

Soft on the People

Individualistic
Collectivistic

Power Distance
(Small / Large)

Joint Problem Solving Negotiation: The Circle of Value

RELATIONSHIP
(Respectful - Constructive)

COMMUNICATION

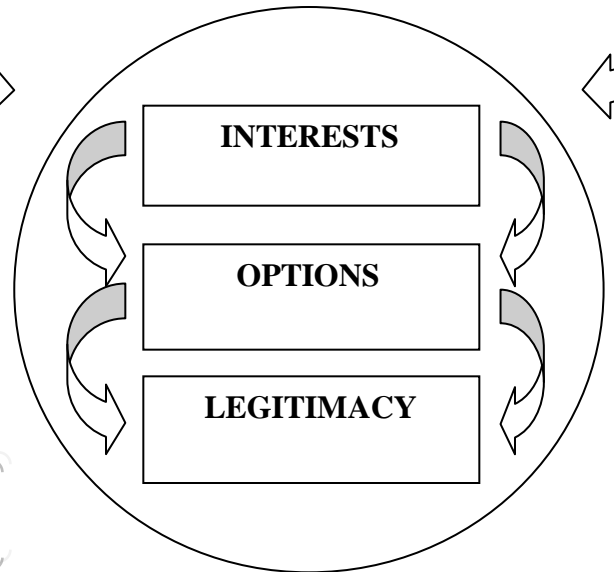
Direct Comm.
Indirect Comm.

Low Context
High Context

Linear Thinking (l)
Circular Thinking (n)

Hard on the Problem
(Explore Options for Mutual Gains)

Interests are informed & shaped by culture



What (why)?

What if...?

What make it fair?

One talk at time
Many talk at time

Time is Money – Sch.
Time is People – Rel.

Make Choices

BATNA

COMMITMENT

The Circle of Value & Cultural Dimensions
- Cross-Cultural Considerations -
Adapted by Luis Ore with www.orasicg.com source from Program on Negotiation at Harvard Law School ('07)
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ABOUT COMMUNICATION.....

COMMUNICATION

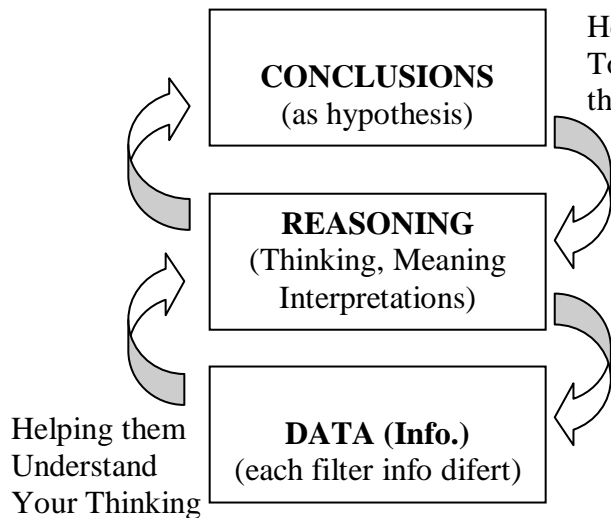
1. **I statements:** (Don't attribute intentions)

__The Fact & Actions Happens __; __I statement__ (Share the effect of others' behavior on you, don't assume their intentions)

2. **Forward Looking:** From blame games, finger pointing to Problem Solving (Shifting paradigms, reframe your thinking)

(From fault accusations To contributory system)

3. **Ladder of Inference:** *Share your thinking* and ask questions with purpose to understand in a non threatening way – Explain your thinking



Help me understand your thinking:
To explore their view. (Their conclusions, their interpretations and what they notice)

Thinking and interpretation is influenced by Interests and Cultural Values

Helping them Understand Your Thinking

To explain your view:
(What I notice, my interpretations and my conclusion as hypothesis)

Source from *Difficult Conversations* (Stone, Patton, Heen, 1999)
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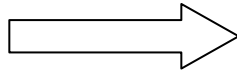
ABOUT REASONING: Thinking & Interpretation are affected by Interests, Assumptions, Perceptions, Cultural Values & beliefs.

TEST ASSUMPTIONS: Testing your perceptions, assumptions and interpretations. “ASSUMPTIONS / DATA TOOL”

INTERESTS
(Motivations)

Interests are informed and shaped by past experiences, background, Cultural beliefs & values

REASONING
(Thinking, Meaning
Interpretations)



A. Assumptions:

What are my core assumptions about the situation?

B. Base Data:

On what data do I base my assumptions?

C. Nonconforming Data:

What additional data might be taken into account that may be inconsistent with my core assumptions?

D. Alternative Assumptions:

Taking the additional data into account, what might some alternative conclusions about the situation be?

Source from Fisher, Schneider, & Borgwardt (1994). *Coping with international conflict*. (p.49) Adapted by Luis Ore with www.orasicg.com

The 7 Elements of the Circle of Value: Preparation, Analysis, Evaluation

RELATIONSHIP: The connection between the parties in a negotiation, their ability to manage their differences. Speak for yourself not for them. Not attribution of intentions, Separate the people from the problem. *Be unconditionally constructive on the relation. Do not harm the relationship.

COMMUNICATION: Exchange of thoughts, messages or information by speech, writing, cues or others. Word choice. Two way communication. Listen to understand not to refute. Balance assertion and empathy. Communicate regardless of disagreement.

INTERESTS: The needs, concerns, goals, desires, fears and all what motivates us to negotiate. (Interests can be shared, differing or conflicting) and (tangible and intangible). The motivation behind the positions parties take.

OPTIONS: All the possibilities on which the parties might agree to satisfy their interests. To expand the pie look at different preferences, risk tolerance, forecast.

LEGITIMACY: External criteria (objective standards) against which to measure possible agreement. Laws regulation, industrial, Standards, market prices, experts opinion. What make it fair: Let me show you why it is fair(sword) or , why this is a fair option (shield)? With standard no one feels taken.

COMMITMENT: Agreement about what a party will or will not do. Seek implementable agreements. Commit about substance at the end use process commitments at the beginning to create the appropriate environment for negotiation. Frame as dialogue not debate. Seek understanding to joint-problem solve. Before adjourn, ask what might go wrong and design reconvening or procedures to deal with future challenges.

ALTERNATIVES: The walk away possibilities each party has if no agreement is reached. Improve your BATNA – What can I do away from the table.

***Be unconditionally constructive on the RELATIONSHIP** (Respect – Constructive)

- ✓ *Rationality:* Even if they act emotionally, balance emotions with reason.
- ✓ *Understanding:* Even if they misunderstand us, try to understand them.
- ✓ *Communication:* Even if they are not listening, consult them before deciding on matters that affect them.
- ✓ *Reliability:* Even if they try to deceive us, be reliable.
- ✓ *Noncoercive modes of influence:* Even if they try to coerce us, do not yield to coercion or try to coerce them, and be open to persuasion and try to persuade them.
- ✓ *Acceptance:* Even if they reject us and our concerns as unworthy of consideration, accept them as worthy of our consideration, care about them, and be open to learning from them. (Source from *Getting together* by Fisher, R. & Brown, S. (1988). Adapted by Luis Ore at www.orasicg.com)