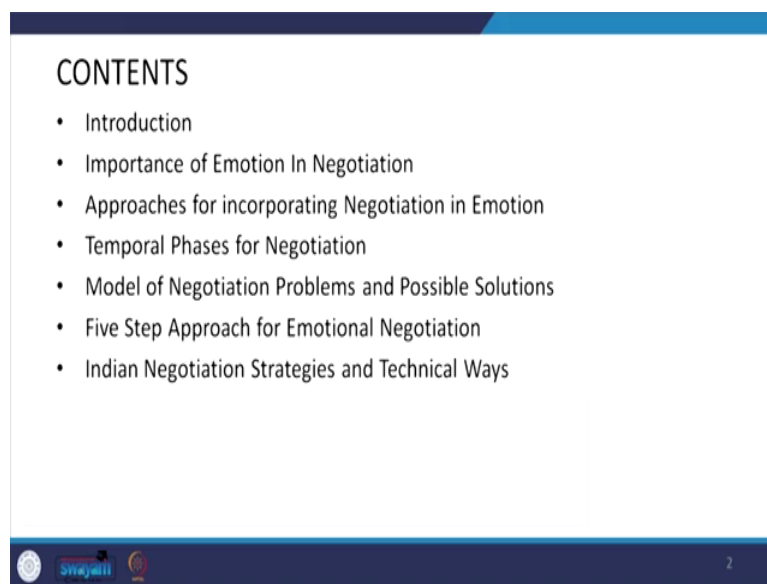


Managerial Skills for Interpersonal Dynamics
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture - 43
Emotional Negotiations - I

In this session, I will talk about the emotional negotiation and in this emotional negotiation, first we will understand that is what does it mean about the introduction of the emotional negotiation? And why emotion negotiations are important at workplace under the interpersonal dynamics?

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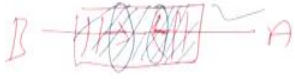


There are the different approaches for incorporating the emotional, negotiation in emotions, then temporal phase for negotiation, model of negotiation problems and possible solutions five step approach for emotional negotiation, Indian negotiation strategies and technical ways I will be discussing. So, when I will start with the understanding the emotions that what are the emotions means are?


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INTRODUCTION

- **Emotions** are a state of feeling that results in physical and psychological changes that influence our behavior. According to author David G. Meyers human emotion involves "physiological arousal, expressive behaviors, and conscious experience."



- According to Rubin and Brown (1975), **negotiation** refers to a process in which individuals work together to formulate agreements about the issues in dispute. This process assumes that the parties involved are willing to communicate and to generate offers, counter-offers, or both.

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So, emotions are a state of feeling that results in physical and the psychological changes that influence our behavior and therefore, in that case, it should be having the very important that is the physical and psychological aspect is there. And when we are talking about these physical and psychological changes, so naturally whatever the physical or psychological changes are there and that influence our behavior. This is to be noted, because it becomes very, very important that is the, our behavior is a reflection of our emotions, and it is checker like that.

So, according to author David G. Meyer's human emotion involves physiological browser, expressive behavior and the conscience experience is there. So, whenever we are talking about that is the when we are emotional. So, in that case we reflect the physiological arousal also is there and therefore, either by the movements or activities by our hands or by our facial expressions. So, there will be definitely, we will having the physiological arousal is there.

Then we are having the expressive behaviors and then on basis of not only by the, our body language but also by our expressive behavior will be there and we will have the conscience experience also. But according to Rubin and Brown negotiation refers to a process in which individual work together to formulate agreements about the issues in dispute.

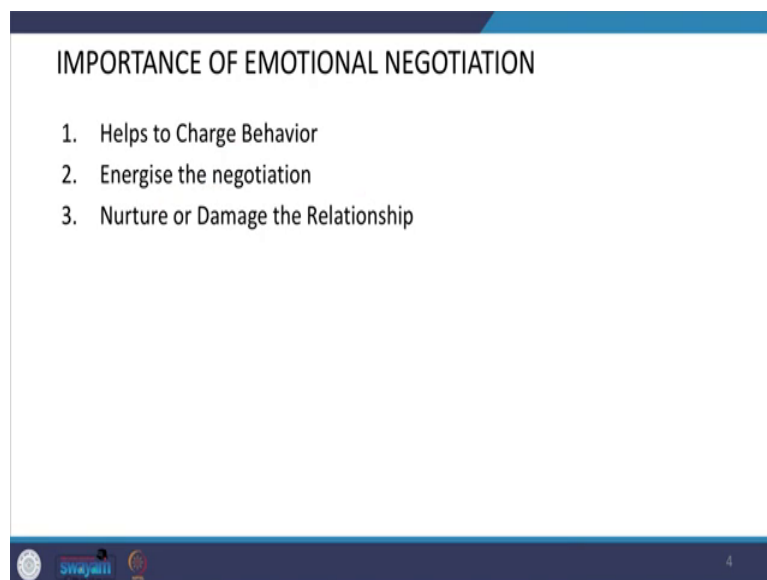
These process assumes that is the, that the parties involved are willing to communicate and to generate the offers counter offers or both. So, therefore, when we talk about the negotiation, suppose there is a party A and there is a party B. So, they both the together an agreement is to be there between the party A and party B. So, in this, whatever the matter of dispute is there,

