

6. Emotional intelligence skills in negotiating

6.1 Keys for the sound of anger management: Most negotiations are “mixed motive” in structure, requiring us both to compete to claim value and to cooperate to create value. The ability to move back and forth between these two goals is a critical – and difficult – skill to master.

How do emotions affect value creation and claiming?

Researchers Alice Isen and Peter Carnevale found that a positive mood leads to greater value creation. Good feelings may signal that a situation is low in risk. With little need for the vigilance associated with negative emotions, negotiators may be more willing to think creatively. By contrast, researchers historically have found that anger is more likely to be associated with value claiming.

But anger can actually hinder this process. In a 1997 study, Keith Allred, John Mallozzi, Fusako Matsui, and Christopher Raia found more complex results regarding the effects of anger and compassion on negotiation processes and outcomes.

They compared negotiators who reported high levels of anger and low levels of compassion for each other with negotiators who had a more positive emotional regard for the other side.

The “angry” negotiators achieved fewer joint gains and had less desire to work with each other in the future than did the more positively inclined group. Surprisingly, angry negotiators did not claim any more value for themselves than the other negotiators. Angry negotiators appear to incur costs from their negative emotions without any benefits.

What happens when anger is not focused on an individual?

Nicholas Anderson of Stanford University and Margaret A. Neale conducted a study in which they provoked anger in one member of a pair of negotiators. Half of the angry negotiators were sure that their counterpart had attempted to provoke their anger, while the other half were unsure. We found that this uncertainty led to better joint outcomes for angry negotiators.

In fact, angry but uncertain negotiators created more value than emotionally neutral or slightly positively inclined negotiators who, in turn, did better than angry

but certain negotiators. Moreover, angry negotiators, in general, were able to claim a larger percentage of a resource than their counterparts were.

Subsequent analyses indicated that, while anger typically results in poor information processing, uncertainty about the source of one's anger could motivate the angry negotiator to engage in effective information processing.

The lesson here for negotiators is that focused anger stands in the way of value creation. But note that it's focus, not anger, that reduces the incentive to process information.

Any emotion that triggers or is associated with uncertainty can inspire a negotiator to do the cognitive work necessary to create value. With anger comes the additional benefit of enhanced value claiming.

Thus, an unpleasant phone conversation just before you walk into a negotiation may improve your outcomes – especially if the phone call and the negotiation are unrelated.

6.2 Programming strategies emotional to face difficult negotiations:

Negotiations can be tense and difficult to resolve. And, if you have a fear of confrontation, negotiations can be an unnerving experience. It may be tempting to negotiate from a distance via phone or email, but there are many benefits to a face-to-face negotiation. Practice your side of the discussion before you meet with your opponent, so you can present your argument in a clear and concise manner.

Use these strategies:

Sincerity

- It is difficult to show much sincerity through paper and long distance negotiations. Even hearing your voice over a telephone line can be insufficient to positively alter the negotiations in your favor. A video conference  can show your face and comforting body language, but technical malfunctions can easily derail the flow of the conversation. When you talk with someone in person, he can clearly see your confidence and reassuring body language. They can help him trust what you say and come to an amiable resolution to the situation.

Knowing Your Standing

- Being able to see the person you negotiate with can help you gauge their emotional climate, which gives you an advantage. By carefully reading her facial expression and gestures, you can determine how she reacts to your information. This allows you to know when you are pushing her too hard or when you can feel bold enough

to continue throwing deals on the table. She may have a poker face when it comes to negotiating, but she may slip, offering you helpful hints. For example, if she seems frustrated, it may be a good time to take a short break from the negotiations so she can cool down and come back without the irritation.

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- Item Presentation
- Face-to-face negotiation gives you the opportunity to openly share files and sounds with another person. The information you exchange can help prove your point and help sway her opinion. For example, a lawyer may present some visual or audio evidence in a court case. The evidence he presents may encourage his opponent to accept a plea bargain or drop charges against his client. Some information can transfer over through faxes and the telephone, but a lawyer may prefer to opportunity to use a personal touch in the negotiations.

