


**Managerial Skills for Interpersonal Dynamics**  
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**Lecture - 44**  
**Emotional Negotiation - II**

So in my last session on emotional Negotiation, I have talked about the Lord of maintenance. That is about the Vishnu, Lord Vishnu I had talked about. Lord of destruction and that is about the Lord Shiva, and then Lord of creation that is the Brahma.

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- Understanding Cultural Influences On Negotiation
- Effects Of Communication Medium On Negotiation
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**INDIAN NEGOTIATING STRATEGIES AND TACTICAL WAYS (Contd)**

**BHAGAVAD GITA**

Teaches one to be detached and not to be clouded by desires. One stabilizes one's mind by self discipline, overcoming one's desires and controlling the activities of one's senses.

In negotiation, one person should be detached and no personalities or egoism is involved. When one is too attached to one's needs, one becomes inward looking and may even fail to understand



And I will continue now further from that particular Emotional Negotiation in this Emotional Negotiation, part two, that is the in Indian negotiation strategies and the tactical ways. Now, I will talk about the Bhagavad Gita. Teaches one to be detached and not to be clouded by the

desires and then therefore the in this case the Bhagavad Gita teaches us, that is the how, there should be the detachment has to be there, one and now please understand that there can be the attachment with detachment.

So, naturally we are human beings. So, we, according to me, we are attached, we are attached to so many objects and therefore, but it is natural, because, we are not God, we are just a human being. So, we are having so many weaknesses and therefore, naturally we are getting involved into the, these emotions, feelings and the attachment and all. But the, what the Bhagavad Gita has said that is the “Yes, you are attached, but attached with detachment is there.”

How we can do that? And it talks about one stabilizes one's mind by self-discipline. Now, when we are talking about the controlling our senses then definitely in that case, when we talk about the control ourselves and with the self-discipline, because all of us know what is right, what is wrong, what should we do what we should not. And therefore, even after knowing if you are doing, it means that the self-monitoring, self-discipline is weak.

We are not controlled to ourselves. So, therefore, that control of mind, that is a self-discipline that is becoming very, very important. Overcoming the one's desires and therefore, our desires is also the, another weakness of the human being. So, so many desires are there and therefore, again we have to be the judicious into deciding our desires and controlling the activities of one senses.

And as I mentioned, that is whatever our Indriyas are there, the senses are there, we are required to control those senses. So, we are supposed to have the self-discipline on our desires and the activities of senses. So, when we are controlling our brain and our activities. So, in that case, definitely, we will be having the appropriate negotiation strategies, because as we have seen earlier, that is the be mindful and therefore, our mind our mind is totally calm, cool and collective and controlled.

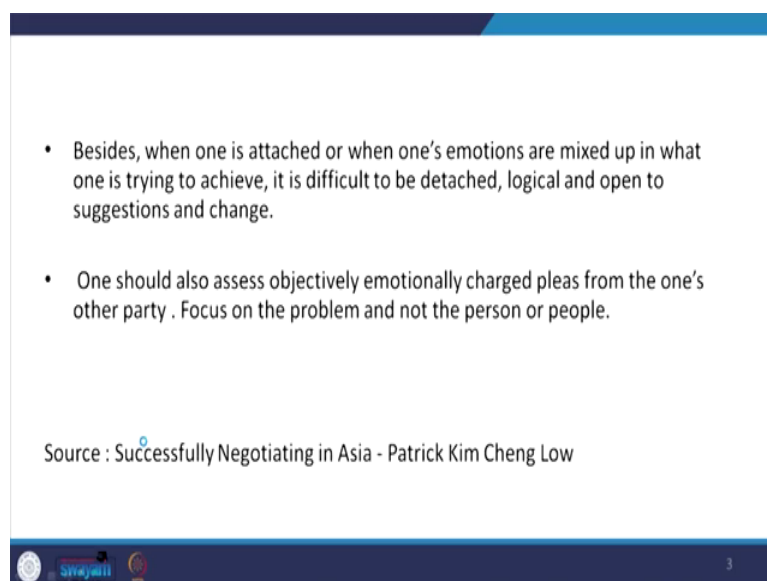
So, therefore, unnecessary desires, there is no we are not giving importance to those desires. And simultaneously, we have that power we, we have command that power that is to control our senses. And therefore, we are not driven by our senses, rather than we are controlling our senses. So definitely that stage to reach to that stage, when we are not the slaves of our senses, and that that is stage that will lead us to making the leadership with the success.

