# Session 8

# Persuasion, Ethics & Team Building in Negotiation

# Part 1

# Principles of Persuasion

# Social Judgment Theory

- We cannot evaluate messages without reference to existing attitudes.

- The theory explains certain phenomena of persuasive message processing.

- Underlying the theory is the premise that people know their attitudes.

# Latitudes of the Mind

- Latitude of Commitment–where firmly attitudes already exist.

- Latitude of Non-commitment–where little or no prior attitude exists.

- Latitude of Acceptance–where persuasive messages are similar to existing attitudes.

- Latitude of Rejection–where persuasive messages are at odds with existing attitudes.

# Latitudes of the Mind

- Some portion of the latitude of commitment will constitute the latitude of rejection.

- Some portion of the latitude of commitment may be included within the latitude of acceptance.

- Persuasion is most likely in the latitude of non-commitment.

# Cognitive Dissonance

- Psychological tension created by receiving messages inconsistent with prior beliefs and attitudes, or by behavior that is inconsistent with beliefs and attitudes, or by inconsistent behaviors.

- The tension motivates us to achieve consonance.

- An unconscious cognitive phenomenon.

# Reducing Dissonance

Unconsciously we:

➢ Perceive statements as more similar than they are.

➢ We think others' attitudes are the same as ours.

➢ We change the relative importance of attitudes.

➢ We forget inconsistent attitudes.

➢ We reject inconsistent attitudes as invalid.

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# Negativity Bias

Negative information weighs more heavily, is perceived as more valid, and is remembered longer than positive information.

# How to Persuade

- Focus your arguments with ACES.

"A" = Appropriate

"C" = Consistent

"E" = Effective

"S" = Special particular additional reasons

# Crossing the CREEK

- "C" = Common ground
- "R" = Reinforcing facts and data
- "E" = Emotional connection
- "E" = Empathy
- "K" = the KEY is credibility

# When Persuasion Is Unlikely

- Reframe. Look for more ACES.

- Re-load to cross the CREEK–more common ground, more facts, more emotional connection, more empathy, more credibility.

- Ask the reason for non-acceptance.

- Identify the contrary/inconsistent attitude.

- Demonstrate consistency–or recognize that persuasion is not possible at this time with the focus and arguments used.

# Diplomacy

- Assertion and diplomacy are always appropriate in negotiation.

- Diplomacy is the restraint of power.

# Part II

# Ethics In Negotiation

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# Three Major Views of Ethical Conduct

- The end justifies the means.

- Absolute truth versus relative truth.

- There is not such thing as the truth.

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# Ethical Negotiation: Questionable Strategies

- Lying (and its effects on negotiation issues) on:
  - Positions
  - Interests
  - Priorities and preferences
  - BATNAs
  - Reservation prices
  - Facts
- Other questionable negotiation strategies
  - Traditional competitive bargaining
  - Manipulation of an opponent's network
  - Reneging on negotiated agreements
  - Retracting an offer
  - Nickel-and-diming

