

Effective Communication in Interpersonal Negotiations

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Acronyms

CMM – Coordinated management of meaning

IC – Integrated Clarity

DB – Distributive Bargaining

IN – Integrative Negotiation

NVC – Nonviolent Communication

BATNA – Best Alternative to an Negotiated Agreement

EI Theory – Emotional Intelligence Theory

NLP – Neuro-Linguistic Programming

SWOT – Strengths, Weaknesses, Opportunities, Threats

Glossary

Deutsch's Interdependence Theory	Theory that describes the relation to "the type of interdependence among goals of the people involved in a given situation". (Deutsch, 2006, p.24)
Positive Interdependence	"Where the goals are linked in such a way that the amount or probability of a person's goal attainment is positively correlated with the amount or probability of another obtaining his goal" (Deutsch, 2006, p.24)
Negative Interdependence	"Where the goals are linked in such a way that the amount or probability of goal attainment is negatively correlated with the amount or probability of the other's goal attainment" (Deutsch, 2006, p.24)
Conflict Map	The visual representation of the conflict with its Actors, Structures, and Dynamics
Coordinated Management of Meaning	Theory of communication to create and manage social realities, in which uses multiple moral perspectives
LUUUUTT Model	One of the models of CMM theory that reflects on the story telling that are part of any situation (Fisher-Yoshida and Wasserman, 2006)
Nonviolent Communication	The use of compassionate language, in which communicate affectionate, freely, and cheerful
Emotional Intelligence Theory	The ability to recognize one's own feelings and others to guide thinking and behavior

Neuro-Linguistic Programming	Approach created by Richard Bandler and John Grinder. Where one's representational system based on neurological processes, language, and behavioral patterns learned through experience can be changed to achieve specific goals in life
Network Map	Map that represents the actors and its possible connections in their network
Dual Concern Model	Basic orientation people take toward conflict. Thus one's conflict attitude.
Homophily	"Tendency to interact with similar others" (Kilduff and Tsai, 2003, p.24)
Network Weaving	Local interactions through collaboration that strengthen the community and increase knowledge available towards mutual benefit
Hub	Nodes with many direct connections that quickly disperse information
Brokers	Nodes that connect otherwise disconnected parts of the network – they act as liaisons
Effective Communication	The ability to portray one's own ideas and words to another in the way intended

Abstract

This research is looking at the effects of communication in negotiations. It is fascinating to see that so much information is missed in interpersonal interactions, and this is just an initial look at those communication issues that may cause conflicts. Thus, this research attempting to grasp and initial understanding of how to be conscious of what are the issues related to lack of effective communication in interpersonal interactions. Moreover, the patterns of communication to one another are sui generis, and the issue of different ways to share information might generate misunderstandings, ergo conflicts. Therefore, there is a need to know techniques and approaches that are effective in portraying one's message in order to prevent hostility and disagreements. For that reason there will be surveys and interviews conducted to better understand the needs and perceptions. This data gathered by surveys and interviews consisted of questions related to cooperation, competition, trust, communication, and perceptions. The Deutsch's Interdependence Theory, Coordinated Management of Meaning (CMM) Theory, and the Dual Concern Model Theory will be implied into the data analysis, in order to significantly understand the communication patterns and the negotiation strategies that participants use. Consequently, it is assumed that misunderstandings cause conflicts, there is a lack of trust due to competitive behavior, and people do not communicate accurately. For that reason there is a need to take into account others perspectives for better comprehension, to increase openness in sharing information, and to approach negotiations with a cooperative behavior to result in better outcomes.

Keywords: Cooperation and Competition, Trust, Emotional Intelligence, Negotiation, Effective Communication

Effective Communication in Interpersonal Negotiations

1.1 Background

Negotiations are made daily, and sometimes I may not even know that it is actually happening. Whether might be two friends deciding on a restaurant to have lunch, or one attempting to convince another to vote for their own candidate, or even a child trying to prove to you that chocolate is healthier for him/her than broccoli. They are all negotiations, and I believe that negotiation, as well as conflict resolution, greatly consists on effective communication and relationships. Negotiation is defined as two or more parties communicating with one another to resolve their different interests (Lewicki, Saunders, and Barry, 2011), as interpersonal relationship is described as communication between/among two or more people, for example boss-subordinate or leader-follower (Burke, 2006). For that reason it demonstrates that interpersonal relationships in negotiation use communication between and/or among two or more people. Consequently, if there were a lack of the communication aspect I would assume that there is no negotiation. I have passed through many moments that someone told me something that, afterwards, I have realized that it was completely misunderstood. Hence, I am focusing on the question of the affects of communication in negotiations and the creation of conflicts. Therefore, it is compelling to learn about methods of effective communication in order to prevent conflicts. For example using Coordinated Management of Meaning (CMM) methods such as the LUUUUTT Model into creating more understanding may be one of ways to prevent those false impressions. One might use many communication strategies as unconscious methods, and if used consciously they may communicate more accurately, thus it might create high conscientiousness, in which strive for excellence (Sandy, Boardman, Deutsch, 2006). Additionally, applying effective communication technique in negotiations, especially with others

that are using more the competitive distributive bargaining strategies, could be potent into influencing them to be more cooperative, thus having an integrative and more successful negotiation.

Effective communication is a tool to possibly prevent conflicts that arise from misunderstandings from one person to another. Here it is focusing on effective communication as the ability to portray one's ideas and words, in which might be understood in the way intended by another. For example one aspect of it being active listening, where one listens and replies the message [paraphrasing, summary, acknowledgement, etc.] to the speaker where he/she feels heard and understood (Krauss & Morsella, 2006; Lewicki et al., 2011). Further, it is powerful to formulate the message in a concise way. Once that happens the message may not be misinterpreted and that ability to reframe the message in a succinct phrasing to be simple and entirely interpreted (Fisher and Ury, 2011) is an extraordinary and vital way in preventing misunderstandings. Therefore, effective communication have to be looked at as one that has the capacity to pass a clear message to another, where the other is understanding it fully, and even further is heard and understood. Moreover, in this matter of effective communication one have to better know what negotiation strategies one would use in certain situations in regards with communication.

Negotiations are happening no matter you accept it or not (Fisher and Ury, 2011). There are many interactions that turn into negotiations mostly because when there are limited resources, such as time and money; and when, in order to create something, neither party can do it without the other; or even further to resolve a problem or conflict between the parties (Lewicki et al., 2011) that one have to negotiate with another. Ergo, there is a reality of interdependence; which might have a positive or negative link to goal achievement that will influence their

interaction (Deutsch, 2006). Therefore, in a negotiation where there are two or more parties, interdependence have to exist otherwise there is nor negotiation or a conflict to arise (Deutsch, 2006). For example in organizations people are engaged in many interactions daily, where demands need to be heard, decisions are taken, and various expectations are made, and those usually are not officially called negotiations (Jones and Brinkert, 2008 p.205), however they are. Furthermore, those important interactions, even though not called formally negotiations, have a certain level of dependency, and it is certain the use of competitive or cooperative approaches when goals are dependent of one or another (Deutsch, 2006). In regards of this research, in those interactions cooperative behavior trigger win-win situation and competitive ones are focusing on one against the other, which are zero-sum situations (Deutsch, 2006). Therefore, those inevitable negotiations, where interdependence plays a role, there are correlations of positive or negative interdependence, which involves a distributive bargaining or integrative negotiation strategic behavior.

