

Strengthen Professional Negotiation Skills through Emotional Intelligence (EI)

A Presentation for the:

Sloan School of Management
by:

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Learning Objectives

- Understand EI & the 4 Branch Model.
- Use EI to improve negotiations
- Learn about yourselves & other group members.

Emotional Intelligence in the Workplace

What is EI?

Who are we & how are we connected to EI?

Why is EI important to negotiations?

How can you improve negotiations performance with EI?

Charles J. Wolfe Associates, LLC

An Emotionally Intelligent Firm

VISION

As a firm: Become world class, known for adding value to people's organizational and personal lives through the teaching and application of the four branch model of Emotional Intelligence.

As individuals: Make a meaningful positive difference in the lives of the people we consult to, work with & learn from.

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Peter Salovey and Jack Mayer proposed that we can achieve greater results if we consciously and intelligently *manage* our emotions.

***EI* is the ability to *identify* the emotions in ourselves and others, to plan for the use of emotions, to *understand* the origin of these emotions, and to manage emotions effectively!**

Testing emotional intelligence

- Identifying Emotions

- anger
- sadness
- surprise
- happiness
- fear
- disgust

How does this person feel? And why is the ability to recognize emotions important to negotiations?

Negotiation Strategies and EI

Are you aware of your present mood and the mood of the people you are negotiating with? *Identify*

Is the mood desirable? *Use*

Why are you feeling this way? *Understand*

How would you like to feel? How would you like others to feel? *Identify & Use*

What ideas do you have to change the situation if it requires changing to proceed with the negotiations?
Understand & Manage

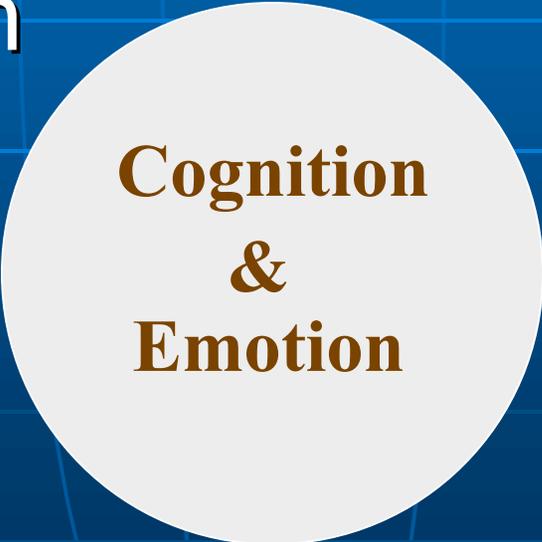
Make the changes. *Manage*

The Mayer-Salovey Model
of
Emotional Intelligence
&
MSCEIT
*(Mayer Salovey Caruso Emotional
Intelligence Test)*

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Ability Based Approach to Emotional Intelligence

- EI as an ability or form of intelligence
- Combines cognition and emotion



**Cognition
&
Emotion**

EI defined (Mayer-Salovey)

Emotional intelligence is “the ability to perceive emotions, to access and generate emotions so as to assist thought; to understand emotions and emotional knowledge and to reflectively regulate emotions so as to promote emotional and intellectual growth”

John D. Mayer & Peter Salovey, 1997

EI defined (cjwolfe, 2000)

Or more simply put...

How are you feeling?

How is she or he feeling?

How do you want to feel?

How do you want other(s) to feel?

What is causing current feelings?

What will change them?