# Conditions under which Negotiators Say They Would Engage in Deception (i.e., Lying) in Negotiations



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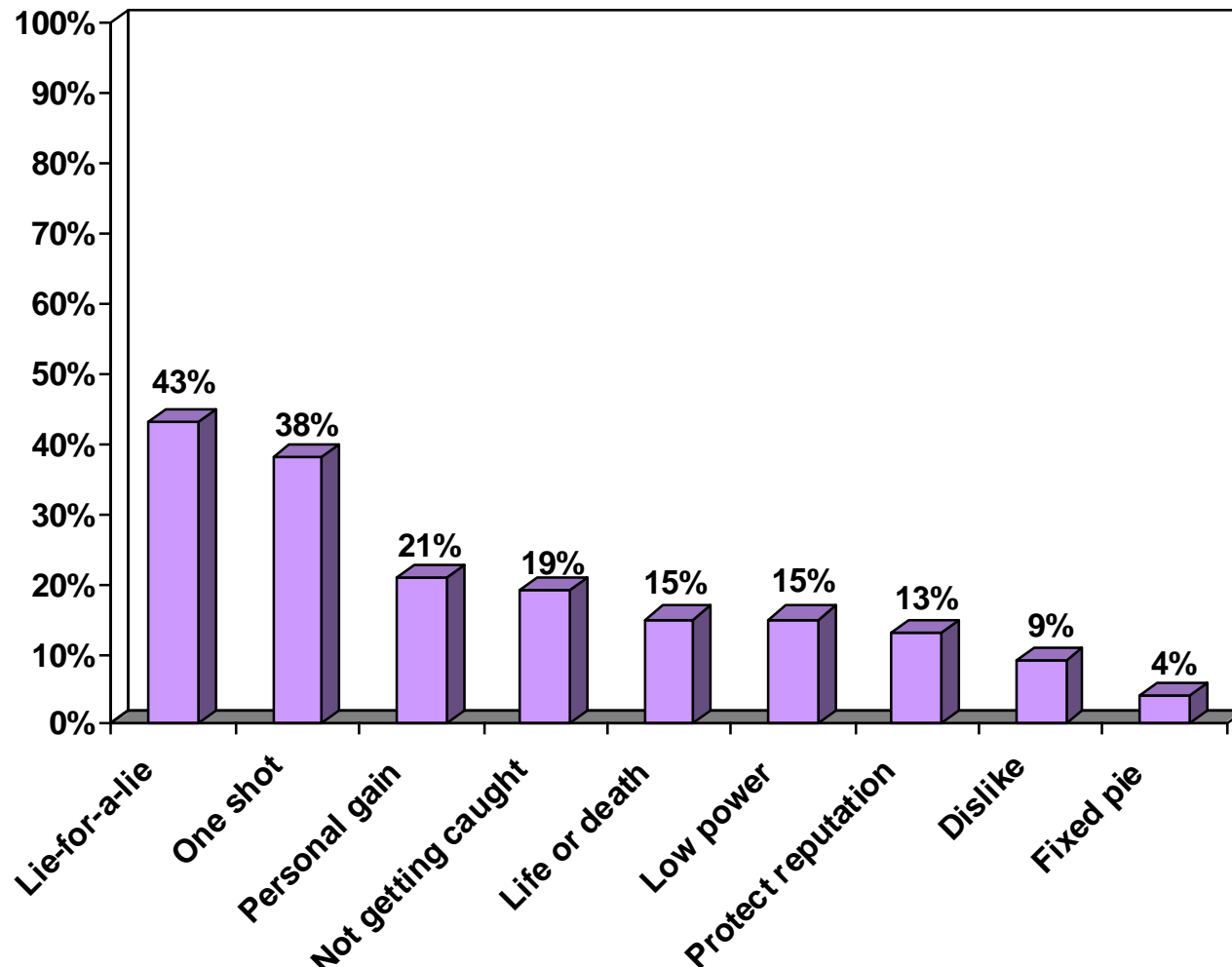
# Review of Categories
# (Left to Right on X-Axis)

- *Lie-for-a-lie*: When I suspect the other party is deceiving me

- *One shot*: In a one-shot situation, with no potential for a long-term relationship

- *Personal gain*: If there was a gain to be had

- *Not getting caught*: If I felt I could get away with it

- *Life or death*: If the situation was "life or death"

- *Low power*: If the other party had more power (i.e., to "level the playing field")

- *Protecting reputation*: When I would not have to worry about my reputation

- *Dislike*: If I did not like the other person

- *Fixed pie*: If the situation was purely distributive

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# Psychological Bias and Unethical Behavior

- Human biases that give rise to ethical problems in negotiation
  - Bounded ethicality
  - Illusion of superiority
  - Illusion of control
  - Overconfidence
- How can negotiators calibrate ethical behavior?
  - The front page test
  - Reverse golden rule
  - Role modeling
  - Third-party advice

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# How People Justify Unethical Tactics

- "It was unavoidable"
- "It was harmless"
- "It helped avoid negative results"
- "It helped accomplish good results"
- "The other party deserved it"
- "Everybody's doing it"
- "It was fair, under the circumstances"

# Defusing Unethical Behaviors

- Ignore it
- Identify it
- Warn them
- Set ground rules
- Tell them the consequences
- Act

# Part III

# Team Building in Negotiation

# Team Negotiation

- Use teams when the matter is complex and requires varying expertise.

- Go solo when issues are limited and you have all necessary information and expertise.