Bargaining and negotiation have been seen as the same things yet they are quite different, and competition and cooperation can be related to each respectively (Lewicki et al., 2011). As ditto, we negotiate everyday yet it does not mean that we are not bargaining everyday. A finer definition, in the negotiation field, of the term distributive bargaining is to describe competitive behavior, which are win-lose situations, in the other hand integrative negotiation as win-win situation, where is more apparent on cooperative behaviors (Lewicki et al., 2011). In the field of conflict resolution, it has been demonstrated that cooperative orientation encourages constructive resolution of conflicts, and competitive impedes it (Deutsch, 2006). However, even though collaboration is preferred, there is not a fixed strategy to approach a negotiation (Jones and Brinkert, 2008), in which case indicates that each specific situation will require an adaptation of

tactics and strategies based on the circumstances (Lewicki et al., 2011). Consequently, negotiators should be comfortable using and dealing with both strategies, however *ipso facto* a cooperative approach has proven to be positively correlated with constructive resolution (Deutsch, 2006).

Every negotiation is unique and complex in its own matter and communication is essential. In every single negotiation process there are aspects that differ, and for that reason there is the need to decide what kind of strategy to use; either could be a cooperative or competitive ones (Lewicki et al., 2011) or even a mix of both. Even though negotiations are to be seen as distinctive, there are facets of commonalities in all of them, for example the fact that a negotiation is just possible to happen if there is communication and has to occur between two or more people [interpersonal negotiations] (Lewicki et al., 2011). “Without communication there is no negotiation” (Fisher and Ury, 2011, p.35), ergo more communication is always better than less communication (Lewicki et al., 2011) due to the fact of the process of exchanging information generates alternatives and conflict transformation (Putnam, 2004). Furthermore, many times there are moments in which one might think that he/she is communicating clearly an idea or argument, and the other may not be hearing or understanding it well, for example there are couples that have lived together for 30 years and still have misunderstandings every day (Fisher and Ury, 2011). Also, negotiators get often misconstrue, perhaps due to old ways of communication that do not foster collaborations (Putnam, 2004), or because of poor words choices, or cultural differences, or even since they are using a specific strategy (Lewicki et al., 2011) to confuse the other. Since communication is such an important part of negotiation, the need for an effective one may be vital for a successful negotiation. For the purpose of this research effective communication is defined as the capability to portray a message clear and

accurate in specific, concrete terms, avoiding ambiguities (Lewicki et al., 2011), where might prevent the escalation and creation of conflicts when clarifying misperceptions (Krauss and Morsella, 2006). Therefore, when one is truly seeking to resolve a conflict, effective communication in negotiations, among two or more people, might be a potent successful way to do so.

Even in formal professional negotiations miscommunication occurs (Kimmel, 2006). Hence, in daily informal ones, with a friend or a stranger, there will be strong possibility for miscommunications. Communication is the process of the mental representations within one's mind that is intended transferred to another (Krauss and Morsella, 2006). Additionally, it is critical for negotiations and in the role of resolving and/or ameliorating conflicts (Lewicki et al., 2011; Krauss & Morsella, 2006). Thus, the lack of it might create a negative outcome in negotiations (Lewicki et al., 2011). Furthermore, miscommunication happens, and generally people are not even aware of the possibility of it happening in their own environment, ergo in different environment or even cultures that would occur more often (Lewicki et al., 2011). For example, a famous "miscommunication" was in 1961 when Nikita Khrushchev gave a speech at the United Nations in the United States, where he said a phrase translated as; "We will bury you" (Krauss and Morsella, 2006). Along with that phrase, which was translated literally from Russian to English, Khrushchev also did a gesture that generated a "malevolent" idea on the Americans, however the chief interpreter of the U.S. Department of State cleared that translation to something completely different (Kimmel, 2006). Furthermore, the lack of communication knowledge creates or worsens misperceptions and conflicts. Therefore, when a speaker says something it does not mean that is what the listener is actually hearing, ergo it may lead to misunderstanding (Krauss & Morsella, 2006). Miscommunication is a common enemy in

communication (Krauss & Morsella, 2006), ergo when it is clear and effective it is a powerful tool since effective communication can promote joint problem solving (Fisher and Ury, 2011), ergo in negotiations that tactic generates better outcomes (Lewicki et al., 2011).

1.2 Issues and Goals

Issues	Goals
Misunderstands in communication among two parties develop conflicts	The need to identify better efficient ways of communication methods
Lack of Effective Communication as Negotiators/Supervisors	Lack of mandatory Effective Communication Trainings and Workshop
Interpersonal negotiations with the feeling of lack of trust	Need to create a strong relationship with based trust
Negotiators focusing on competitive behavior	Understand how to use cooperative tactics to elicit cooperation on others

1.3 Conflict Map

Figure 1 demonstrates the actors, structures, and dynamics of the interactions of the conflict.

