

## 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). Build affiliation. In *Beyond reason: Using emotions as you negotiate* (pp. 52–71). Penguin Books.

## Questions

1. What is “affiliation”?
2. What do Roger Fisher and Daniel Shapiro mean by structural connections and personal connections? What is the difference between them?
3. What tactics do Fisher and Shapiro recommend you try in order to find and build *new* structural connections with the other party during negotiation and conflict resolution?
4. What tactics do Fisher and Shapiro recommend you try in order to improve personal connections with the other party? Similarly, how does Shell recommend you build a working relationship and rapport?
5. What do Fisher and Shapiro recommend you try if you are worried that you cannot publicly show (to your constituents, i.e., the people that you are representing during the conflict) a personal connection with the other party?
6. Putting all this together, why does building affiliation with the other party tend to encourage wise agreement?

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.