this process assumes that the parties involved are willing to communicate and to generate the offers, counter offers or both.

So, there will be the offers from the A side, there will be the offers by the B side then there will be the counter offer and the counter offer that and a where is the negotiation zone. Negotiation zone is either here or it is here. So, because this will be acceptable, it will be acceptable when we will enter into this offer of the A or A is ready to enter into offer offered zone of the B. And when these zone is there, this we will say that this is the bargaining zone and therefore, in that case, so, it will be the bargaining zone will be on the basis of that is the how we are going to have that particular acceptance, acceptance on this zone.

So, earlier it was the offers zone was here by A and this was the offers one by B. But when we then when the B is ready to enter here in the offer zone of A, so naturally the negotiation will be return. So there will be the offers and there will be the counter offers and then both are having the offers and counter offers and finally reached to this particular negotiation zone. So, it becomes very important that is the question will be, how do you reach to that negotiation zone?

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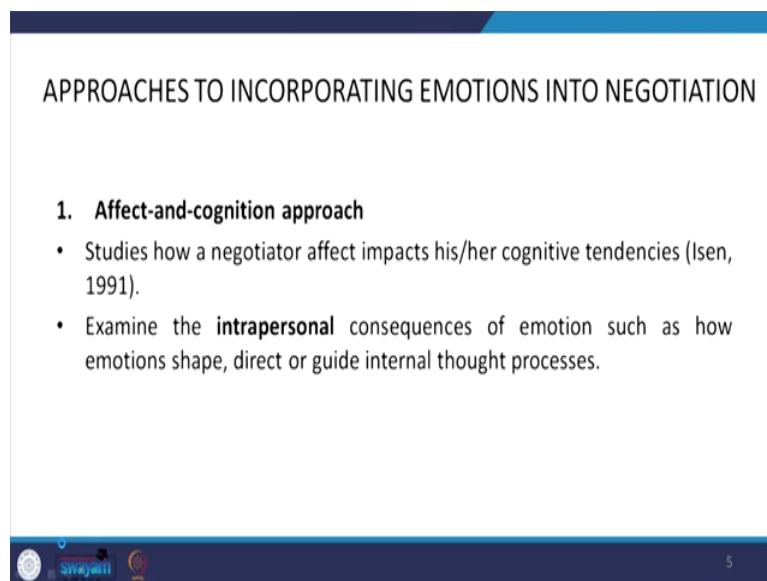
So, why we should enter, the question will be that why we should enter and the reason is have to charge the behavior. So, therefore, in that case it will be becoming a very very important so, how that we are having the emotional negotiation we will help that will help to charge the behavior because unless and until they will not be behave emotionally not charged, there will

be no behavior and if there is no behavior, there is no energies the negotiation is there and there is an energy is a negotiation that is the nurture or damage the relationship.

So, it has to be there that is that, that is required to help to charge behavior is there and then the energize the negotiation. So, if this process we follow that is a we are going with the charge the behavior and then only then we will have the negotiation energies and nurture of the, and nurture or damaged the relationship. So, the way we will energize the negotiation. Now, here it can be the constructive are the energy may go for the destructive.

So, this charge behavior which is coming from here to here, then how you are taking? If you are having the constructive then definitely it will nurture nurture the relationship. But when you are using your energy to damage then that will be destructive. So, it becomes very-very important, how do you channelize your energy and if we channelize your energy in a positive way constructive then definitely you will be having the nurturing this type of the emotional negotiations. And your emotions that will be charged to towards to reach it to the bargaining zone.