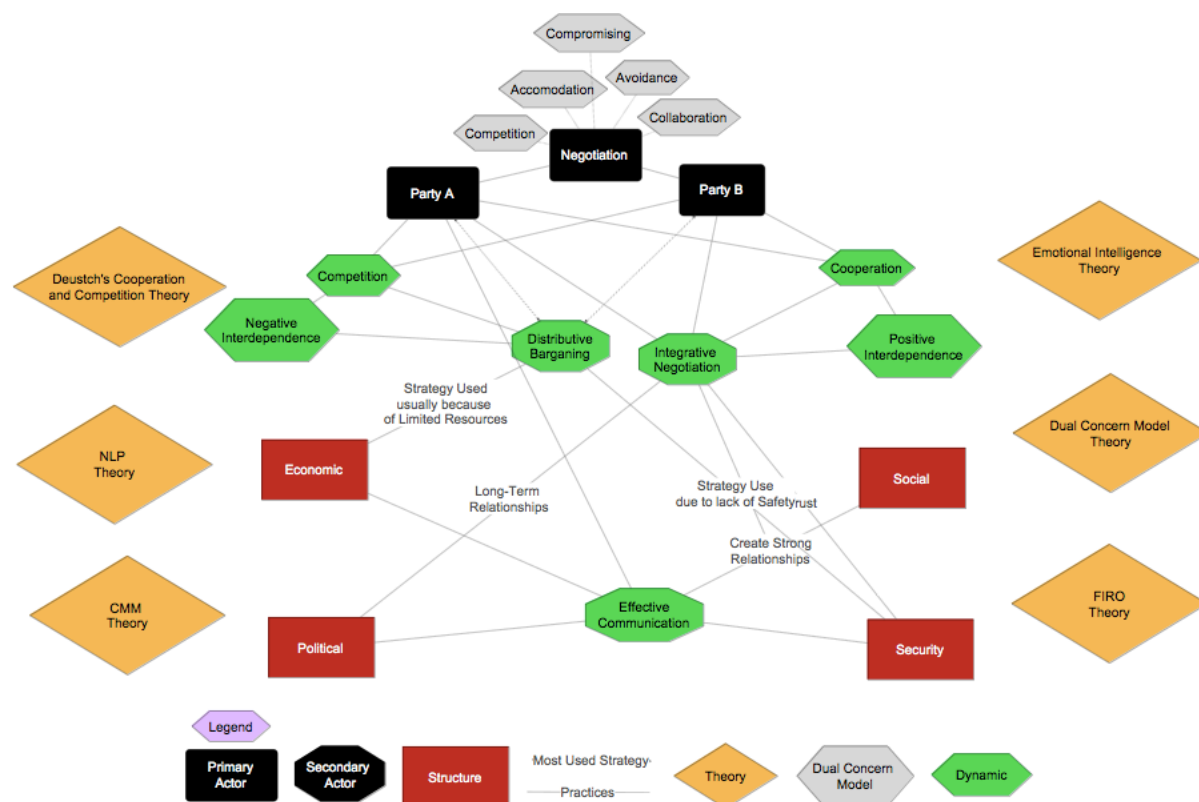


Figure 1

1.3.1 Actors

At the Figure 1 there are three primary actors: Party A, Party B, and Negotiation.

1.3.2 Primary Actors

The actors are first and foremost directly involved on the conflict as influencers or contributors. As demonstrated on the map (Figure 1), Negotiation is in the center of the conflict since it is the one in focus for the improvement. Moreover, Party A and Party B are other primary actors since they are the parties that are directly involved in the negotiation and/or conflict. Those actors are interconnected for a constructive prevention of conflicts, based on reason being in negotiations there are ways to create collaborative approaches to creative decisions and clarifying goals with effective communication.

1.3.3 Structures

The structures are the ones that are playing “behind the scene” aspects as the foundation and growth of the conflict and/or its resolution. Firstly, the economic aspect is part of negotiations due to the fact competitive parties having opposing interests and wanting to maximize their outcomes (Coleman, Krugler, Bui-Wrzosinska, Nowak, and Vallacher, 2012). When resources are scarce or limited, it is coherent that people would use competitive approaches, or distributive bargaining tactics (Fisher, 2006). Second, the social structure is also represented because of the importance of the creation of long-term relationships. Third, the political structures are present in such conflict since the need for integrative negotiations based on the “truth” to resolve societal problems (Johnson, Johnson, and Tjosvold, 2006), consequently the exchange of one’s true objectives with others in negotiations creates integrative solutions (Lewicki and Polin, 2013). Additionally, the aspect of cooperation, as constructive controversy teaches citizen to be active in a democracy (Johnson et al., 2006), creates a sense of win-win

situations that will be the optimal or even rational (Carnevale, 2006). Lastly, the security structure, I would say, varies depending on which interaction the negotiator is accounted for. For example in a hostage situation it would be causal for enforcement, thus a type of corporal/bodily security. Even though security is largely related to the physical factor, it could be seen as psychological security of certain situations that may be involving strong negative feelings, in which might hinder a negotiation that one has to develop strategies to control their impulses (Sandy et al., 2006). Further, for example safety could be a sentiment because of lack of trust in competitive negotiations, such as distributive bargaining (Lewicki et al., 2011), which is related to the fact of one might feel unsafe ergo not trusting another.

1.3.5 Dynamics

Actively part of the conflict analysis, the dynamics are what are happening in between and among the actors and the structures. Therefore, the dynamics are part of what the actors might lack or strongly have into influencing, collaborating, and/or resolution at the conflict development and transformation. Further dynamics being for example effective communication; in which is important because the use of it might prevent conflict (Krauss and Morsella, 2006), build relationships (Goleman, 1995), and better results (Fisher and Ury, 2011). Other dynamics being best practices in negotiations, which are integrative negotiation and distributive bargaining. Those practices influence the negotiation dynamic and are key on conflict management. The conflict transformation in the dynamic is based on the human relationship and the capacity of effectively communicating towards the root of the conflict to creative solutions to move forward (Lederach, 2003). Furthermore, the dynamics are the necessary connections between structures and actors that will be able to meet the needs and interests into positive results. Finally, these dynamics are part of the conflict analysis and have to be understood as its

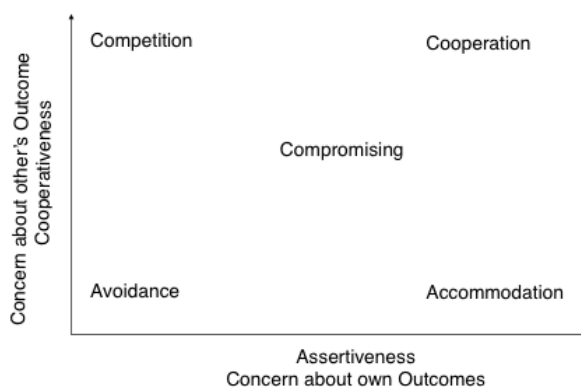
decisions influence directly the conflict, where when it is positively approached to lead to transformation (Galtung, 2000).

1.4 Literature Review

Negotiators have used many tactics over time that represent the desire and aspiration for a “win”, however many of those strategies are based on empiricist ideas of knowledge as learned by experience. Furthermore, those used tactics are many times not fully acknowledged in negotiations, ergo analyzing the use of strategies such as integrative negotiation and distributive bargaining consciously is of the essence for more successful and cooperative interpersonal negotiations. Also, effective communication as a major factor in negotiations and how it might minimize conflicts is addressed as vital (Krauss and Morsella, 2006). In this research will be bringing forward many theories and models into understanding conflicts and negotiation in a practical form, hence to be able to use those strategies to influence the other to be more cooperative, and to interpret and analyze negotiations in depth. Further, as the initial analysis of effective communication in interpersonal negotiations, it has been interpret as a pivotal part of it in order to prevent and resolve conflicts. Therefore, it may create the perspective of frameworks in negotiation, emotions, and communication.