- Go solo when time is short. Take advantage of behind-the-scenes help, if possible.

# Team Negotiation (continued)

- Teams add complexity but diversity increases team ability.

- Conflict may arise within the team from personality, style, perception, and communication difficulties.

- Choosing complementary personalities and expertise and allow time for team development.

- Constructive conflict is a primary benefit of using teams.

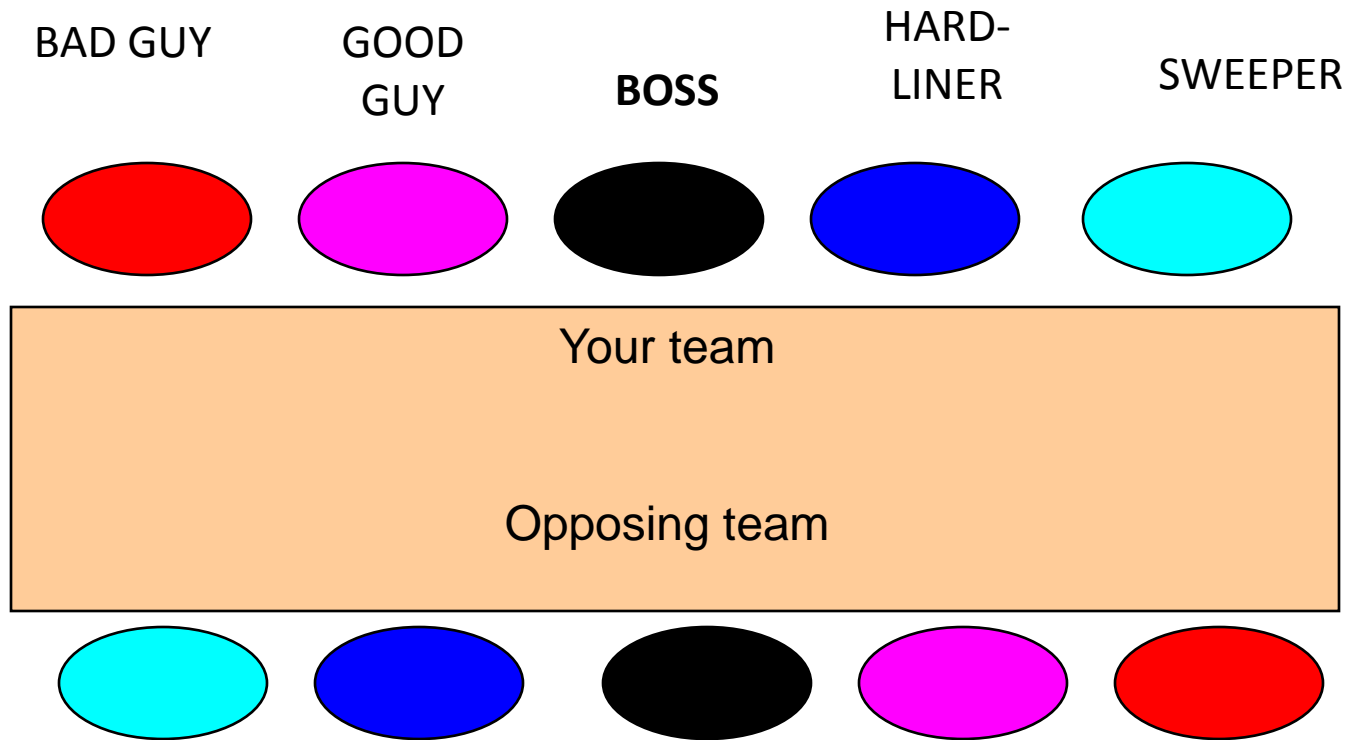23

# Maximizing Benefits of Teams

- Establish rules of conduct and roles.
- Use of good guy/bad guy with teams.
- Plan to negotiate among each other.
- Continually diagnose and monitor conflict.
- Manage constructive conflict.
- Resolve destructive conflict.

