

SELF-ASSESSMENT

GOAL: STIMULATE SELF-ANALYSIS AND REFLECTION

- Do you have a “default” tendencies?
- Last week we discussed “difficult people”

Perhaps the difficult person is YOU?

Self-Assessment has 30 questions you should answer quickly – don’t overthink

Once finished tear off last page and score yourself

SELF-ASSESSMENT

- For each 5 modes of handling conflicts the possible scores range from 0 to 12
- Focus on your results for competing, avoiding, accommodating.
 - These are 3 common sub-optimal tendencies
- Just among these 3 which one is highest for you?

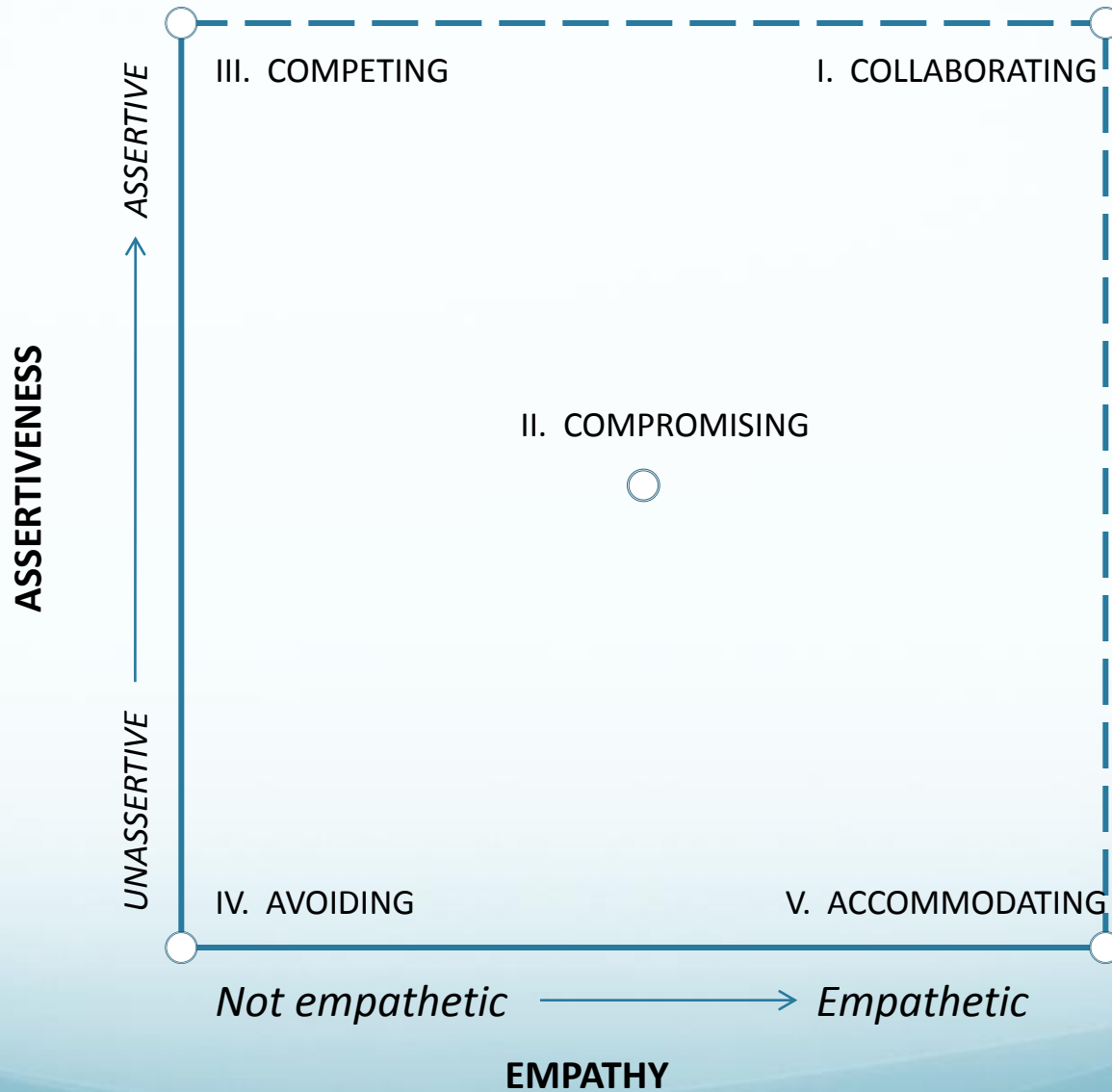
Don't fight the category - we are all amalgams –this is a dimension of you with some sway