- **Negotiation**

The use of integrative negotiation or distributive bargaining is a decision strategy that a person can do to better suit the negotiation. People in conflict have either their concern with their



own outcomes or about the other's outcome, thus the Dual Concern Model [Figure 2] shows on the vertical dimension cooperativeness and

Figure 2

horizontal assertiveness, and it divulge the negotiator strategy's tendencies (Curhan, Neale, Ross, and Rosecranz-Engelmann, 2008). On the model there are five proclivities that are competition, accommodation, avoidance, collaboration, and compromising. Those four strategies are referred as contending, yielding, avoiding, problem solving, and compromising (Pruitt and Kim, 2004). Competition (Contending) refer as little or no concern about the other and high assertiveness, thus with a contending approach (Lewicki et al., 2011). Further, competition and distributive bargaining are focus on maximizing self-interest outcome (Jones and Brinkert, 2008), and usually have no regard with long-term relationships, thus people may respond in a competitive way (Pruitt and Kim, 2004; Deutsch, 2006). Pruitt and Kim (2004) describe accommodation indicates one that is highly concern with the other's outcomes and not much about their own. Also they explain avoidance, also described as withdrawal or passivity, is where the party prefers to desist or refrain themselves from the negotiation or conflict (p.38). Ergo, they add saying that differently from the other strategies, avoiding does not involve any kind of effort to resolve the conflict (p.39). Collaboration would be mostly ideal, which is a strategy of problem-solving and high concern for both parties satisfaction, and there is a genuine effort towards identifying the other party's needs towards a mutual solution (Coleman et al., 2012). Lastly, compromising is located in the middle of the diagram, ergo indicating the "meet me halfway" point of view, which is a moderate focus on one's own and other's outcome (Lewicki et al., 2011). Even though compromise might look like an attractive outcome, sometimes may be positive or negative for parties, since it does not mean is a win-win situation as integrative solution (Pruitt and Kim, 2004) because there were concessions made to meet the other party's demands and vice-versa. Hence, an experienced negotiator might fluctuate from one spectrum of the model to the other depending of the characteristics of the negotiation ahead.

Lewicki, Saunders, & Barry (2011) are a pivotal source on negotiation comprehension and its strategies, tactics, predictions, as the processes are well described in their book "*Essentials of Negotiation*". Besides, they are experts on the theoretical field on negotiation, as well as trust. Finally, even though there are many aspects on the Dual Concern Model, the main negotiation strategies and tactics known fall into either integrative negotiation or distributive bargaining situations. Therefore, there is a need to understand one's decision to cooperate or not, which might come from their relationship or the lack of it. Morton Deutsch (2006) informs the importance of Interdependence in negotiations and how they can influence the outcome based on one's demeanor of being cooperative or competitive. Also, his theory would inform how one's perspective could affect the negotiation as a whole and the prospective relationship between parties. Consequently, applying Deutsch's Cooperation and Competition Theory in conjunction with important actors, it creates the framework that shows the influence of one's strategies and tactics. Therefore, it is necessary to understand the two sides of the most known negotiation strategies; integrative negotiation and distributive bargaining.

Distributive bargaining is known as competitive behavior between parties when resources are fixed or believed to be (Lewicki and Tomlinson, 2014). This strategy is nearly used by everyone (Lewicki et al., 2011), in addition competition is mostly thought of being destructive in conflict resolution theory (Deutsch, 2006). However in a business environment, it may help to create prosperity (Fisher and Ury, 2011) when it is used in a constructive way where it makes worthwhile the learning experience (Deutsch, 2006). The use of competitiveness in negotiation, which is expressed also as "claiming value" [Distributive Bargaining] instead of "creating value" [Integrative Negotiation], will potentially elicit the same strategy approach from the other/opponent that one is dealing with, meanwhile cooperativeness may elicit cooperative

strategies (Deutsch, 2006). In distributive bargaining negotiations, there are important factors to consider on the preparation stage, which is one of the most important ones. Those being the bargaining mix, the resistance point, BATNA (Best Alternative to a Negotiated Agreement), and what is really important for the parties [needs and interests] (Lewicki et al., 2011). Having a strong BATNA is when one has attractive alternatives; he/she can have leverage on aiming for higher goals and making fewer concessions, or even walk away (Lewicki and Tomlinson, 2014). Moreover, it is important in this tactic to discover and “push” the other party’s resistance point closer to one’s own target point, thus adding more influence to shape the other’s standpoint (Lewicki et al., 2011, p.52). Furthermore, it is invaluable for distributive bargaining approach to know hardball tactics, either to use against your opponent or to identify what they might be using against you (Lewicki et al., 2011) to one’s own advantage. Those tactics, such as lowball/highball or good cop/bad cop, have been used for multiple generations without being fully understood or conscious while negotiations, and knowing how to use them is pivotal to pressure negotiators to do things they would not in any other way do (Lewicki et al., 2011). There is plenty of hardball tactics that one can use to maximize value, however, as ditto, it does not mean is always the appropriate strategy. Therefore, although distributive bargaining is needed in many situations, one has to also be able to use integrative negotiation as well.

Integrating is creating value. In integrative negotiation the aim is for produce instead of “take” it, in which will “expand the pie” (Lewicki et al., 2011, p.75). The ability to “expand the pie” (p.75) involves many steps, in which are realize the problem, identifying the needs from both parties, and generating alternative solutions (Lewicki et al., 2011). In this strategy it is important to reinforce that, in a problem-solving approach, the parties establish a relationship that in the future they will not fall into the same conflict as the previous one (Pruitt and Kim,

2004). Hence, the integrative negotiation is one that is focusing on the prevention of conflict and security of relationships. Integrative or collaborative negotiation, as I will use both terms similarly, is where both parties achieve their goals together (Pruitt and Kim, 2004), it emphasizes trust in open communication and share information (Jones & Brinkert, 2008), and the parties are genuinely seeking to understand the other's real needs and interests in order to have a win-win outcome (Lewicki et al., 2011). Therefore, for one to be able to manage those aspects of collaborative negotiation, an efficient communication is extremely important for real comprehension and acknowledgment as a crucial "source of negotiating power" (Fisher and Ury, 2011, p.185). Ergo, a pivotal part of the integrative approach is effective communication, in which involves aspects such as free flow of information and trust (Lewicki et al., 2011; Fisher and Ury, 2011; Pruitt and Kim, 2004). Moreover, many negotiation experts have indicated that with this strategy what is key is the capacity to entirely grasp the underlying needs of the parties with the objective to satisfy each other's interests (Lewicki et al., 2011; Fisher and Ury, 2011). Additionally, needs and interests are usually much deeper than positions, and many times people are not even aware of what are those (Pruitt and Kim, 2004), and because of that they are more difficult to be satisfied, yet they have an opportunity to invent creative, innovative alternatives, options, solutions, and effective integrative negotiations (Lewicki et al., 2011). When one is focus on positional demands instead of needs and interests, it can be detrimental for relationships (Fisher and Ury, 2011), it may create negative emotions (Lewicki et al., 2011), and probably it will not help with the options creation, in which is very important on integrative negotiations. In this approach, generating alternatives and creative solutions is of the utmost importance towards effective integrative negotiations, ergo it is necessary to communicate effectively to multiply

options, generate creative alternatives, and evaluate solutions (Lewicki et al., 2011; Fisher and Ury, 2011)