# Defining Roles within a Team

| Roles | Responsibilities |
|---|---|
| Leader | •conducting the negotiation<br>•ruling on matters |
| Good guy/girl | •showing understanding for the opposition |
| Bad guy/girl | •intimidating the opposition<br>•stopping the negotiation |
| Hardliner | •keeping the team focused<br>•emphasising difficulties |
| Sweeper | •bringing all views together<br>•suggesting ways out of a deadlock |

# ... using seating tactically

# ... using seating tactically



GOOD GUY · **BOSS** · HARD-LINER · BAD GUY · SWEEPER
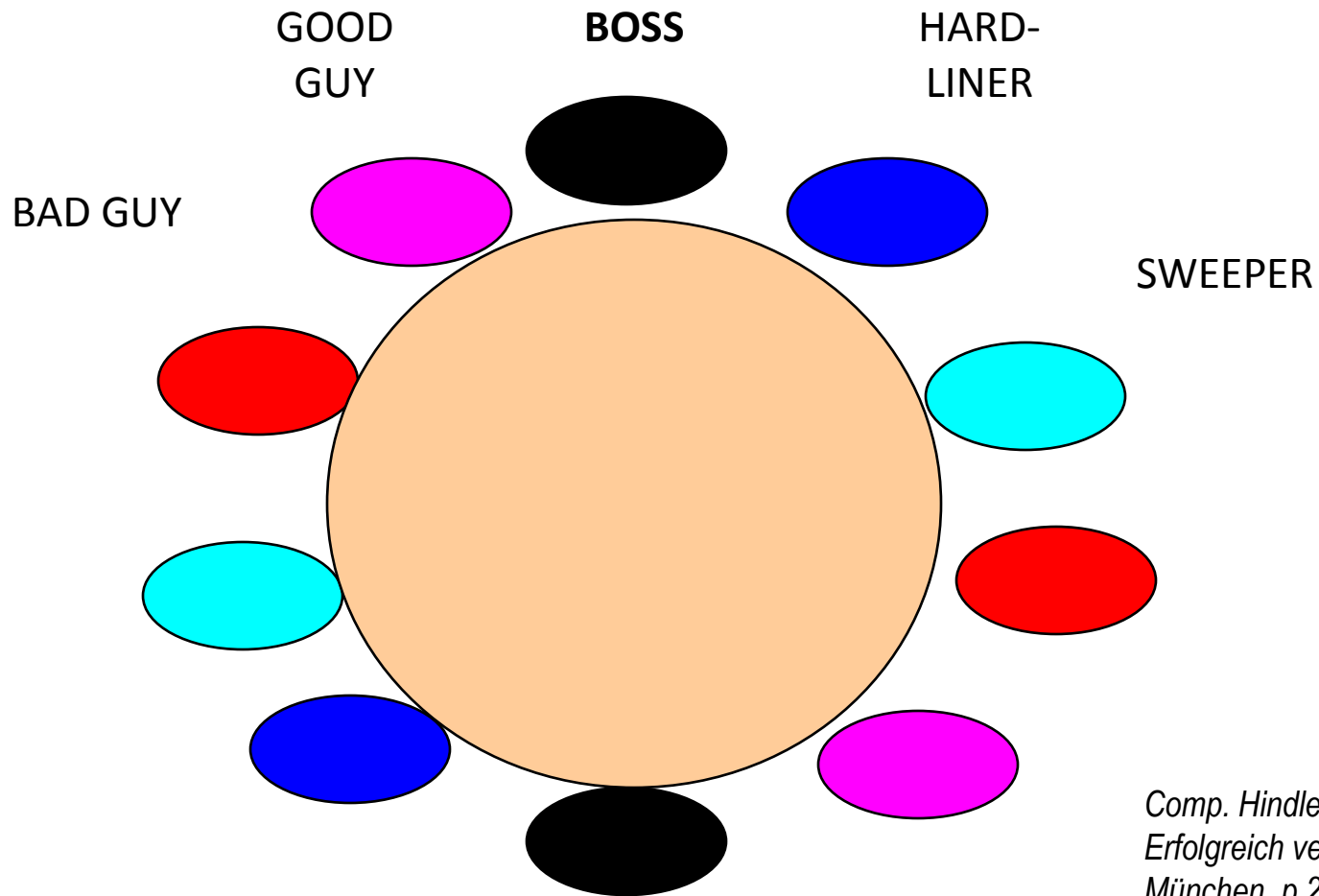
*Comp. Hindle, T., 2001, Erfolgreich verhandeln, München, p.28*