**Video Title:** Dr. Daniel Shapiro: How Do You Handle Emotions in Negotiation?

**Video URL:** <https://www.youtube.com/watch?v=EonQY1eBNLU>

**Run Time:** 3:19

**Source:** Ted Talks/YouTube

**Close Caption Available:** Yes

The appropriate use of emotion in negotiation is covered in pages 24-27 in the textbook. Because emotion is an integral part of both negotiation and conflict resolution, emotion will be mentioned at many places in the textbook. The presenter in this video, Daniel Shapiro, is affiliated with the Harvard Program on Negotiation, perhaps the world’s premier center for the serious study of negotiation. Shapiro explains that we spend much of our life negotiating both on and off the job. The unique perspective in this video is that to be successful in negotiation, we have to deal with five core concerns, or needs, of the parties in negotiation.

The first core concern is *appreciation.* We all want to be appreciated, so you have to find a way to express appreciation for the other party, and self-appreciation might also be helpful. If you feel appreciated during negotiation, you are less likely to be emotionally irritated. The second core concern is *autonomy.* During negotiation the parties involved want some freedom to make decisions, and do not want to feel that decisions are being imposed on them.

The third core concern is *affiliation.* We want to make a positive emotional connection with the other person in comparison to having an adversarial connection. If you connect in a positive way with your counterpart, he or she is therefore more likely to experience positive emotion. It is helpful to convert an adversarial relationship into one of a positive connection. The fourth core concern is *status.* If a negotiation participant feels that there is too much of a status difference between him and her and the counterparts, the person might be emotionally upset. Few people want to think that they have diminished status. The fifth core concern is *role*, referring to the idea that we have a meaningful role in the negotiation.

In conclusion, if we deal appropriately with these five core concerns of the negotiating counterpart, he or she is more likely to experience positive emotion about the negotiation. You have to deal with people’s basic needs constructively for negative emotions not to interfere with negotiation.

*Questions for Thought and Discussion*

1. What would be a feasible way for you to express appreciation for your negotiation counterpart even though the two of you were far apart on a key demand or offer?

2. Give an example of how you would help satisfy your negotiation counterpart’s concern about autonomy.

3. Suppose you were dealing with a counterpart in negotiation over a major issue, such as price. How might you make an emotional connection with the person to satisfy his or her concerns about affiliation?

4. Give an example of what would be an example of a status difference in negotiation that you have, or might experience in the future?

5. Give an example of what might be a meaningful role for you in a negotiation.