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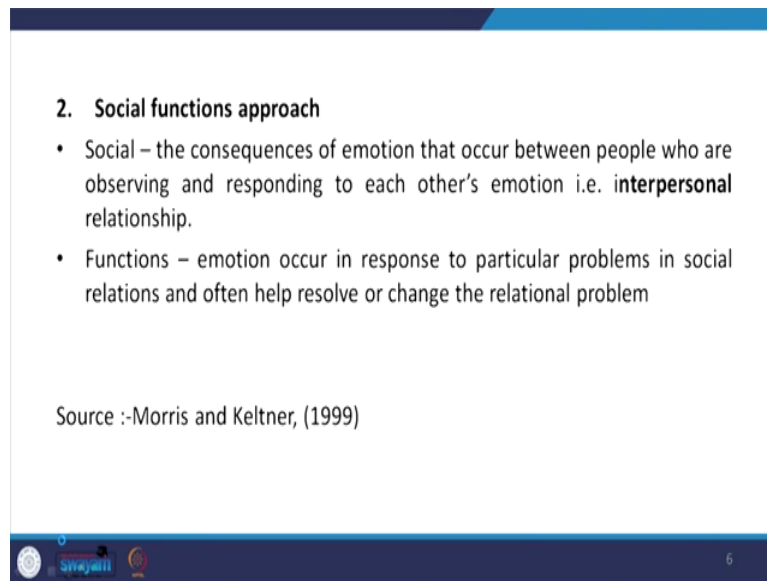
APPROACHES TO INCORPORATING EMOTIONS INTO NEGOTIATION

1. **Affect-and-cognition approach**
 - Studies how a negotiator affect impacts his/her cognitive tendencies (Isen, 1991).
 - Examine the **intrapersonal** consequences of emotion such as how emotions shape, direct or guide internal thought processes.

The slide is a presentation slide with a white background and a blue header and footer. The title is 'APPROACHES TO INCORPORATING EMOTIONS INTO NEGOTIATION'. Below the title is a numbered list starting with '1. Affect-and-cognition approach'. Under this heading are two bullet points: '• Studies how a negotiator affect impacts his/her cognitive tendencies (Isen, 1991).' and '• Examine the intrapersonal consequences of emotion such as how emotions shape, direct or guide internal thought processes.' The footer contains a small logo on the left and the number '5' on the right.

The approaches to incorporating emotions into negotiation, so affect and cognition approach is there. The study is how a negotiator affects impact his or her cognitive tendencies, and here they examine the interpersonal consequences of emotion, such as how emotion shape, direct or guide, internal thought process is there. So, in the case of the internal thought processes, their emotions, how they are going to develop an interpersonal relationship and that will be the affect and cognitive approach will be there.

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2. Social functions approach

- Social – the consequences of emotion that occur between people who are observing and responding to each other’s emotion i.e. **interpersonal** relationship.
- Functions – emotion occur in response to particular problems in social relations and often help resolve or change the relational problem

Source :-Morris and Keltner, (1999)

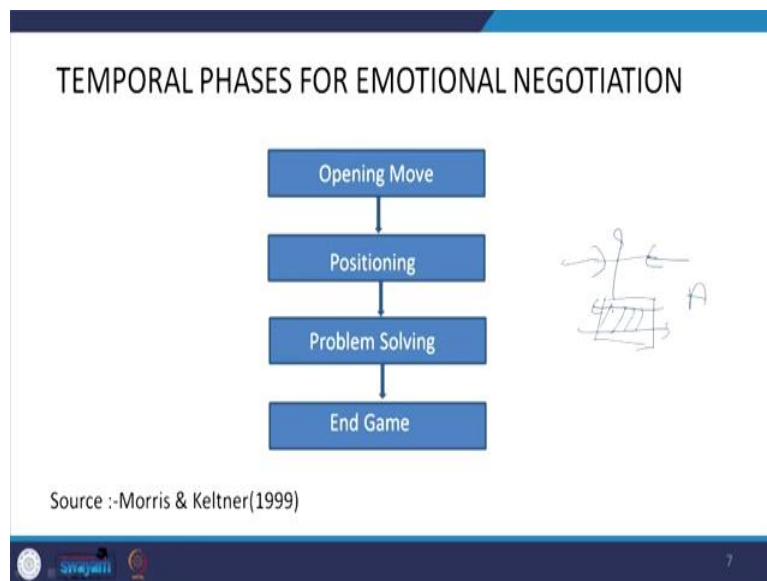
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Second one is social functions approach, in the social functions approach and the consequences of emotion that occur between people who are observing and responding to each other's emotion, that is the interpersonal relationship is there. So, in case of this, we will find in the affect and cognition approaches, it is the interpersonal consequence. But when we are talking about the social functions approach and therefore, it become interpersonal relationship, so interpersonal relationship with within the person.