Personal Touch

- As technological communication becomes mainstream, a face-to-face talk with a human may become scarce. When negotiating with someone, he may appreciate you taking the time to meet in person to discuss your negotiations. You can expose him to your courtesy and good nature, helping him feel as though you value him and the business transaction. While a face-to-face with a lower representative is a little better than a digital meeting, you should still try to meet with him in person. It can be mildly insulting to send a pawn to do the negotiations instead of speaking with him in person.

Finally in difficult negotiations these four strategies are useful:

THE FOUR RELATIONSHIP STRATEGIES IN DIFFICULT NEGOTIATIONS

The hallmarks of a successful negotiation outcome are not just a precisely formulated goal and a sophisticated strategy and tactic, but also a resilient relationship with the other party. In difficult negotiations relationships are exposed to great risks or may even have disappeared. A careless remark or an emotional outburst cause immediate silence on the other side. Information is no longer exchanged during a negotiation deadlock. Both parties withdraw and focus on the accuracy of their own position. This state enables both parties to clarify the power question. Which one of the two will be able to continue without the other one? The negotiation threatens to fail as soon as one of the deadlocked parties answers the power question for itself, using its alternatives or sanctions.

In the numerous negotiation situations where we assist our clients, we always deal with differently shaped relationship structures with the other side. In difficult negotiation situations in particular our clients expect that the relationship with the opposing party must not be put at risk. Whether it is the final sales negotiation or the decisive bargaining round with the unions – it is always necessary to perform a professional analysis and select the appropriate strategy to build a relationship.

Below you find the four most important strategies that you can follow within the framework of a difficult negotiation.

1. Build contact

The relationship with your negotiation partner is very important in your negotiation, but it is not very well defined, i.e. in difficult situations the relationship is neither resilient nor do you get all the relevant information from your negotiation partner. Your negotiation partner has great influence over the outcome. The goal of the strategy is to build a relationship using targeted actions within a certain timeframe. This could be, for instance, a regular dinner or a lunch date. **Our Tip: Select a colleague from your team to implement these trust-building measures. But beware! Do not use these measures to negotiate. Enter the talks with a positive attitude.**

2. Stabilise for the long term

You should always stabilise the relationships with your most important negotiation partners. However, the measures from the first strategy will not suffice. The goal is to be able to have a one-on-one conversation even in a deadlock. This kind of relationship is resilient. There is a great amount of trust between you and your negotiation partner. **Our Tip: Never enter into a conflict with your most important negotiation partner, otherwise you risk a loss.**

3. Keep the contact

Past projects enabled you to build many relationships with customers, suppliers, and other partners. But your contact is not the contact person for your current negotiation? **Our Tip: Keep the regular contact and use it to gain additional information.**

4. Treat selectively

In many situations there are experts at the negotiation table who at a particular

moment have no important role to play for your negotiation success. **Our Tip: Observe these individuals and their careers. “We always meet twice in life.” Depending on your analysis, follow strategy one, two, or three.**

6.3 Know positively answer the criticism and personal attacks: How do you deal with **criticism**? The first reaction for many of us is to defend ourselves, or worse yet to lash back. And yet, while criticism can be taken as hurtful and demoralizing, it can also be viewed in a positive way: it is honesty, and it can spur us to do better. Show your true talents while revealing your toughness by *controlling the immediate challenge*: resolving your **own** internal conflict. Be tough, and don't whine or howl. Learning to accept criticism with grace and appreciation will not only help you out in academic and professional circumstances, but will help you become a better person overall.