In negotiation, one person should be detached and no personalities are egoism is involved. Now, that is very, very important is there. That is the, there should not be no ego, because as soon as you involve self, if you are you, so, what is that? It is attachment, attachment to self and therefore, it is not the detached and therefore, one should be required to be detached, but then person is not having detachment and then there is the egoism is involved and because I am talking about myself.

I have not overcome of self, I have not overcome of those desires. I am not controlling my senses. So, I am talking about self, my personalities. And therefore, naturally when I feel the talk about my personalities, I am becoming the egoistic because it is me me me me and therefore, in that case the ego, ego will be dominating. When one is too attached to one's needs, one becomes the inward looking and may even fail to understand and when you feel that, I will decide, I am the employer, I am the manager, I am the controller and therefore, in that case, if the you will not enter it sure, hundred percent sure into the negotiation zone.


Because that you not come out to control yourself. So, how will you be empathetic to others and if you are not empathetic, you are not socialize, then how you will be able to breach that the that emotional breach between the two parties for the negotiation, so to breach emotional and to construct that emotional breach, first and foremost condition is that is the be egoless. And to egoless you had to overcome that filling up me, me and me and therefore, in that case, that will be the right negotiation strategy.

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- Besides, when one is attached or when one's emotions are mixed up in what one is trying to achieve, it is difficult to be detached, logical and open to suggestions and change.
- One should also assess objectively emotionally charged pleas from the one's other party . Focus on the problem and not the person or people.

Source : Successfully Negotiating in Asia - Patrick Kim Cheng Low

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Besides when one is attached or when one's emotions are mixed up in what one is trying to achieve. Now, you see, there is do not keep the emotions with that, be realistic, understand what is a solution, and if that is a solution, then we have to fulfill those requirements. Because if we are not getting detached from the emotions and we do not understand the reality and then we cannot go together, please understand, that is the your emotions are dominating you and the reality is there and then it will be conflict, it will be role conflict, role conflict of the self and role conflict of a negotiator.

And negotiator is required to be selfless, there is no selfishness and it is the issue, it is organization that is becoming the important. But when we are emotionally involved in that then definitely in that case we are lacking as a role of a negotiator. So, if we are carrying our emotions in the to achieve something, it is difficult to be detached, logical and open to suggestions and change.

Because the ego will not allow that, ego will ego is the very powerful tool as a resistance to change. And whenever you are into the negotiation, it is a change management and the change management is possible only when you are egoless. So, otherwise it is difficult to be detached also because you are emotionally associated and therefore, the first and foremost in the negotiation is required that is a detachment, understand your role, understand your duty detach as a me and then detach the emotions and then go for the what is benefit for the organization, society and nation.

One should also assess objectively, emotionally charged pleas from the one's other party and therefore, in that case, it will be also one have the assessment that the objectively assessment that is the whether there is emotionally charged or not. Focus on the problem and not the person or people. If you are emotionally stable, you will not concern who has said that you will be concerned what has been said.

