

***Beyond Reason: Using Emotions as You Negotiate.***

Roger Fisher & Daniel Shapiro. NY: Viking, 2005.

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Why This Book is So Beneficial: 1) It dispels the myth that negotiations which focus on what is rational/what is reasonable, without regard to the emotions that are driving the conflict, will resolve conflict more effectively than when one takes into account the emotional content. Negative emotions divert our attention from the substantive interests, damage our relationships and can be used to exploit us. On the other hand, positive emotions can make it easier to meet substantive interests, can enhance relationships, and need not increase the risk of our being exploited. 2) The book introduces us to a methodology of categorizing emotional content within 5 core concerns that can easily be memorized and checked when one is analyzing the clients' (and our own) process and substantive needs and interests when attempting to resolve differences. The key is to address the **concern**, not the underlying **emotion**. 3) The book is easy to read with a great "Analytical Table of Contents" to help you refresh your memory when you return to the book time and again.

The five core concerns are: 1) Appreciation; 2) Affiliation; 3) Autonomy; 4) Status; and 5) Role.

In learning to express **appreciation** and find merit in what the other thinks, feels and does, we have to strive to understand the other's point of view. We listen for meta-messages in their content. We admit to them that we do see merit in their reasoning. We shift to mediator role and use metaphors. We reflect back what we hear and admit that we too might be upset if this had happened to us.

We can build **affiliation**, by recognizing and establishing links with the other and treating the other as a colleague – making plans together and meeting jointly.

We show respect for the other's **autonomy**, by making it clear we recognize the other's right to choose, inventing and jointly brainstorming options, allowing time to consult before decisions are made, and inviting input from those "invisible" stakeholders/shadow advisors, when appropriate.

We acknowledge the other's area of particular **status**, by demonstrating courtesy, awareness of the other's social status and expertise, and respect .

We are aware how the other's changing **roles** affects their satisfaction level. We play temporary roles that foster collaboration. We appreciate the roles the other professionals are playing. We help the clients see the meaning and purpose behind the activities that they are fulfilling.

The section in the book on handling strong negative emotions, starts with checking the emotional temperature, having soothing routines, and diagnosing the core concern that is serving as a trigger for the strong emotion. The book advises us to be purposeful about how we react emotionally – are we needing to discharge our emotion, educate the other about the impact of their behavior, influence the other or improve our relationship. We all know venting for the sake of venting can make a situation worse. The book suggests ways to clear the emotional load by non-defensive communication, staying on topic, and venting to a third party or in a letter/email we don't send.

The key is being prepared on process, substance, and emotion, using the core concerns as a lens to understand and a lever to improve the situation.