So, whatever the emotions are charged and then what he decides to have a behavior and that will be the interpersonal will be there. But when we are talking about the social functions approach, in the social functions approach, it is the interpersonal relationship is there and when they are maintaining the interpersonal relationship, they will they will be having the positive of the relationships.

What will be the positive relationships? Emotions occur in response to particular problem in social relations and often help resolve or change the relational problem. So, this social relations will be having the resolve or change the relational problem will be there. So, this social functions approach that will be lead to towards the functions of the how to resolve or change.

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Temporary phases for emotional negotiation is the opening move of positioning, problem solving and end game is there. So, here he will find that is this temporal phases will be first will be the opening move is there. Now, you see that is the many times you want to negotiate, but you stop the communication. So, therefore, in that case it is becoming very very important in the emotional negotiation, you are able to express your emotions, if you can express your emotions then definitely it will be a strong opening move.

To get the strong opening move, one should be able to communicate and express that is the what are his emotions and therefore, it will be an offer and now it will depend on the counter offered by the other person. And if the counter offer is positive then you will find that is a emotional negotiation is successful. Suppose a person is expressing a compassion to the other and then other another person also accept the compassion, there is a counter offer, it is yes.

So, there if the that type of the behavior is there, so the opening move that will be a positive, but in that case, if suppose a one person express the compassion and that has not been responded in the tanks, then definitely are accepting the compassion rather it is misunderstood then the opening move will fail. So, dear friends like in negotiations when we talk about our in emotional negotiation also we have to see that is the, our opening move. The first step is strong and therefore you can build on that.

Second is why that move? And that is answer is positioning because when at the workplace, you are expressing your emotions and then those emotions are carrying, then definitely why that carrying emotion is there. That carrying emotion is to protect and support the

subordinate, so that he can perform better like I have given the example in the earlier session, that is like the Intel, so, Intel is having the ensures, that is the new hires, they are not in isolation.

So, what is that socialization is suggested, and that socialization will make this position of the individual. So, by socialization what we are doing? We are positioning that person, we are introducing him that he is such and such and he is the expert of such and such knowledge, he is at such designation. So, therefore, in that case that positioning is becoming a very-very important, the third one is the problem solving.

And therefore, in that case, the negotiation naturally as I mentioned, that is there will be the offer, there will be counter offer, but here is the problem and this is to be bridge. To bridge this particular problem that is a problem solving and who solves that particular problem, one of them. As I mentioned either A has to enter here or B has to enter here. So, when they entered each other that this problem solving zone converts into the negotiation zone and that is the emotional bridge.

And that if you are able to develop that emotional bridge here, so when you put the emotional bridge what other person will work on that emotional bridge and across that particular problem? So, therefore, in that case, how smart you are to bridge those emotions and through negotiations that is the beauty of a smart manager.

So, therefore, in that case and as soon as as soon as you are able to construct that emotional bridge then the game is end. Because now there is no distance, there is no difficulty in communication, there is no difficulty in understanding to each other by the superior subordinate and therefore, we will find that is the game ends there. So, what we learn from this slide?

We learned that is have and positive emotional move, express and communicate, then make a positioning. It is why you are doing so, and you are a you and this proposal is the honest it is not manipulation, there is no male intention, there is no ill gain. And therefore, you are making that positioning, the trust building of trust is there and when the building of trust is there, you are bridging as I mentioned that you are an architect, you are an engineer, who is building this bridge and when you build that bridge that will be the end game will be there.

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PHASE MODEL OF NEGOTIATION PROBLEMS & EMOTIONAL SOLUTION				
Negotiation phase :	OPENING MOVES	POSITIONING	PROBLEM SOLVING	ENDGAME
Interpersonal problem	Initiation	Influence	Trust	Binding
Relevant emotions and means by which they are expressed:	Liking	Anger	Embarrassment	Pain
	Eye contact, show of palms, close interpersonal distance	Hostile criticism of other's point, furrowed brow, postural expansion, chopping gestures	Apologies, blushing, submissive posture	Wincing at one's own final concession, cringing posture
	Interest	Contempt	Empathy	Exasperation
	Personal questions, eyebrows raised, cocked head, forward lean	Dismissive tone, look away from other when other is speaking	Synchronous positivity eg. Simultaneous smiling, nodding	Surprise and anger at other's reluctance to reach final settlement

Source :-Morris & Keltner(1999)

Now, I will discuss this particular model in the different phases also. For example, when we talk about the with the one example, and the example is the interpersonal problem, the relevant emotions and means, by which they are expressed and if they are expressed that is the, now this is also important and that you are carrying that is fine, but how you are expressing that care?