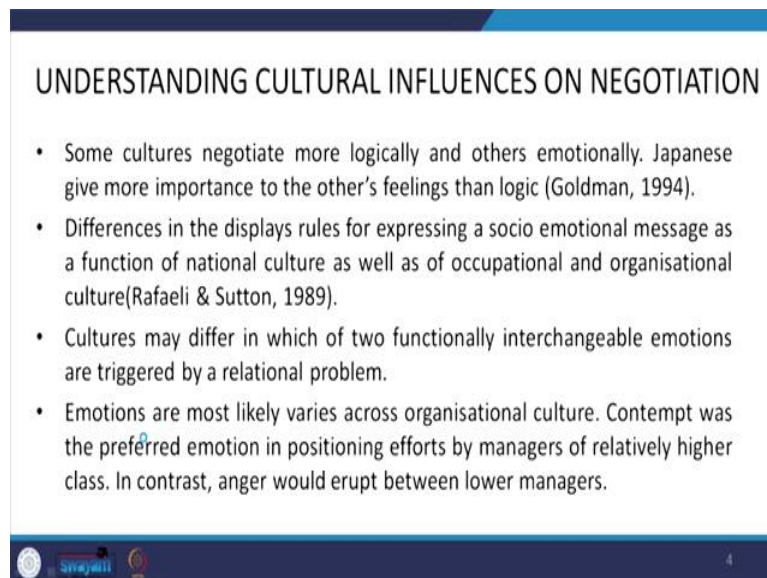
So, you will like to have a collective action, you will like to focus on the objectives, so that there can be we can achieve our organizational goals, but when negotiator is involved into the personalities of the other party, when it is involved who are the persons and therefore, in that case, there will be the conflict, role conflict will be there. However, we should know who is a negotiator, what is his personality and we should have is that is a performance background, that is as a negotiator, what he has done that.

Again please understand there are the pre-negotiation stage and in the pre negotiation stage, we should have the full information about the with whom we are going to further emotional negotiation because you please understand your, this is not applicable only to one party this is applicable to other party also which is into the negotiation process. So, both the parties should have the information and knowledge about the other party and that is called the pre negotiation.

So, before you are going to the emotion otherwise what will happen? So, if you are talking to a person, negotiating with a person who is not who has never been able to understand the issues and who has been always the egoistic, there is no point having this understanding that is this person will not be egoistic with during my negotiation. So, then that is an exception.

But otherwise normally if you have that information in the last 10 negotiation by this person, how was the negotiation processes gone? And what were the consequences of negotiation and what are the post negotiation results? And that will give you the feeling about this negotiation. So, one should also assess objectively and emotionally and not focus on the person of people rather than should be focused on the problem.

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UNDERSTANDING CULTURAL INFLUENCES ON NEGOTIATION

- Some cultures negotiate more logically and others emotionally. Japanese give more importance to the other's feelings than logic (Goldman, 1994).
- Differences in the displays rules for expressing a socio emotional message as a function of national culture as well as of occupational and organisational culture (Rafaeli & Sutton, 1989).
- Cultures may differ in which of two functionally interchangeable emotions are triggered by a relational problem.
- Emotions are most likely varies across organisational culture. Contempt was the preferred emotion in positioning efforts by managers of relatively higher class. In contrast, anger would erupt between lower managers.

Now, another important aspect like you see, the culture plays a very very important role, whether it is a family culture or organization culture, some cultures negotiate more logically and others emotionally. So, Japanese give more importance to the others feelings than logic. So, therefore, in that case we have to be very careful whenever we are doing the negotiation. We have to also try to understand the culture of other party.

Differences in the displays rule for expressing a social emotional message as a function of the national culture as well as of occupational and organizational culture. So, always, we have to understand that is the, there is a role for expressing a social emotional messages. In the social emotional message is that a function of the national culture as well as of the occupational culture.

So, in the national culture we will going for the nation and in occupational and organizational culture we will going for the occupation and organization culture is there. So, there are certain occupational culture which requires to be followed. So, occupational cultures like the manager, manager is an occupational culture and therefore, a managers managing by the planning, organizing, directing, coordinating and controlling.

So, that is a, his style of managerial function is there, but his style should match with the organizational style, organization may be open ended maybe close ended. So certain organizations which are open ended then definitely in that case they will be more successful. While when the organizations are the less open minded then definitely it will be close organization culture will be there and the negotiation will be more tricky.

Cultures may differ in which up to functionally interchangeable emotions are triggered by a relational problem and always we have to understand that is the how long relations you are having with the, another organization. So, in the organizational emotional negotiation, it is between the two organizations and then how they are functionally interchangeable are there.

So, therefore, normally when you see the hardware, hardware with the software and then in the cultures of the one company with the, another organization, one organization with another organization that has to be seen that is how interchangeably emotions are there and then you have to be very careful. Because you will be, one will be incomplete without other. So, therefore, we have to understand we are able to trigger.

