

# CONFLICT DISPUTE & RESOLUTION

## Negotiation Aikido

### Instructions

As you read the material for our next class, keep these questions in mind. To answer them, you will have to reflect critically on what you have read and possibly re-read important passages. Keep in mind that there are two basic kinds of information that you need to look for in the reading:

1. What are the main points or conclusions that an author accepts with respect to a particular issue?
2. What are the reasons, important considerations, and evidence that lead the author to accept that conclusion?

For our purposes, *it is information of the second sort that will be our primary concern* since our most basic task is to *evaluate the reasons and evidence* that are offered to support accepting one possible conclusion about an issue, rather than another.

Although I strongly suggest that you write out brief answers to these questions, you do not have to turn in written responses. You do, however, need to be prepared to speak intelligently about these issues at our next class meeting.

### Reading

Stone, D., Patton, B., & Heen, S. (2010). Problem-Solving. In *Difficult Conversations: How to Discuss What Matters Most* (2<sup>nd</sup> ed., pp. 201–216). New York: Viking Penguin.

Fisher, R., Ury, W., & Patton, B. (2011). What If They Won't Play? In *Getting to Yes: Negotiating Agreement Without Giving In* (3<sup>rd</sup> ed., pp. 109–130). New York: Penguin Books.

Fisher, R., Ury, W., & Patton, B. (2011). What If They Use Dirty Tricks? In *Getting to Yes: Negotiating Agreement Without Giving In* (3<sup>rd</sup> ed., pp. 131–145). New York: Penguin Books.

### Questions

1. Stone *et al.* suggest three “moves” that you can do during a conversation to help make it more production--even when the other side seems less willing to cooperate: reframing, listening, and naming the dynamic. How do each of these moves work?
2. According to Fisher *et al.*, why do people tend to positional bargain to resolve conflict?
3. What do Fisher *et al.* mean by “negotiation jujitsu”? What are the various tactics of negotiation jujitsu? How can you use these to “change the game” when responding to the three basic maneuvers of positional bargaining?
4. Fisher *et al.* divide the specific hardball tactics and dirty tricks into three categories. What are the various hardball tactics and dirty tricks that they discuss? For what reasons might someone try to use these tricks and tactics against you during negotiation?
5. Why do Fisher *et al.* believe hardball tactics and dirty tricks are illegitimate? How can the tactics of negotiation jujitsu be used to “negotiate the game” when responding to someone that employs hardball tactics and dirty tricks?