So, here, please understand at workplace these means are important. These should be appropriate means otherwise this will be misunderstood. And in that case, there are 6has to be a proper representation of the means to develop that interpersonal problem. So, in the opening move what you what you will do? You will communicate as I mentioned eye contact and then the show of the palms that is also one is there, close interpersonal distance.

So, therefore, in that case it will be always that when you start then you are in the opening moves that is the you are going with the eye contact and show of palms. They in the case of this if it is in the influence positioning, hostile criticism of others point, anger will be there. So, when you are having the eye contact show up pals, you will help the liking, liking will be the initiation stage.

And, but if you are having those hostile criticism of others that is his academic background is not good, his social background is not good, his economic background is not good. So, then in that case, here there will be the hostile criticism of others point. So, what initiation you are taken that is the hostiles point and the furrowed brow, posture expansion and therefore, in

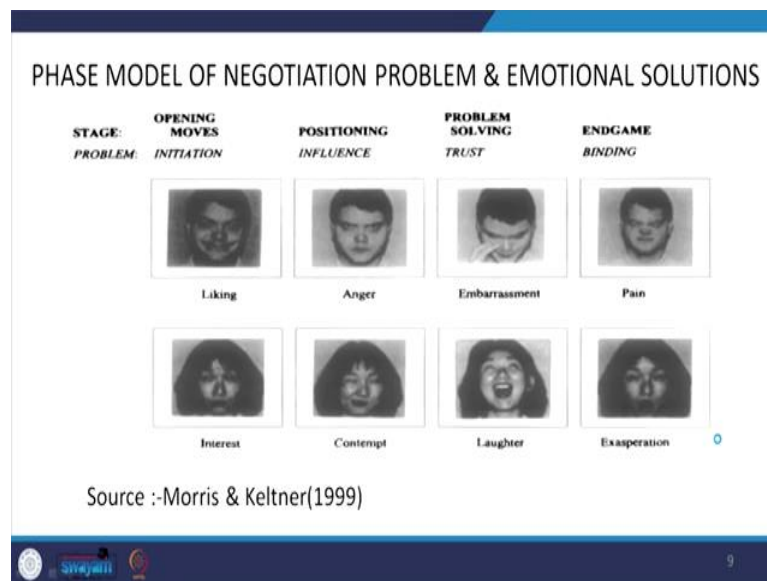
that case, the furrowed brows will be that making the posture expansions and the chopping the gestures.

And then as a result, you are initiation move is inviting the anger and therefore, this will be the, if this is the positioning is there, then what is required, how to solve the problem and therefore, that is a trust creation is there, how embarrassment is there, so apologies. So many times when you go and talk to the person and apologize, there was no intention, but I understand that was a wrong move. And it has been however, it has been misunderstood but still I apologize.

That is there was no intention for that, then in that case definitely a trust will be there and the blessing as the submissive posture will be there, going, talking, sitting with the person interacting and therefore, creating that particular trust and then when you are talking that particular trust, then definitely in that case that end game will be that is the wincing at one's own final concession and the cringing posture and that will becoming the binding and they will be there. So, therefore, we have to see the in now, when the opening moves we are to see the interest, personal questions, eyebrows raised curl head forward lean this will be there.

In case of the influence in anger, contempt, this basic tone, look away from other when other is speaking. So, therefore, in that case you are not involved. So, therefore, it will be a problem empathy, synchronous, positivity examples, there is a simultaneous smiling and nodding will be there. And then the exasperation will be surprising and anger at others reflectance to each final statement will be there. So, therefore, in that case you will be having that is the phase model of negotiation problems and then how to overcome those are solutions. If you follow these, then definitely you will be able to create that particular bridge.