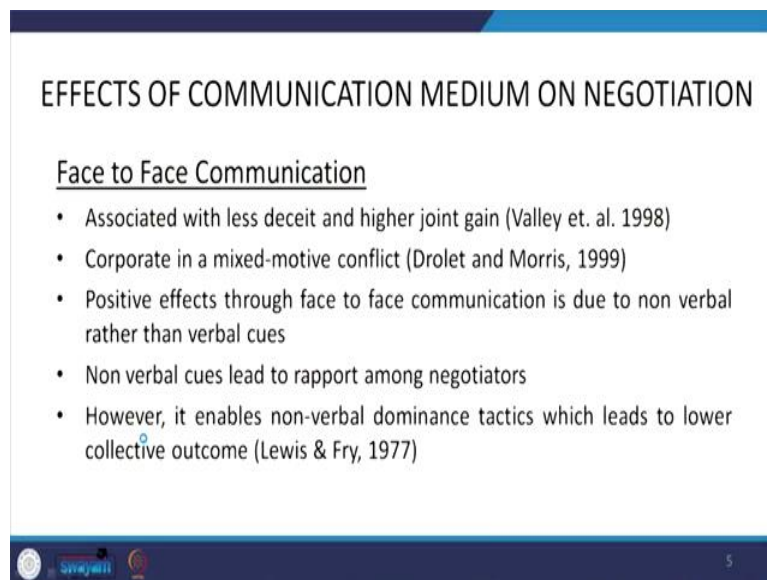
Emotions are most likely varies across organization culture, contempt was the preferred emotion in positioning efforts by managers of a literally higher class in contrast, anger would erupt between the lower managers. So, therefore, in that case there will be the preferred emotions in positioning you efforts by managers of relatively higher class so that we have to. So, you know here you see that is what hierarchy level is there.

So, if the positioning is efforts by the managers of relatively higher class, then definitely in that case it will be more balance one. In contrast, anger would erupt between the lower

managers. So, therefore we have to understand that is the, when you are making the negotiation team emotional negotiation team. So, we and when we have talked about that the controlling the emotions, how you are able to control the emotions, how you're able to control your senses.

So, when you are talking about the lower managers, then definitely in that case, it is chances that they will not be able to visualize what is be, what could have been visualized by the top level managers is there. Now the, another dimension, so we were, here we were earlier talking about that is a senses and then the Indian mythology in case of the communication. Now, we will talk about the effect of communication on the medium on the negotiation is there. Like if you remember I had mentioned that is the speak sweet in the in the negotiation.

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The slide is titled "EFFECTS OF COMMUNICATION MEDIUM ON NEGOTIATION". Below the title is a sub-section titled "Face to Face Communication". The slide contains a bulleted list of five points:

- Associated with less deceit and higher joint gain (Valley et. al. 1998)
- Corporate in a mixed-motive conflict (Drolet and Morris, 1999)
- Positive effects through face to face communication is due to non verbal rather than verbal cues
- Non verbal cues lead to rapport among negotiators
- However, it enables non-verbal dominance tactics which leads to lower collective outcome (Lewis & Fry, 1977)

The slide also features a logo in the bottom left corner and the number "5" in the bottom right corner.

So, therefore, in that case we have to keep in mind, there is always we are able to have a proper communication during the emotional negotiations. Associated with less deceit and higher joint again, so naturally what we will try? We will try to have the maximum gain out of the less input. Corporate in a mixed motive conflict, so, therefore, we will find it is always a mixed motive conflict is there between the one and the, another and what we have to do? We have to use the both. So, you in the emotions negotiation you cannot be only the balanced one sometimes you are required to be the emotional one also.