- **Emotions**

In negotiations feelings and emotions are crucial in the entire process of it. As feelings might be more important than actually talk in bitter negotiations (Fisher and Ury, 2011), negotiators are known for being calm and calculating (Lewicki et al., 2011), ergo emotions should be in check. Lewicki et al. (2011) says that emotions play an important role in negotiation interactions, as “based on intensity there is a difference between mood and emotions” (p.129). Therefore, they say that it does not mean that one can be “moody” [looking upset or even angry] that there is an emotional discrepancy towards a specific target (p.129). Moreover, if for example one that might be having hostile attitudes, which would be involving emotions such as anger and fear, would affect any relationship with escalation of conflict, and even the creation of it where there were none before (Pruitt and Kim, 2004). Additionally, when going into negotiations one that comes with negative emotions, such as ditto, potentially will result in frustration and dissatisfaction, in the other hand when coming with positive emotions it have been demonstrated to have preferred outcomes (Lewicki et al., 2011). Therefore, there is a need to control and be in check with your own emotions for better results. Additionally, Daniel Goleman (1995) have enlightened on the spectrum of Emotional Intelligence (EI) as a “pivotal characteristic for success and development”, not just on the personal level, but also as an employer/ee, husband/wife, etc. (p.118). EI theory demonstrates the importance of relationships, and how one can identify personality traits from one self and others (Goleman, 1995), in which is important for successful negotiations. For example, Lewicki et al. (2011) indicates that emotions can be used manipulatively in negotiations for one’s own benefits as a strategy, and EI traits such as

self-awareness and self-regulation that conversely are correlated to constructive conflict resolution (Mischel, DeSmet, Kross 2006), are important to use as tactics for constructive outputs.

Fisher & Ury (2011) say that some emotions can bring negotiations to a negative outcome. When in negotiations one is portrayed with positive emotions instead of negative ones, it has been proven to result in integrative and fair processes (Lewicki et al., 2011). Those positive emotions for example would appear when one is understanding the other. Tamm and Luyet (2004) say that self-awareness traits such as empathy and understanding of others are essential for successful relationships and in building collaborative environments in organization. Moreover, as positive and negative emotions are pivotal in negotiations, it is as crucial to know how to use them and be aware of what is going on with one's own emotions. The reason emotions are key for so many negotiations are because they are related to conflict (Lindner, 2006), and in many on those interactions the lack of empathy can be damaging for relationships (Fisher-Yoshida, 2012). Moreover, emotions can be detrimental in negotiation, for example because intense fear can reduce the range of one's perception and risk making best decisions (Lindner, 2006), as well as it can lead to violence (Fisher and Ury, 2011). Consequently the need to be somewhat in control or acknowledging your emotions, is extremely important in order to monitor our inner world, our relationships with the outer world, and help us act (Lindner, 2006). Emotions being used in our favor, as positive emotions in negotiations may lead to fair procedures and outcomes (Lewicki et al., 2011), it can be a way towards more advantageous agreements. Meanwhile, when use threatening or negative emotions; it can escalate conflict and possibly resulting in unfavorable outcomes (Pruitt and Kim, 2004). Furthermore, emotions are malleable so they can be controlled, and they being one of the most important factors to achieve

conflict resolution, learning how to use it effectively improves conflict management (Goleman, 1998). Hence, being able to constructively be in charge of emotions, as for example the negative ones, is a requisite into effective communication (Lindner, 2006), consequently in interpersonal interactions, where there are strong emotions and the proneness of impulsive behavior, self-regulation would be decisive towards resolution (Lindner, 2006). Therefore, emotions either positive or negative, “hot” or “cold”, yours or another’s, or flying or fighting, are just one of the most important aspects in the direction of effective communication in interpersonal negotiations.

- **Communication**

Every day we are communicating in some way. Either verbally or non-verbally it is the communication process that is critical for resolving conflicts (Lewicki et al., 2011). Therefore, the exchange of information is one of the most important aspects of the beginning of conflict resolution, using CMM theory, which looks to improve the “attention to the quality of the patterns of communication in which we participate” (Pearce, 2002, p.10) where its models and theoretical value are useful to help towards action (Barge & Pearce, 2004), communication may be used more accurately and effectually. As practical models and theories it may be a tool into using this tactical process to express oneself in a better and more competent way en route to higher understanding. Pearce (2005) describes CMM as being an invaluable way to “understanding, describing, and facilitating the development of the new forms of communication” (p.37), which primarily was an interpretive theory in interpersonal communication and transformed into a practical theory. We are created and we exist in communication (Pearce 2009), ergo the need for clear communication is partly responsible for favorable negotiation outcomes (Lewicki et al., 2011) that describe the need to a theory such as CMM to better understand the path of different social worlds and perspectives. The complex

process of creating meaning is more than just exchanging messages with others; it is a synchronized interaction that represents a central connection between two human beings (Beebe, Beebe, & Redmond, 1996). Furthermore, I would even say that as the best things cannot be said (Pearce, 2002) they might be seen in the body language, and probably they are since 55% of our communication is non-verbal (Mehrabian, 1981). The non-verbal acts are decisive in negotiations and interpersonal interactions in general, and because it has been proven that the lack of social cues leads to aggressive communication behavior (Lewicki et al., 2011), which allows CMM to be a practical tool to make people understand and see others perspectives to promote conflict resolution (Pearce, 2002). There are three concepts of CMM, coordination, coherence, and mystery, in which help us to clarify and get deeper into conflict analysis. Pearce (2002) describes coordination refers to the conglomeration of actions that we have been involved in, where people make their stories of what make sense and coherence as the story that we tell ourselves, how we interpret it in our experience, and it is the form we exhibit what is meaningful. Thirdly, mystery reveals the side of life that sometimes we have to expect everything from, in which is the innumerable possibilities and perspectives that is revolving in many stories and episodes around us (Pearce, 2002; Fisher-Yoshida and Wasserman, 2006). Those three aspects of CMM might open the range of prospects of chances for solutions and creative problem solving. Therefore, the creation of perspectives in order to focus on problem solving is one of the aspects that Deutsch's Conflict Resolution Theory (2006) describes as "reframing the conflict to facilitate effective cooperation" (p.35).

Deutsch's Cooperation and Competition Theory (2006) demonstrates the positive effects of cooperation approach towards constructive resolution. Further, his theory is concern with the individual as well as groups, thus the importance of communication in it is indicated on the

network of social support of one's environment and their interpersonal relationships (Deutsch, 2006). Conflicts are not viewed as simple neither as a single unique episode; it is seen as process that is happening in relationships with opposing actions (Coleman et al., 2012). Therefore, the combination of conflicts appear and combine itself, in which demonstrates the complexity of its construct with many actors, goals, and issues (Galtung, 2000), and collaboration is the preferable strategy since it fosters trust and communication, which leads to on-going relationships (Jones and Brinkert, 2008), and when willing to disclose the true objectives on open discussion it improves creative solutions (Lewicki et al., 2011). Taking into account communication and Deutsch's Cooperation and Competition Theory, it has been demonstrated that in cooperation effective communication is exhibited, and in competition communication is diminished (Deutsch, 2002). Lastly, applying CMM and Deutsch's Cooperation and Competition Theory interrelated is to the understanding and interpretation of Effective Communication in Interpersonal Negotiations, where it will develop the primary look at the actors and its influences in those interactions. Therefore, this will generate frameworks for a deeper knowledge of connections as an initial data gathering for future data collection.

