

## Instructions

When doing the reading for this class, there are the two basic kinds of information you need to understand:

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?

*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 position on an issue, rather than another.*

## Reading

Fisher, R., & Shapiro, D. (2005). Choose a fulfilling role. In *Beyond reason: Using emotions as you negotiate* (pp. 115–140). Penguin Books.

*Optional:* Mahuad, J. (2005). On using these ideas in the “real world”. In R. Fisher & D. Shapiro (Authors) *Beyond reason: Using emotions as you negotiate* (pp. 183–199). Penguin Books.

## Questions

1. What are the three elements of a fulfilling role?
2. What is the difference between conventional roles and temporary roles?
3. How can you make your conventional role(s) more fulfilling while also appreciating the conventional role(s) of others, all in order to be more effective at negotiation?
4. How can you use temporary roles (both for yourself and for others) to foster more effective collaboration during negotiation?
5. Putting all this together, why does choosing a fulfilling role with the other party tend to encourage wise agreement?

The optional reading by Jamil Mahuad is about his experiences, as President of Ecuador, negotiating with President Alberto Fujimori of Peru over a border dispute between the two countries. This provides some absolutely fantastic examples for creating productive roles in negotiation and conflict resolution (along with using the other core concerns discussed by Roger Fisher and Daniel Shapiro).

To answer these questions you will have to reflect critically on what you have read and possibly re-read important passages.

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.