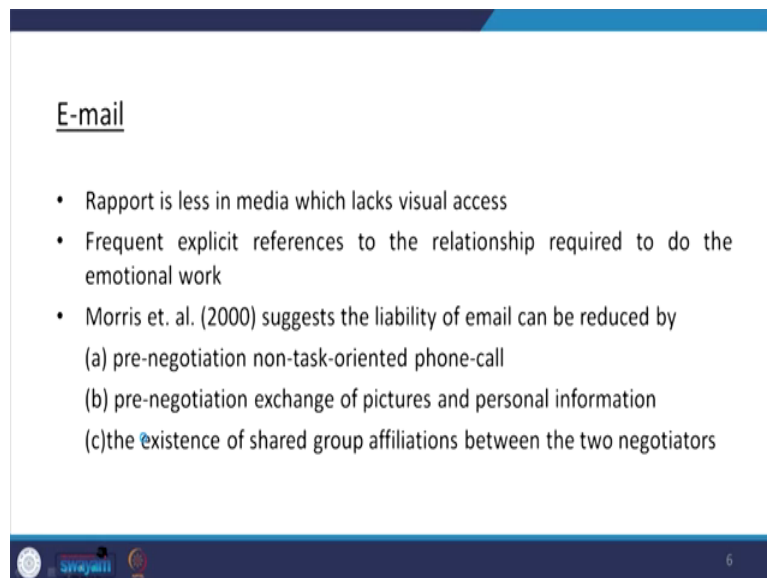
Positive effects through face to face communication, I have discuss the slides in the last session in which the facial expression like the laughter and anger and the liking that has we have we see. So, therefore, that will be the positive effects will be there and whenever we are

having the face to face communication and where you are having this smile, when you are having your eye contact, when you are able to understand each other, when you are shaking hands, so, it is due to nonverbal rather than the verbal cues is there.

So, in that case in the face to face communication, it will be more the verbal communication that is your sweet tongue that will play a role, nonverbal cues lead to the rapport among negotiators. So, therefore, in that case there will be the nonverbal cues will be there and in the so, naturally the body language in your kinesics, your hand moments while talking, your eye contacts that will show. So, when you are feeling the embracing, so then your eye contact will not be there and that you will try to see look somewhere else rather than the need to the negotiator.

So, what it means? It means that there is during these face to face communication nonverbal cues will be noticed by the another party and they will interpret whether the bargaining zone will be in their favor or in the favor of others. However, it enables a nonverbal dominance tactics which leads to lower collect your outcome is there. So, therefore, these nonverbal dominance will be there, which is making the lower collective outcome will be there.

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E-mail

- Rapport is less in media which lacks visual access
- Frequent explicit references to the relationship required to do the emotional work
- Morris et. al. (2000) suggests the liability of email can be reduced by
  - (a) pre-negotiation non-task-oriented phone-call
  - (b) pre-negotiation exchange of pictures and personal information
  - (c) the existence of shared group affiliations between the two negotiators

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Now, the another mechanism is email. So, a report is less in media which lacks the visual access. So, therefore, in that case it will be naturally may as compared to the face to face this will be having the less in media will be used. Frequent explicit references to the relationship required to do the emotional work and therefore, in that case, because our email is there and in the email, what is that? We have to make the references explicit references are very-very



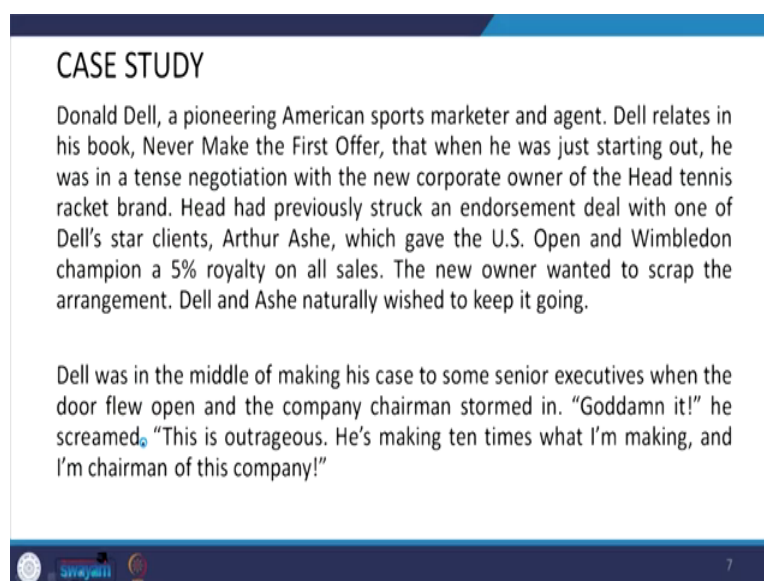
important. If we are able to make the explicit references then definitely the relationship will be to do the emotional work will be there.