1.5 Frameworks

Taking into account the themes of negotiation, and emotion, and communication, the following framework models are being used today from some conflict resolution experts around the world. All the models used are interchangeable and interrelated with all the themes, which illustrate the need to multitude of lenses and perspectives into data analysis and interpretation. Consequently, looking at the aspects of conflicts may need to make one to look closer at oneself first.

Using the Dual Concerns Model is important to see what is one's negotiation strategy. Mary Parker Follet (2003) says that there are three methods of dealing with "conflict, domination, compromising, and integration" (p.31). Pruitt and Kim (2004) say that one's conflict style relates to self-concern and other-concern, which those being "problem solving, contending, yielding, avoiding, and compromising" (p.42). Ergo, it is possible to see the correlation between them indicating the negotiation focus on the win-win solution (integrative) or the zero-sum tactic (bargaining), and compromising, which is not one or the other. Using the Dual Concern Model it has demonstrated the difference of integrative, or problem solving negotiation, strategies as expanding the pie and the collective value that built creative thinking (Pruitt and Kim, 2004). Meanwhile, compromising, which seems to be a optimal option, is showed to be one that parties probably had to sacrifice something, in which it does not create anything, as integrative do (Follet, 2003). Further, in competitive strategies due to lack of resources, it usually develops rigid behavior (Pruitt and Kim, 2004), enhances hostility (Lewicki et al., 2011), and one is concerned about their own interests (Weitzman and Weitzman, 2006). Consequently, on the model it was indicated a variety of strategies that people use, which does not mean that only one has to be used, neither is right nor wrong, and actually it has been proven that people use all of them in different ways and situations (Sandy et al., 2006), yet there is one that is used more than others. Finally, it gives a foundation into the understanding of people's negotiation style and ways one can communicate more accurately.

Better communication is necessary towards conflict resolution, thus the use of the LUUUUTT Model of the CMM Theory was key as a framework in this research. The model uses the storytelling perspective of one and fill out the blanks of an episode or event, where still maintains the sense of "there is always more" to the story, however putting the focus on what is

lived and what has been told (Pearce, 2006). The structure of CMM uses episodes to describe, “bounded sequences of acts, with a beginning, middle, and end” (Pearce, 2004, p.69). Moreover, the use of such model can originate a new point of view in something conflictual that previously was seen as intractable (Fisher-Yoshida and Wasserman, 2006). Hence, it gets a deeper understanding of people (Pearce and Cronen, 2008), ergo acknowledging the idea of multiple stories coexisting all the time (Creed, Fisher-Yoshida & Gallegos, 2012). Therefore, also the model shows to be powerful owing to the concept of mystery, in which is a reminder that “the worlds we know are only some of the many that exist, might have existed, or might yet exist” (Pearce, 2005, p.6). Consequently, CMM generates perspectives and enable people to possibly see different ways yet not thought, in which elicits constructive conflict resolution for analysis and intervention. On that account, using the LUUUUTT Model, I believe it will be productively valuable to see the comprehension of the data received. Finally, looking at one’s conflict style and addressing communication in its numerous possibilities, it will be capable for additional research with the prime important need of interdependence.

Conflict will not manifest in the utter absence of some form of interdependence (Deutsch, 2006). When looking at the interpersonal interactions and its communication through the models, it has been obvious the need for some interdependence otherwise would not be neither a communication nor negotiation, and most definitely no conflict as ditto. Deutsch (2006) identifies two types of goals; positive, where one’s goal attainment is positively correlated with another and negative, where one’s goal achievement depends on another’s failure. Further, he develops the theory into definition and outcomes of cooperation and competition in conflict resolution, which as a result explained cooperation as leading to better outcomes in comparison with competition behavior. Additionally, his theory explicit that cooperation tends to elicit

cooperation, at the same time that competition induces competition (p.31). Therefore, it is crucial to know that in interdependent interaction, cooperation and competition are factorial aspects towards conflict resolution, which conversely will inform the levels of communication openness and other emotional traits (Deutsch, 2006). In relation to communication, parties will not use it when there is mistrust or they are angry with the other (Pruitt and Kim, 2004). Besides, even though, as ditto, competition may be seen as a destructive reaction, when used as constructive competition it may allow one to get the opportunity to improve, meanwhile on the other hand when as destructive competition it is unfair and unhelpful (Deutsch, 2006). The concept of Constructive Controversy Theory is comforting with the sense of the subsisting with the fact of differences that people bring to cooperative interactions being inevitable, nevertheless the two have to attempt to come to resolution (Johnson, Johnson, and Tjosvold, 2006). Thus, Deutsch's Social Interdependence Theory gives this sense of being cooperative is one's choice and doing so one is doing their best to reach the best possible solution with fewer conflicts (Deutsch, 2006). Additionally, this model shows the necessary mystery that the CMM theory suggests and the certainty of strategic conflict style that one need to succeed.

1.6 Reframing the Research Question

1. How does Effective Communication affect the occurrence of conflicts in Interpersonal Negotiation interactions?

Chapter 2 – Data

2.1 Methodology

In this research it is being utilizing Coordinated Management of Meaning (CMM) as my research methodology since its multitude of models and focus on better understanding of human interactions (Creed et al., 2012). CMM has an interesting view on the idea of on-going

conversations that one might be or not part of (Pearce, 2004), and the potential of different perspectives one can look at in those interactions in order to better comprehension. Therefore, I think that in this research on effective communication and negotiation, CMM would be a powerful methodology into analyzing interpersonal negotiations with the multiplicity tools at its disposal (Creed et al., 2012). Furthermore, CMM research demonstrated to be a better choice since in human interactions there is a constant fluctuation and is continually changing rather than linearly stagnated (Pearce, 2004). Ergo it constitutes on the communication patterns of the human system, in which people live and experience gathering multiple perspectives for better understanding to reshaping stories and expanding social worlds (Barge and Pearce, 2004). Therefore, in interpersonal negotiations, where communication is key, the necessity of revealing information and creation of new perspectives is pivotal to the use effective communication tactics in order to prevent conflict.

CMM is the most suitable methodology in communication interactions where comprise subject and relationships (Barge and Pearce, 2004). CMM demonstrate, through models and interpretive analysis, ways to generate different perspectives of a same “momentum”, in which is important since people sometimes are not able to clearly express their experience (Barge and Pearce, 2004). Meanwhile, as for data gathering, I will be using a survey method with several open-ended multiple-choice questions. The survey will be distributed randomly for individuals in different industries, professions, and ages. Further, it is confidential and anonymously responded, and it is accessed through an Internet Google Docs link where the respondents will entry. Privately I will receive the results to be analyzed and interpreted. It consisted on 17 questions [posted on appendix]; it determines the gender, age range, and a few aspects of effective communication, negotiation, and conflicts. The use of CMM as methodology is due to the fact of

that in interpersonal negotiations, where one may be misunderstood, the creation of different perspectives could be done with efficient framing and reframing to understand something in different ways and prevent conflict reaction and escalation (Lewicki et al., 2011). Ergo, the creation of perspectives when reframing would be a positive way to understand fully what has been said and potentially preventing conflicts. Moreover, since I am looking at communication and negotiations, and as ditto it involves two or more people, CMM is an appropriate option since “meaning is cocreated by the engaged parties and not simply be the statement each make” (Fisher-Yoshida & Wasserman, 2006, p.565). Hence, the creation of many perspectives and meanings come from many “voices” and multiple acquired conversations into the development of new representational meaning. Finally, that said after gathering the data I will be able to see through CMM methodology what is being indicated.

