

## 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). The big picture. In *Beyond reason: Using emotions as you negotiate* (pp. 3–21). Penguin Books.

*Optional:* Sutherland, A. (2006, June 25). What Shamu taught me about a happy marriage. *The New York Times*. <https://www.nytimes.com/2006/06/25/fashion/what-shamu-taught-me-about-a-happy-marriage.html>

*Optional:* Hamilton, D.M. (2015, December 22). Calming your brain during conflict. *Harvard Business Review*. <https://hbr.org/2015/12/calming-your-brain-during-conflict>

## Questions

1. In what ways do Roger Fisher and Daniel Shapiro say that emotions can be obstacles during negotiation and conflict resolution?
2. On the other hand, according to Fisher and Shapiro, how are the emotions great assets for negotiation and conflict resolution?
3. What are the three approaches, discussed by Fisher and Shapiro, that we should avoid for dealing with our emotions during negotiation and conflict resolution? What is the problem with each of them?
4. What are Fisher and Shapiro's five "core concerns"?
5. Why is focusing on those concerns a more productive way for us to deal with our emotions during negotiation and conflict resolution?

The optional reading by Amy Sutherland provides an informative (and humorous) discussion about cultivating a stronger relationship and managing strong emotions in others, all while influencing their behavior. Meanwhile, the optional reading by Diane Musho Hamilton explains how strong emotions influence our brains while arguing that mindfulness techniques may help a person maintain control in stressful situations.

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.