Because those references that will demonstrate the connect between the you and the negotiator. Morris et. al. in 2000 suggest the liability of email can be reduced by pre negotiation non-task oriented phone call. So, therefore, in that case developing a rapport and developing a rapport with the non-task oriented phone call, so it will not be the task oriented and so, therefore, when you will speak it is the developing the relationship, it is a developing the connect between you and others. And therefore, in that case that will be existing.

Pre-negotiation exchange of pictures and personal information and therefore, in that case you will find that is the there is the always now, before the negotiation we can have the exchange of pictures and personal information so people will be familiar and so you will know to each other and therefore, their personal information will be there. The existence of shared group affiliations between the two negotiators. So, therefore, in that case definitely we will have they that is the both the groups.

So, they have developed a somewhat affiliation before they are coming on the tables of emotional negotiation. So, therefore, this type of the when the pre negotiation steps for example, non-task oriented phone call, exchange of a pictures and personal information's or sharing the group epilation between the two negotiator that is what is a common between them and then where are the groups where they all are the members, then this type of the relationship that will be helping in developing the emotional negotiation.


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**CASE STUDY**

Donald Dell, a pioneering American sports marketer and agent. Dell relates in his book, *Never Make the First Offer*, that when he was just starting out, he was in a tense negotiation with the new corporate owner of the Head tennis racket brand. Head had previously struck an endorsement deal with one of Dell's star clients, Arthur Ashe, which gave the U.S. Open and Wimbledon champion a 5% royalty on all sales. The new owner wanted to scrap the arrangement. Dell and Ashe naturally wished to keep it going.

Dell was in the middle of making his case to some senior executives when the door flew open and the company chairman stormed in. "Goddamn it!" he screamed. "This is outrageous. He's making ten times what I'm making, and I'm chairman of this company!"

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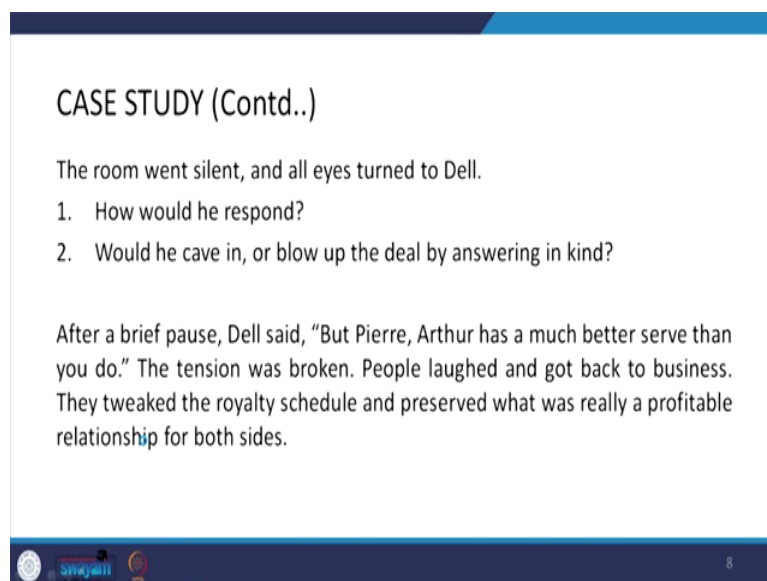
Now, in the part of the emotional negotiation now, finally, I will come to a particular case study. In this case study Donald Dell a pioneering American sports marketer an agent he who is the known for these, the especially for the American sports market. Dell relates in his book and never make the first offer that when he was just starting out, he was in a tense negotiation with the new corporate owner of the head tennis racket brand.