Move to section of room: my right (avoiding)

center (accommodate)

my left (competing)

The Five Conflict Handling Modes:



AVOIDING

Unassertive and Not Empathetic = “leave well enough alone”

USEFUL WHEN:

- issue is **trivial** compared to cost of conflict
- Conflict may **resolve itself**
- **no chance** or almost no chance to satisfy your concerns (e.g. someone’s personality structure)
- **damage** from confronting conflict **outweighs benefits** of resolution (preserve relationship)

AVOIDING

Downsides:

- Miss beneficial solutions
- Some conflicts get worse with time
- May damage relationship if perceived as unengaged/uncaring

AVOIDING

If HIGH score:

- Do you **not provide enough input** on important issues?
- Are important decisions being made by **“default”**?

If LOW score:

- Find self hurting people's feelings or stirring up **hostilities over minor issues**?
- Do you have **difficulties setting priorities** and deciding which issues are important?

ACCOMMODATING

Unassertive and Empathetic

Neglect own concerns, focus on concerns of the other person

IS THIS EVER USEFUL?

ACCOMMODATING

USEFUL WHEN:

- when **issue is much more important to other** than to you, and you want to maintain a good relationship
- to **build social credit** for later issues/deals important to you
- When **harmony** and **trust** are especially important to you

ACCOMMODATING

Downsides:

- Are your interests being met?
- Are you too worried about being liked?
- Exploitation: What if meet a wolf in sheep clothing?

ACCOMMODATING

IF HIGH score:

- do your ideas and **concerns get the attention** they deserve?

IF LOW score:

- Do you **have trouble building goodwill** with others?
- Do others regard you as **unreasonable**?
- Trouble **admitting when you are wrong**?

COMPETING

Assertive and not Empathetic

“might makes right”

Is this approach ever useful?

COMPETING

USEFUL WHEN:

- Need to **protect** against people who exploit cooperative behavior
- Quick decisive** action is vital
- Unpopular** courses of action is needed, like cost cutting

COMPETING

If you scored HIGH:

- Are you open to **listening** to others?
- How are your relationships?
- Do you **miss collaborative** pie-expansion opportunities?
- Are you more **focused on beating** the other than on getting best outcome for self?

If you scored LOW:

- Are you **uncomfortable exercising power**?
- Do you have problems taking a **firm stand**?
- Do you **postpone hard decisions**?

TYPICAL DYNAMICS

- Compete v. compete: no one is listening, stalemate
- Compete v. avoid: avoider is alienated, withdraws
- Compete v. accommodate: risk of exploitation
- Accommodate v. accommodate: miss mutual gains
- Accommodate v. avoid = risk of both avoiding
- Avoid v. avoid = Let's avoid this one!

Diagnose difficult interactions by running through these possibilities

COLLABORATING

- Assertive and Empathetic: Attempt to work with other person to find a solution that satisfies both parties' concerns

Is this approach ever useful?

COLLABORATING

USEFUL FOR:

- finding integrative **win-win** solutions
- **gaining commitment** of others by incorporating their concerns
- improving and sustaining **relationships**

COLLABORATING

If HIGH:

- Are you spending too much time **discussing trivial issues** that don't deserve it?
- Are you overly worried about making decisions and want to **diffuse responsibility**?

If LOW:

Is it **hard** for you to **see differences as opportunities** for joint gain?

- Is it **hard for you to get others committed** to your decisions/policies?

COMPROMISING

Somewhat empathetic and somewhat assertive:

“splitting the difference” and exchanging concessions.

Is this ever useful?