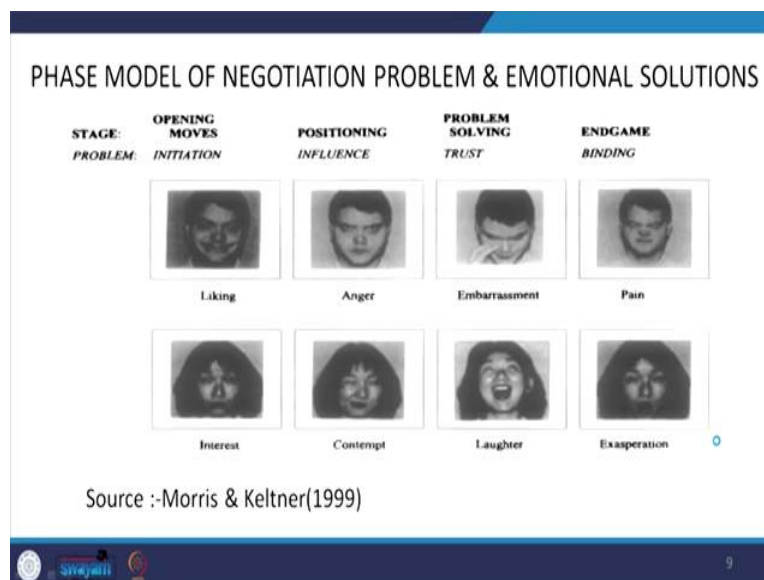
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Now, here we will talk about that is the how in the body language beautifully demonstrated and that is the liking is there. So, you smile and the anger is there eyebrow, you raise your brows, then the embarrassment is there you are not able to make the eye contact, and then the end game will be the pain will be there. So, therefore, when you show the interest or the contempt or the laughter, our expressions, so therefore, in that case, these are the different negotiation problems and emotional solution. Now, here however, we are not going into that much in detail, but the body language.

Have you observed the facial expressions and the emotional negotiation? So, now naturally when your facial expression physiological facial expressions are positive, like for example, liking is there or the laughter is there if I take these two then definitely what do you think how will we the emotional negotiation? Naturally the emotion negotiation and that will be smooth and fast, so therefore, this particular building of emotion negotiation that will help us.

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Now, I will also like to take here the Kopelman's, the five step approach for emotional negotiation, the first and foremost is that is the, be mindful. And therefore, if you are able to be very careful, then definitely you are into that mind, my state of mind that is yes I had to negotiate. You see, sitting on the hot seat for the negotiation is not that easy. First, you have to talk to yourself, you have to understand yourself. It is the are you in a mood for negotiation or not because if it is by profession, it is by force, you are on the chair of a negotiator, then definitely the chances of success will be very, very low.

But you are in a mood, your mindset that is no this problem I had to solve because I have to increase the capacity of my organization and therefore, in that case I will be mindful, identify emotional trigger and focus on something else. And therefore, in that case it becomes very,

very important that is the where, you are, where is your emotional trigger? Because, you see if that particular issue, if it is hurt you lot, so you will highly triggered emotionally and there may be chances that you are emotionally imbalanced.

And if you are emotionally imbalanced then your focus on something else and because I can share with you that is the when I was the labor officer and I involved into the veg agreements and the negotiation with the unions, then definitely in context to the technical negotiation that is a productivity and the machine man machine relationship and in addition to that, that was the your relationship with your workers and representative of workers.

And therefore, if there is a transparency the people know you, because you were very much involved in the socialization process. So people know who are you, how are you? So therefore in that case, they will be always that is the focus will be on the solving the problem and not trigger on that is the discouraging the problem. Then the reinterpret the trigger, so there but it is very important.

That is the, whatever trigger is there that has to be a confirm or confirm by the another party, if it is not confirmed by the another party, then there definitely it will not be the right interpretation. After the emotion by the changing is physiological expression like here you see that is when we are talking about the physiological expression. So, offer and the counter offer is there and then how do you have this physiological expression?

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So, therefore, it will be always that is the whenever you are negotiating, whether you are in the favor are you in against you are representing even you can try to hide as much as

possible, but dear friends will be able to interpret in representing in the physiological expressions. Then there will be the take action that others will see and therefore, in that case it will be a very very important.

That is always we are taking the action that others will see. And now you see that is the, whatever negotiation is done. That negotiation will be reflected into the, your decision making process. And your decision making process will ensure that is the there has been this type of these action which will be ensure that is the yes the you are taking a right decision like as a curta or as a family head when you take a decision other members of the family are also watching that is the what is the approach of the head of the family.

And if the head of the families taking the action that is a very positive, that is a caring, that is a protection, that is a support, there is an emotional emotions involved in that in decision making process. Then definitely other members of the family they will be also getting the, encourage for the emotional negotiation.

And a similarity is there when you are at the workplace as a manager, when you are involving the emotions in negotiations and then exchanging the emotions, that is of the union or maybe the subordinate or maybe the colleagues or maybe the superior, people are watching you and the decisions which you are taking, that are getting interpretate and a society knows that is a what sort of personality you are and therefore, these approach that is which is started from the mindful.