So, it is very good example has been given a situation has been given where the when it was just the starting in with the negotiation, and then he was supposed to have a negotiation with the new corporate owner of the head tennis racket brand. The head has previously struck an endorsement deal with one of the Dell's star client. So Arthur Ashe which give the US Open and Wimbledon champion a five percent royalty on all sets.

The new owner wanted to scrape the arrangement and Dell and Ashe naturally wish to keep it going. So naturally in that case, where the express the companies, the are concerned those who has been the Dell and naturally the Ashe, who was the given the U.S. Open and Wimbledon champion a 5 percent royalty. So, they were interested however, the new owner, that is he wanted to scrap the arrangement.

Dell was the in the middle of the making his case to some senior executives when the door flew open and the company Chairman stormed in. So Goddamn it he screamed. This is outrageous. He is making ten times what I am making and I am chairman of this company. And therefore in that case, he was into the totally lead by the negative emotions.

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**CASE STUDY (Contd..)**

The room went silent, and all eyes turned to Dell.

1. How would he respond?
2. Would he cave in, or blow up the deal by answering in kind?

After a brief pause, Dell said, "But Pierre, Arthur has a much better serve than you do." The tension was broken. People laughed and got back to business. They tweaked the royalty schedule and preserved what was really a profitable relationship for both sides.

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The room went silent and all eyes turn to Dell. How would you, what would he respond? What do you think? What he carry not blow up the deal by answering in kind in the same way after a brief pause Dell said, “But Pierre, Arthur has a much better serve then you do.” The tension was broken and the people laughed and got back to the business and they treat the royalty schedule and preserve what was really a profitable relationship for both the sides. I have also talked the humor workplace, and humor is also an emotion.

So, as soon as when you talk about this particular the response in emotions when the person is into the anger, your chairman, chairman is into the anger mood. And therefore, in that case, how you can defuse that anger by having the comment which will make a sense of humor and the every people will laugh and therefore, you are reducing that all stress and tension, which could have been which can be reflected, if you know the Dell who have said that is the “Yes, you are right.”

And then if he is reacted in that direction, then it has been the fire up. But to a why in spite of that, that is the saying that is the author is a much better serve. So, naturally when we are talking about these type of the comments, then naturally the people will laugh and they will understand and they will defuse the situation. So, this is becoming a very-very important.

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The kind of poise Dell displayed can mean the difference between a deal and deadlock. It's something deeper than being quick with a joke. It's the ability to keep your head when all those around you are on the verge of losing theirs.

K  
A  
P  
S  
H

annihilate

stress

9

The kind of poise Dell displayed can mean the difference between a deal and deadlock. It's something deeper than being quick with a joke. It's the ability to keep your head when all those around you are on the verge of losing theirs.

Goal  
↑  
Emotional Negotiation

The kind of poise Dell displayed can mean the difference between a deal and the deadlock. A very-very important point because as soon as you emotionally respond, either you can continue in the deal or you can make the deadlock there. A very alarming, there is you see how important is emotional negotiation because now one has to be prepared I think. The preparedness is very important.

And the spontaneity is important and the goal is to be very clear. Because if there is no spontaneity then definitely in that case what will happen you will get stuck somewhere. But your object I have mentioned in the emotion negotiation one that is the how your objective and goal drives you. Now, you see your objective and goal is to breach the emotions, then your communication automatically will change because your objective and goal to achieve that goal your communication that will be having a very-very positive emotions.

It will have that understanding, it would have a sweet talk, it will coordinate, it will be communicated in a way where they are the face to face communication, facial expressions will be very positive. There will be even nonverbal cues will be the positive. So, why because you want to achieve the goal and you but you have made a preparation for that, because you know, whenever you are into the chair of negotiator, so there can be a deadlock anytime.

But a smart person that he will not allow to raise the deadlock, he will keep on making the communication and therefore, the deal will go, otherwise the deal will stop. So, when you want to make the deal, then in that case and between a deal and the deadlock, you have to understand the difference and your objective should be to win, your objective is to get the deal rather than the deadlock. It is something deeper than being quick with a joke.