Experiences are diverse from one to another. As, for example, an extrovert can see a party as welcomingly great, an introvert can see the same environment as intimating (Lewicki et al., 2011) ergo in CMM, coherence being how people construe their environment and experience (Fisher-Yoshida & Wasserman, 2006), is an interesting way of demonstrating that something can be seen contrasting from one person to another. Also, there is a coordination, which in CMM indicates what one does in relationships with others (Fisher-Yoshida & Wasserman, 2006), and because of those interaction there are conflicts, in which is symbolizing an opportunity to grow and acquire perspective (Tamm & Luyet, 2004). Furthermore, the concept of ineffability describes that there are things that cannot be describe with words (Davies, Higgins, Hopkins, Stecker, and Cooper, 2009), ergo creating a colorful part of CMM, which is the mystery. Consequently, this methodology also proves to be a fine method since there are things in communication during negotiations that are unsaid and even unknown, which is the missing

information that is needed to get the full picture (Creed et al., 2012). Therefore, CMM as a methodology was pivotal for the exploration of needs and interests to analyze and interpret the data gathered from the survey and interviews.

2.2 Data Collection

The data collection is a primary gathering of information for an initial and potentially future in depth research. The sample size was 55 participants in the survey and three interviews for profound understanding. The participants ranged from the ages of 18 to 56+ years old and from both sexes [male and female]. There is no discrimination of who could answer the survey besides them being on the range of adulthood [that as being older than 18 years old]. The survey was sent as a link format through email to people from different ages and areas of work, as well as posted on a social media avenue [Facebook], where voluntarily random participants could access and respond the questions as they see fit. As for the interview the three participants were on the age group of 26-35 years old. On top of responding the survey questions, the interviewees had to complete the LUUUUTT Model and Dual Concern Model about their view about effective communication and negotiations. One was a male professional; in which was important to describe the way he communicates in a fast-paced environment in a software technology company. The second one was a female professional on an International Organization, where cooperation is in its mandates and multi-national environment with peers would demonstrate several different cultural differences and languages to communicate. The third was a male musical theater professional, that have indicated to be in a very exclusive and close interaction circle where communication is limited more as direction than collective decisions. The survey was composed on 17 questions with the range of multiple choices answers being strongly agree, agree, neutral, disagree, and strongly disagree. As with the exception of the questions

establishing the sex and age of the participant, which the answers were respectively suggested as male, female, and other, and parameters of groupings such as 18-25, 26-35, 36-45, 46-55, and 56+. In addition to that, the survey had 15 more questions related to negotiations, trust, effective communication, and conflicts. The results have been received on the Google Doc survey format, in which it is being demonstrated on a graph format and measured and explained in percentages [graphs available on appendix].

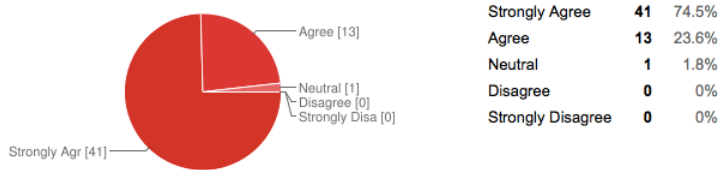
2.3 Data Analysis

The analysis of the data based on each question and its results to further interpretation will be described. Firstly the questions were to determine the participants' gender and age, which have close distribution between male and female participants for fair results. The age was a sizable range from 18 to 56+ years old and the majority of the participants were consistent on 43.6% on 26-35 years old. Following it, the survey asks if sometimes when talking with others participants have noticed that others do not understand them, and the results have demonstrated that approximately 43.6% of the people agree with that statement. Barge and Pearce (2004) state that speakers cannot adequately express themselves, ergo they might think they are saying something clearly to others, however it might not be as clear for the listener (Lewicki et al., 2011). Also, they have states that even if the message is clear, people's interpretation might be different, and sometimes that cause them to stop communicating (Barge and Pearce, 2004). The next question was that if they think that face-to-face interactions are easier understood than text messages such as emails, and it has been demonstrated that 56.4% strongly agree and 32.7% agree, ergo 89.1% of the participants somehow agree that face-to-face interactions are easier to be comprehended. Albert Mehrabian (1981) stipulated the importance of non-verbal communication, tone, and words itself. He has revealed that, when one is communicating their

attitudes and feelings, the non-verbal communication represents 55% of its effectiveness, tone 38% and words only 7% (Mehrabian, 1981, p.77), hence indicating the importance of the face-to-face communication. Interviewees have added that sometimes they have read messages in their own perceptual tone that they later find out that it was not the same as the sender intended, at the same time they have said it has happened to them as senders as well, they sent a message and receivers read it with a negative tone. Furthermore, the next question expressed that if they think that many times they do not understand what others are trying to tell them [either face-to-face or written messages], surprisingly 67.3% in some degree disagree. Nevertheless, participants have contradictorily agreed that they had to clarify messages, thus they consequently understand others precisely. Also, the survey asked the necessity of having a clear and concise way of communicating [talking, writing, presenting, etc.] with another person to make one's point, and it has been showed that 58.2% strongly agree and 34.5% agree, thus 92.7% of people agree in some degree with the statement. Fisher and Ury (2011) describes that effective communication with a clear message increases persuasion and fosters problem solving. Additionally in the question that if they have been formally trained on how to communicate effectively with their peers, the results were 36.4% agree that they have done it and 30.9% think they have not done it. As with the interviewees, it was only one person that was formally trained due to the fact of working in an international organization, she did effective communication training. Consequently, even though some of them have gotten trained in effective communication, many did not and the experiential learning in communication behaviors is important because the misuse of it can aggravate conflicts (Krauss and Morsella, 2006). Another question was if when interacting with others they feel that the other person really heard and understood them, and they outcome was that 56.4% agree with that argument. Krauss and

Morsella (2006) describe that it is pivotal to understand the other in order to improve collaboration, creating meaning, and taking the others perspectives, even though not evident sometimes, can be positive to resolve conflicts. The next one was that if the participants think that miscommunication and misunderstanding generate conflicts or disagreements with others, and 74.5% strongly agree and 23.6% agree, thus 98.1% agree congruently [Figure 3]. People can have misunderstandings everyday with people that they really know and daily interact with (Fisher and Ury, 2011) and when not effectively communicated, a message may be understood

I think that miscommunication and misunderstanding generate conflicts or disagreements with others



wrongly ergo

fabricating or escalating

conflicts. Meanwhile,

Figure 3

34.5% agree with the statement “I receive messages on a daily basis that I need to clarify”, in the other hand closely 32.7% of the participants disagree with it. Tamm and Luyet (2004) say that when one does not understand something h/she needs to clarify it, and when done it demonstrates a crucial aspect of communication that is listening, ergo when rightfully done it has a positive impact on the relationship with the other.