COMPROMISING

USEFUL WHEN:

- goals **not worth the effort** of full collaboration
- counterparties with equal power are committed to **mutually exclusive goals**
- expedient solution **under time pressure**

If HIGH: Are you **too focused on getting resolution** and overlook principles, values, long term objectives?

If LOW: Do you find it **hard to make concessions**?

THE RIGHT APPROACH?

- THERE IS NO ONE “RIGHT WAY” TO HANDLE CONFLICT. Each mode is an approach, and a set of social skills, that may be optimal in a given context.
- **WE ALL use all of these**, but each of us uses some more than others (our “default” mode).
- Goal: **Let the situation as opposed to habit drive your strategy**. Be conscious of the approach you are taking and strategically choose the appropriate approach for the circumstance.
- In important & complex business negotiations the collaborative approach is typically optimal if both parties collaborate

What do you need to work on? Empathy? Assertion?
Engagement?

Importance of **Stakes**

high

low

I: Balanced Concerns

(Business partnership, international diplomacy, or prenuptial agreement)

II: Relationships

(Friendship or work team “making plans”)
(expect accommodate)

III: Transactions

(house sale, car purchase, or market transaction)
(expect compete)

IV: Tacit Coordination

(Traffic intersection or airplane seating)
(expect avoidance)

high

Importance of
Future **Relationship**

low

Adapted from Richard G. Shell

Standards of Legitimacy

ALL negotiations have a distributive dimension. All pies, no matter how large, must be cut.

To preserve relationships AND protect against exploitation use a Standard of Legitimacy.

What's a standard of legitimacy?

Standards of Legitimacy

What's a standard of legitimacy?

A standard that's EXTERNAL AND INDEPENDENT OF YOUR WILL

- Examples: market value, precedent, industry practice,
- How pick? (relevance to specific case, wide usage, prior dealings)– May become heart of the negotiation
- Why use standards of legitimacy?

Why Use Standards of Legitimacy?

- They are **persuasive**
- Helps you seem **fair**, reasonable, honorable EVEN **WHILE** you are **not willing to yield** to the other side (great protection against exploitation)
- Preserves/enhances the **relationships** (using power/threats destroys relationships)
- Preserves/enhances your **reputation**
- Saves **time**: Power moves (walk outs, banging on tables) are messy and can take a lot of time
- **Are there situations where you should not use standards of legitimacy?**

Reasons not to use standards of legitimacy?

- In small stakes negotiations transaction costs of principled agreement may exceed benefit (i.e., it's faster just to haggle).
- What if you have more power?

Ask yourself: Is the **excess** amount **over** the “**legitimate standard**” amount worth costs to your:

(i) relationship? (ii) reputation? (iii) conscience?

CORE CONCERNS

appreciation, autonomy, status,
affiliation,

LENS: To understand negative emotions

E.g., why upset? Why hostile response?

LEVER: To stimulate positive emotions

e.g., how address core concerns proactively?

CORE CONCERN: AFFILIATION

- AFFILIATION = the emotional connection between you and another
- IF STRONG POSITIVE AFFILIATION:
 - open to new/fresh ideas
 - TRUST (the ultimate lubricant)
 - share information
 - more likely to honor agreements

HOW CREATE POSITIVE AFFILIATION?

HOW CREATE AFFILIATION?

- STRUCTURAL AFFILIATION: You are both members of a common group (e.g., work at same org, fans of same music)
 - How many use LinkedIn? Why?
- Power of “homophily”: we like people similar to us. **WE ALL HAVE SIMILARITIES** – the key is to **FIND WHAT IS SIMILAR**
- What questions uncover commonalities?

CREATE CONNECTION

- How feel after you find structural affiliation? Better? You are more likely to reach a deal!
- “Mere exposure effect” (dorm study)
- The power of schmooze
 - Start with “safe” topics (weather)
 - Move to affiliation-building topics (family)
 - Then make self a bit vulnerable: share self-doubts, discuss ethical dilemmas.

How to navigate this varies by culture

- The importance of “chemistry” (e.g., hiring interviews study for consulting, investment banks, and law firms)

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