***What are you willing and able to do to manage
your own and others' emotions?***

Using EI In Negotiations

- EI can help facilitate cooperation by paying attention to past, present, and anticipated future feelings
 - **Emotionally intelligent negotiators think with emotions and about emotions throughout the negotiation process**
 - **By understanding ourselves & others, we can become more effective negotiators**
 - **Decision making is more intelligent when we use our head (cognition) and our heart (emotions)**

Using EI In Negotiations

- **Plans, strategies, tactics & countermeasures**
 - **The initial planning begins with identifying whether the parties involved in negotiations are feeling cooperative or competitive.**
 - **Strategies are based on moving all negotiation partners towards feeling cooperative to one another.**
 - **Tactics are often required to demonstrate an ability to be competitive without escalating issues.**

Using EI In Negotiations

- Plans, strategies, tactics, and countermeasures
 - **Counter measures are triggered by the other side's competitive tactics or cooperative strategies.**
 - Competitive tactics need to be handled delicately with countermeasures that indicate a willingness to be competitive by a preference for cooperation.
 - **Cooperative tactics should be met with countermeasures considered of equal value by the other side.**

Using EI In Negotiations

- Aspirations and Opening Moves
 - **Aspiration levels are what each party in a negotiation aspire to achieve. Opening offers that are very distant from what the other party wants are often viewed as competitive tactics.**
 - **For an opening offer of this type to be experienced by the other party as cooperative, the party making the offer needs to provide a reason for the offer that will appear logical from the other sides perspective .**

Using EI In Negotiations

- Aspirations and Opening Moves
 - If the other party feels that the opening is legitimate, it will often cause them to lower their aspiration level.
 - If the other party does not believe the explanation, it will likely cause them to feel insulted resulting in polarization and unwillingness to compromise.

Using EI In Negotiations

- **Approach**

- **An emotionally intelligent approach to negotiations requires understanding how you want the other party to feel and what it will take to create that feeling.**

Using EI In Negotiations

- **Aspiration Levels and Resistant Points**
 - **Resistant Points are what people on both sides feel are the worst offers they are willing to accept. For example, I am selling my car for \$4700 which is my aspiration but my resistant point is \$4200.**
 - **If I end up selling my car below \$4200, I will feel like a failure unless the other party has found a way to make me feel better about the deal. For example, if the other party shares with me that he has suffered a job loss recently but he had hoped to buy a car for his college age son who has just been found to be cancer free after five years. He tells me he realizes my car is more valuable, but he would appreciate it if I would sell it to him for his son at \$4,000 since it is a good car and he wants the best he can afford and \$4,000 is all he has. I would sell it to him and feel very good about myself and what I had done!"**

Using EI In Negotiations

- Aspiration Levels and Resistant Points
 - **If the person buying the car has found another way to have me feel successful I will likely be glad to sell the car for a lesser price.**

Using EI In Negotiations

▪ Approach

- **An emotionally intelligent approach to negotiations requires understanding how you want to feel and how you want the other party to feel and what it will take to create these feelings.**

How you wanted other to feel

- Happy and proud he could meet his son's need

How I wanted to feel

- Satisfied that I could successfully sell my car

How a mutually satisfying deal got created

- Based on the circumstance I felt making a meaningful difference was more important than the \$200.00 difference in my selling price.

Using EI In Negotiations

- **The key to emotionally intelligent negotiating is to know what you want and what the other party wants and how each of you feel about every aspect of the negotiation.**
- **There are times in competitive negotiations where you want the other party to feel fear. For example in an internal negotiation in an organization you may feel a party has wronged you and yet you still have to work with them. You may want them to feel a form of painful consequence so they do not do it again.**
- **However, even when a negotiation has started off competitively and has some negative consequences, if negotiations are to be ongoing both parties should search for mutually satisfactory outcomes that result from creative thinking and creative feeling!**

Using EI In Negotiations

- The questions you should be asking in your preparation and throughout the actual negotiation are:
 - **IDENTIFY EMOTIONS:** How am I feeling? How is the other person feeling?
 - **USE EMOTIONS:** How do I want to feel? How do I want the other to feel?
 - **UNDERSTAND EMOTIONS:** What is causing the current feelings and what might I say or do to create the feelings I want for myself and for the other(s)?
 - **MANAGE EMOTIONS:** What am I able to do about it? What am I willing to do about it?