Staying calm

Postpone your first reaction. If your first reaction is to lash back at the person giving the criticism, or to become defensive, take a minute before reacting at all. Move slowly (not acting-out) toward the person, then turn away saying, "Let's talk about this in a minute." Take a deep breath, and give it a little thought. For example, let a critical email sit in your inbox for at least an hour before replying. That is like walking away from someone instead of saying something you'll regret later. Save your reply as a draft and come back an hour or a day later to polish it before sending. Remember, emails can be forwarded to others by the recipient with a few clicks.

Cool off! You have to absorb and convert some heat to positive energy. That cooling off time allows you to give it a little more thought beyond your initial reaction. It allows logic to step in, past the emotion. This is **not a criticism against emotion**, but when it's a negative emotion, sometimes it can cause more harm than good. So let your emotions run their course--while making positive and pro-active inputs as usual--and then respond *more specifically* when you feel calmer. Don't get into a dog fight of snarls, red-eyes (burning tears) and glares that stem the flow of purposeful work or study...

1. **Be positive.** If you can rise above the petty insults and attacks, and respond in a calm and positive manner to the meat of the criticism, you will be the better person. And guess what? There are two amazing benefits of this:

- Others will admire you and think better of you for rising above the attack. Especially if you remain positive and actually take the criticism well.
- You will feel better about yourself. By participating in personal attacks, we dirty ourselves. But if we can stay above that level, we feel good about who we are. And that's the most important benefit of all.

Viewing the negative differently

1.

Turn a negative into a positive. One of the keys to success in anything you do is the ability to find the positive in things that most people see as a negative. Sickness forces you to stop your exercise program? That's a welcome rest. Tired of your job? That's a time to rediscover what's important and to look for a better job. You can do the same thing with criticism: find the positive in it. Sure, it may be rude and mean, but in most criticism, you can find a nugget of gold: honest feedback and a suggestion for improvement.

See it as an opportunity to improve — and without that constant improvement, we are just sitting still. Improvement is a good thing. For example, this criticism: "You write about the same things over and over and your blog posts are boring and stale", can be read: "I need to increase the variety of my posts and find new ways of looking at old things." That's just one example of course — you can do that with just about any criticism. Sometimes it's just someone having a bad day, but many times there's at least a grain of truth in the criticism.

Thank the critic. Even if someone is harsh and rude, thank them. They might have been having a bad day, or maybe they're just a negative person in general. But even so, your attitude of gratitude will probably catch them off-guard. Thanking a critic can actually win a few of them over. Also be sweet, as you might have done the same with someone knowingly or unknowingly.

All because of a simple act of saying thank you for the criticism. It's unexpected, and often appreciated. And even if the critic doesn't take your "thank you" in a

good way, it's still good to do — for yourself. It's a way of reminding yourself that the criticism was a good thing for you, a way of keeping yourself humble — not cocky.

Considering the source

Think about who it is who has criticized you.

- Is it a stranger who has attacked you? Then, walk away, knowing he or she is feeling the need to bully and you were convenient. That is all.
- Is it someone you have offered advice to or criticized, perhaps in a gentle way or a brutal way? Realize, the person feels threatened. If your motive was meant to help, then try to remedy the hurt by offering support. If your motive was to make yourself feel superior, then you need to apologize, at the first opportunity.
- Is it someone you love and feel love from, in return? Seriously consider that this person was, indeed trying to help you improve. The same thing said one day might be taken badly or might be taken well, depending on your mood.

Consider what is your role in the exchange. How much do you value the opinion of the other? Think through these specifics and measure your response. With maturity comes grace. Be a grown up. It is about time.

Becoming stronger

Rise above the criticism. How do you stay above the attacks and be the better person? By removing yourself from the criticism, and looking only at the actions criticized. By seeing the positive in the criticism, and trying to improve. By thanking the critic. And by responding with a positive attitude. A quick example: Someone criticizes something you have written by saying, “You’re an idiot. I don’t understand what x has to do with y.” A good typical response should be to ignore the first sentence.