Because if the first step, if it is not positive, then definitely rest of the emotional negotiation that has to be chances, higher chances not always, higher chances will be there that you will not be able to construct the bridge. So, therefore, in that case, your actions will be seen by the others.

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INDIAN NEGOTIATING STRATEGIES AND TACTICAL WAYS

LORD VISHNU

- **Lord of maintenance**
 - Rituals and practices adopted in negotiation would have common memory and it should be preserved
 - Core values are maintained. Values that promotes high performance and integrity should be encouraged.



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Now, here interestingly I try to take certain examples from our ancient literature also. For example, The Lord Vishnu, Indian negotiation strategies and tactical ways, so lot a lot of maintenance. So, rituals and practices adopted in negotiating would help common memory and it should be preserved. So, therefore, it is always becoming the rituals and practices adopted in negotiation and that is always that having the common memories will be there. And core values are maintained, values that promotes high performance and integrity should be encouraged. And if you are able to value that high performance and integrity, then definitely the persons will be having the lot of maintenance is there.

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- Post-negotiation negotiator i.e. follow up action and makes the other persons feel good even if he has negative outcome.
- The negotiator should remain cool and composed (Sheshnaga represents peaceful universe)

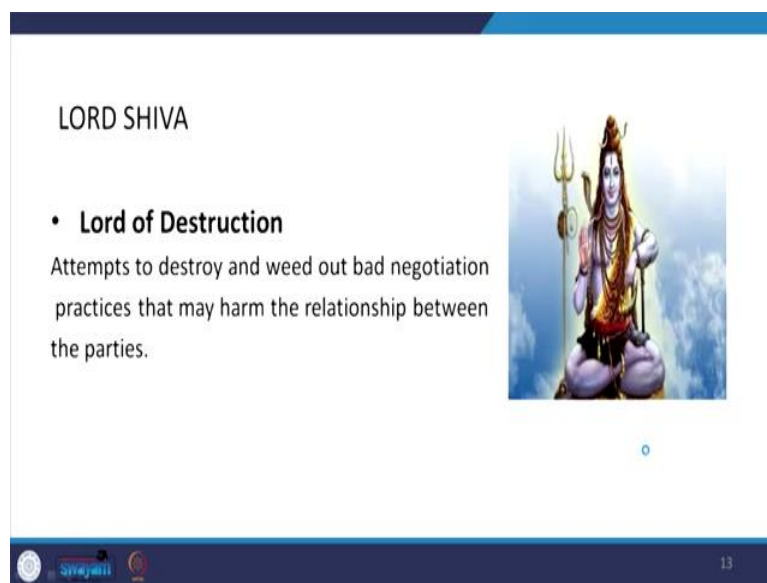
Source : Successfully Negotiating in Asia - Patrick Kim Cheng Low

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And the post negotiation negotiator that is follow up action and makes the other person feel good even if he is negative outcome. This is the beauty. The outcome is negative but even in that case the person is feeling good, why? Because the outcome is negative, but intentions are good. So, when you stop emotion negotiations your child to go out after the eight o'clock in the night, that is no you have to be in, so, what is outcome? Outcome is negative child has stop to go out, but what is the feeling? Feeling is good, that is my parents are taking care of me and therefore, they are not allowing.

So, therefore, dear friends, we should not see only the consequences, we have to see the post consequences also and if the post consequences are good, you are the winner. The negotiator should remain cool and composed, like the Sheshnaga represents the peaceful universe and therefore, in that case when we talk about the Lord Vishnu with the Shehnaag, so therefore, that is a, there is the peaceful universe and that has been the very-very important.

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LORD SHIVA

- **Lord of Destruction**
Attempts to destroy and weed out bad negotiation practices that may harm the relationship between the parties.

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Lord Shiva who is known for the Lord of destruction, attempts to destroy and without bad negotiation practices that may harm the relationship between the parties. So, therefore dear friends, sometimes to maintain the good relationship, you have to be Lord of destruction and when you will be having the Lord of destruction, then in that case you will be able to maintain the relationship between the parties.

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LORD BRAMHA

- Lord of Creation

Attempts to create relationship between the people the negotiation



Source : Successfully Negotiating in Asia -Patrick Kim Cheng Low


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And the third one is the Lord Brahma. So, when we talk about the Brahma, Vishnu and Mahesh, so therefore, Lord Brahma is the lord of creation and in Lord of creation attempts to create a relationship between the people the negotiation. So, therefore, in that case, it is as I mentioned, there is a Lord of maintenance, a Lord of destruction and a Lord of creation. So, this is the basis where we talking about the universe and therefore, it is the creation of the relationship of the people, the negotiation.

