIS</b> <ul style="list-style-type: none"><li>6. <b>Perceptions:</b> Pictures in the head of each party. Role reversal. Culture, Conflicts, Trust, Relationships.</li><li>7. <b>Communication.</b> Style, Frequency, Method.</li><li>8. <b>Standards.</b> Theirs, Norms.</li><li>9. <b>Needs/Intangibles.</b> Rational, emotional, shared, conflicting, unequally valued.</li><li>10. <b>Re-examine Goals.</b> Modify steps 1-9 as needed.</li></ul>
<b>III. OPTIONS/RISK REDUCTION</b> <ul style="list-style-type: none"><li>11. <b>Brainstorm</b> options to meet goals, needs. What to trade or link?</li><li>12. <b>Incremental</b> steps to reduce risk.</li><li>13. <b>3rd Parties:</b> Common enemies, influencers.</li><li>14. <b>Framing</b> to create a vision. Q's to ask.</li><li>15. <b>Alternatives</b> to deal if necessary.</li></ul>	<b>IV. ACTIONS</b> <ul style="list-style-type: none"><li>16. <b>Best option.</b> Priorities. Deal breakers. Giveaways.</li><li>17. <b>Who Presents?</b> How and to whom?</li><li>18. <b>Process:</b> Agenda, deadline, time management.</li><li>19. <b>Commitments:</b> Incentives, especially for them.</li><li>20. <b>Next Steps:</b> Who does what?</li></ul>



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# GETTING MORE



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