So, therefore in that case, you cannot you cannot just mention that is the, it is becoming the only a joke because what is the difference? Please understand when you are making only the joke then in that case, you are not actually touching the issue. So, now for example, I will like to share my experience that is the when I was a labor of (( ))(27:18) they were the different shades were there and then you have to negotiate and when you have to negotiate, and you have to if you want to close the one shed, that is a shed means, that is the production unit and then then there were the thirty workers.

Now, I ask you that is a, “If you want to close that shed of the 30 workers, how will you emotionally negotiate?” If you have learnt these lessons, so what steps you will like to check. So, first and foremost was the ‘be mindful’ and when you are the mindful then definitely in that case, what you want? You want, if you will close the shed, what will happen? That is those thirty workers will be surplus workers.

Now, what options do you have? Do you want to lay off them? Do you want to retrench them? Do you want to outplacement them or you want to use their knowledge of scale and their loyalty with you into the different sheds. So, if you go to the different sheds then that will be the additional liability, because you do not need them there, so therefore, these surplus workers when they will come to you, how will you communicate?

What you will say that is your services are not required or you will say that is the now the organization does not want to see you or you will say that is the you will be accommodate in another places where there is no work or you will talk about the VRS, Voluntary Retirement Scheme. Because when you were talking about the voluntary retirement scheme and another financial burden is there. So, therefore, dear friends, what is important is the preparedness?

You prepared them for the multitasking and please see there is that you are giving them the training and that training like you see in IT many IT industries it is the batch management or is a batch management. Batch management is there is no project, but the still employees are continuing with the organization and when there will be the project this cost will be recovered rather than the cost I will say it is an it can be an investment in training.

So, you can develop that surplus man power into the different skills during that time and when you develop that man power into the different scales and then that knowledge I have talked about the kash model that is the knowledge, attitude and skill and habits and when

those surplus making these particular KASH, then you can make them the use either in your organization's or you can help them to get the job into the another organizations.

So, it is a deeper thinking than a joke because you are talking you know please and also understand, emotional negotiation is always into a situation where you are having the stressful situation. In the earlier session I had talked about that is the whenever we are talking about the performance or productivity, it is always the like this relationship and if this is a relationship and then that is stress that you have to reduce and to reduce the stress and increasing the performance you have to see that is the kash and then you are making what what is here? Here is the communication.

Communication is becoming the very very important role. So, here very beautifully it has been mentioned that is the whenever we are talking about that is the how it is to be done, then here we will have that being a quick it something deeper, because you are taking care of the emotions of other and then being quick with a joke. Now, it is the ability to keep your head when all those around you are on the verge of losing theirs.

A wonderful point is here, that is the now here when where you have reach to a stage, we have this negotiation is going to be these fell failure. And therefore even after all the positive emotions and then you find that there is no reciprocity and if there no reciprocity, then there is no consideration, then naturally that negotiation has to get fail. And Dear friends, my submission is in emotional negotiation that is the never give up.

And when you are talking about emotional quotient that is the self-awareness, self-regulation and motivation, empathy and socialization. This five dimensions, please use those five dimensions, when you use those five dimensions you will understand that is the always now you can make the one of the dimension in the favor when you are discussing with others.

A very simple example is this that is the a motivation. My submission is that you should always emphasize on the goal and in the goal and these instrument that is a mean that is the emotional negotiation. So emotional negotiation, it should not break. If you are going with these emotional negotiation to achieve that goal, please understand you should not break and therefore, if you break there, there will not be the achievement of the goal.

So, what is important that is the always, always what we have learned that is the understand the different emotions. Please understand, that is you are with the positive note, understand how to bring other persons into the umbrella of that bargaining zone. I am sure that whenever

you will have this type of the understanding your emotion negotiation will be always successful.

So, I wish you all the best for your emotional negotiations and the victory in emotional negotiation which will be having on the basis of the all the mechanisms, Lord of maintenance, Vishnu, Lord of creation, that is about Brahma and Lord of destruction that is about the Mahesha and the Bhagavad Gita. These all our ancient literature of Indian mythology, then definitely that will help us that is the how to control our senses and lead towards a successful negotiation. So this is all about the emotional negotiation. Thank you.