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LORD HANUMAN

- Represents about the unlimited power that lies around ourselves
- Negotiator should be self-confident and know himself.
- Ability to change size of the body during adversaries
- Body language of the negotiator should be flexible to the according situation



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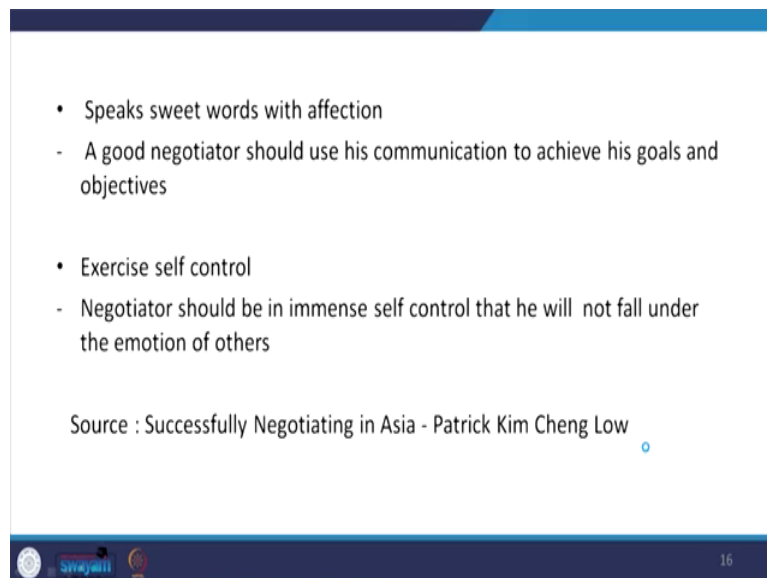
And therefore, in that case, these we find that is the all the three Lords the Brahma, Vishnu and Mahesh, they are making the sometimes the destruction, sometimes the maintenance and sometimes the creation. Here if the our discussion will be incomplete if I finish the before I

express about the Lord Hanumana. Lord Hanumana represents about the unlimited power that lies around ourselves and therefore sensitizing, sensitizing ourselves that is yes, we have the power and therefore in any situation, you can create the emotional negotiations.

And those emotional negotiations will be wonderful if we use our all almighty power. Negotiator should be self-confident and know himself. So please believe in yourself. There will be no one from the outside that will have these feeling that is the, what you are. Your well wishes with only can you sensitize but ultimately the action is to be taken by yourself and when you will be able to take your action yourself, then only there will be the negotiator will be confident, self-confidence and will bring the results.

Ability to change sides of the body during the adversaries, so therefore, body language of the negotiator should be flexible to the according to the situation. So, when it is required to be the aggressive, then definitely the person should be aggressive, when it is required to be the mild, the person should be able to create him his body is a mild is there. So, last slide which I would like to conclude this particular session emotional negotiation that is that speak sweet words with affection.

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- Speaks sweet words with affection
- A good negotiator should use his communication to achieve his goals and objectives

- Exercise self control
- Negotiator should be in immense self control that he will not fall under the emotion of others

Source : Successfully Negotiating in Asia - Patrick Kim Cheng Low

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Always please see that is the whenever you are having the negotiation, please as be mindful. The first tip do not forget that is a be mindful, have emotional stability. And then start and initiate with the positive and therefore, you should your words in the beginning that has to be the sweet words with the affection. Let the other people understand you are not opposing

them, there is nothing personalized, but there are certain issues which for the benefit of the organization, we have to talk.

So, a good negotiator should he use his communication to achieve his goals and objectives and if he is able to achieve his goals and objectives as a good negotiation, so definitely his communication is good, he has crossed, he has built already the half the bridge. Exercise self-control and negotiator should be in immense self-control that he will not fall under the emotion of others.

And as a result of which you will find that is the, these negotiation that will continue by taking the fulfilling the expectations and therefore in that case, it will always be in immense of the same control and never into the control of others. It is not a like that somebody is provoking and arousing your negative emotions and you are responding in a negativity. So that is to be avoided.

And therefore, in that case, that emotional negotiation that will be the successful negotiation. So, therefore, these are the certain discussions about the emotional negotiation. I will continue some part of it of the emotional negotiation in my next session also. Thank you.