Take the interjection as an opportunity to clarify. Thank the critic, overcoming the insult by using the opportunity to explain your point further. By *staying positive*, you have accepted the criticism with grace and appreciation. Say something like, “Thanks for giving me an opportunity to clarify that. I don’t think I made it as clear as I should have. What x has to do with y is... and... Thanks for the

great question!” And in doing so, remained the wiser person, and you will feel great about yourself for overcoming and adapting the insult to a higher purpose.

Learn from the criticism. After seeing criticism in a positive light, and thanking the critic, don't just move on and go back to business as usual. Actually try to improve. That's a difficult concept for some people, because they often think that they're right no matter what. But no one is always right. You, in fact, may be wrong, and the critic may be right. So see if there's something you can change to make yourself better. And then make that change. Actually strive to do better as a communicator. You'll end up being glad you made the extra effort.

Avoid seeing business and training as a "contact or blood sport". See that you are not mainly *hanging them high* or *letting them twist in the breeze*: instead you are being the masterful communicator showing *the low-achiever* how it's done. Be the one who is thoughtful and demonstrating how to communicate to achieve **your** goal!

Use humor or deflection. There may be some times where an insult isn't as bad as someone calling you a horrible name of some sort, but they say something that could embarrass you.

- Think of it as a chance to laugh or make your day better. Smile at it as if it were a joke. Who cares if you turn red. See that moment happening only once in your life. You'll look back on it one day and laugh. So, pretend you're grown up in the future, looking back on that day and laughing at it.
- If you can handle it, fake-agree. Fake-agreeing speaks for itself. Just agree, but fake it in a fun manner, such as a snappy, funny (possibly sarcastic) way.
- Here's an example: "Man, you got some messed up hair" (everyone notices and laughs). Smile (or laugh) "Yup, hair dryer won." Or whatever else you can think of. Yeah, you might feel a little bad, but others will admire the positive part of your reaction.

Be the better person. Too many times we take criticism as a personal attack, as an insult to who we are. But it's not. Well, perhaps sometimes it is, but we don't have to take it that way. Take it as a criticism of your actions, not your person. If you do that, you can detach yourself from the criticism emotionally and see what should be done. But the way that many of us handle the criticisms that we see as personal attacks is by attacking back. "I'm not going to let someone talk to me that way." Especially if this criticism is made in public, such as in the comments of a blog or on a forum. You have to defend yourself, and attack the attacker ... right? Wrong.

By attacking the attacker, you are stooping to his level. Even if the person was mean or rude, you don't have to be the same way. You don't have to commit the same sins. Be the better person.

TIPS

- Ignoring a personal attack might make you look like a better person in some people's eyes. However, a simple request to the person asking that they not use name-calling and personal remarks would be appropriate.
- If the criticism persists, **use nonviolent communication** to make it stop. There are some **people who are difficult to deal with**, but when they fail to get a reaction from you, they will eventually stop or leave you alone. Plus, others will learn from your example.
- Never throw in the towel, but sometimes you should find a position or line of **work that offers more** opportunity and allows you to apply your personality and skill sets even better and more fully. Thus you come back to fight another day.
- Being brave includes not falling back, looking away or turning to the side, but it can be inspired by fear and the adrenalin rush of the moment. So courage is despite the fear and ignoring any doubt: it is largely persistence when faced with trouble!

WARNING

- **Do not confuse criticism with insults.** Insults are ad hominem (personal conflict like off-topic descriptions of a person) but criticism may change your life for the better because you may use it to redirect your communication and efforts. Stay engaged and active while not allowing the criticism to stagnate you, but use the stirring-up to prompt a flow of more appropriate inputs and outputs...
- If you are being constantly attacked, bullied, or verbally abused, you will need to take greater measures to make it stop, such as reporting the person to an authority (manager, teacher or coach).
- Do not argue with non-businesslike *detractors* or *muckrakers* who sling-mud (while cleaning sewer drains--not that there is anything wrong with that) as you would be *putting yourself in their category* by joining them in the muck and mire of their shallow thought and their feelings of inadequacy.