The section focusing on negotiation has also showed interesting results. In terms of negotiation with others that they know being easier than with people that they do not know, 40% of the participants agree and 21.8% strongly agree, thus conversely 61.8% somewhat agree. Lewicki (2011) states “higher levels of trust make the negotiation easier” and that in integrative negotiations there are strong sense of trust (p.201). Also he makes a compelling argument that verifies that when there is trust people are more likely to share information and communicate their needs more precisely (p.85). The feel of negotiating with someone that they know have a positive impacts either because they could know the others tactics or their integrity and trust.

Besides, when asked if they rather not share information with some people because they do not trust them, 96.4% of them agreed with the statement [45.5% strongly agree and 50.9% agree]. Mistrust have been evidenced to hinder collaboration (Lewicki and Tomlinson, 2014) and when parties do not trust each other they “cannot or will not communicate about a major problem in their relationship, ergo they are more likely to end the relationship than continue interacting” (Lewicki, 2006, p.108). The following question, which is “When negotiating with others I feel they are trying to win over me at any cost”, the majority [32.7%] disagree about the subject, 30.9% were neutral and equally 30.9% to some extent agreed. Traditional negotiation strategies, based on competitive tactics, have been used for many years often leave people dissatisfied (Fisher and Ury, 2011), and nowadays it has been shifting into the start of a more collaborative point of view due to the recognition of the demand of building relationships (Tamm & Luyet, 2004). Consequently, conversely it would suggest there is a growth in cooperativeness, and when asked about collaboration, interviewees have agreed that people are being more cooperative recently than few years ago. The next question indicated that 56.4% strongly agree and 38.2% agree that when there is trust in a negotiation people express what are their real needs and consequently there are better outcomes and fewer conflicts. When one trusts and shares their needs with the other, it generates creative alternatives and solutions (Lewicki et al., 2011). Further, participants have expressed that trust is always at risk; hence being a process it has to be continuously maintained for sustainable relationships (Lewicki, 2006). Moreover, in the survey participants have revealed that 72.7% of them, in some measure, feel that they are not involved in conflicts direct with others weekly. In the other hand the interviewees have indicated that not involved in conflicts directly with other, yet they feel part somehow of conflicts weekly. Furthermore, 90.9% of the participants believe that people should formally learn how to

effectively communicate, and finally 98.2% think that if there is effective communication it will reduce conflicts and disagreements. Fisher and Ury (2011) says that even if one is talking directly with others, it may not mean that they are hearing you, and Kraus and Morsella (2006) indicate that communication is the first step for solutions. Tamm and Luyet (2004) assert that poor communication will almost guarantee failure, and Lewicki et al. (2011) says that, since negotiations are interpersonal communications, where its process is crucial for resolving conflicts, communicating accurately maximize the chances for positive outcomes. Finally, the data is informing a part of communication and interaction with others that has to be closer interpreted.

2.4 Data Interpretation

The data shows that effective communication in interpersonal negotiations is vastly agreed to be necessary and pivotal. Daniel Goleman (1998) describes human as “primordial team players” (p.199), and cooperating with each other have been playing as an advantage in our evolution. Pearce and Pearce (2004) describe CMM as interpretative heuristic interpersonal communication, where it looks at the patterns of communication to the creation of new perspectives and the make and managing of meaning and coordination of actions (Pearce, 2008)¹. Therefore, the need to see the importance of interpersonal communications, which is the interaction with others and its communication patterns, exhibit to be extremely important to result in cooperation and prevention of conflict. Using the LUUUUTT Model from CMM Theory, the interpretation is looking to enrich occurrences of communication (Pearce, 2004), where it is getting a profound understand of people and the social worlds they created as a result of their conversations (Pearce and Cronen, 2008). Below it is the LUUUUTT Model

¹ Pearce, W. B. (2008). Toward a new repertoire of communication skills for leaders and managers. *The Quality Management Forum*, 34 (Fall, #4), 4-7.

demonstrated as the Figure 4. Applying the data results in this model was ideal since the survey and interviews participants were the ones telling the story. Moreover, the responses and the model construction made it able to develop deeper understanding. Hence, since there are discrepancies between the stories told and lived, conflicts might surface (Fisher-Yoshida and

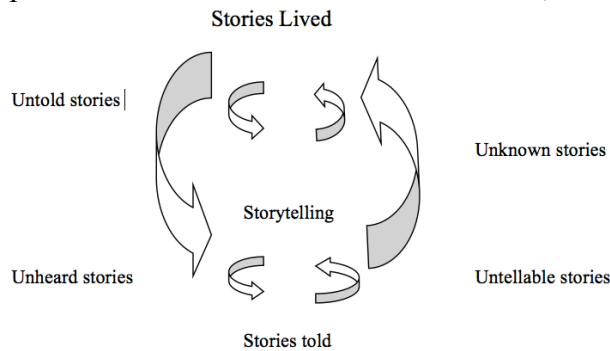


Figure 4: The LUUUUTT model
 LUUUUTT is an acronym for 1) stories Lived; 2) Unknown stories, 3) Untold Stories, 4) Unheard stories, 5) Untellable stories; 6) Stories Told, and 7) storyTelling.

Figure 4

Wasserman, 2006), ergo the LUUUUTT Model abled this clearer result to be seen. Consequently, the model was prime to expand and make better sense of the complexity of

people's social worlds, thus creating an

opportunity to deal better with frustrating occasions (Pearce and Cronen, 2008). After analyzing the survey results through this theory using the LUUUUTT model, it has presented with some opposing correlations, such as the participants indicating that they understand what people are telling them yet at the same time they said that daily they need to clarify messages from others. As some people might think they clearly understand others, the reality is that we might be unaware of the social worlds we live in (Pearce, 2006) due to the fact that communication have multiple contexts and meanings (Pearce, 2004). Consequently, when interpersonal communication is happening, there are many things that might be said and lived, while many others aspects that one might not be aware is happening, ergo the limitless possibilities that mystery brings to those interactions (Fisher-Yoshida & Wasserman, 2006). Furthermore, the stories we tell to others and the coordinated actions we are involved, shows that sometimes people might unintentionally have activity patterns that produce conflicts (Barge and Pearce, 2004), hence the stories surface as always your version of the episode, which is biased,

incomplete, and probably inconsistent (Pearce, 2004). Since there are unknown parts of every episode that, it shows that perhaps the speaker does not fully understand others, and making their own assumption of messages without clarifying them is unwise.

The CMM theory creates new perspectives into interpreting the data. Since in one single conversation there are many meanings, and even though one may think its just one conversation, we are always in more than one (Pearce, 2004). Therefore, using the CMM models in this research was pivotal in concern with the relation between communication and negotiations in meaningful ways (Barge and Pearce, 2004). For example, putting the survey results together with the interviews and applying them on the LUUUUTT Model [Figure 5] developed an

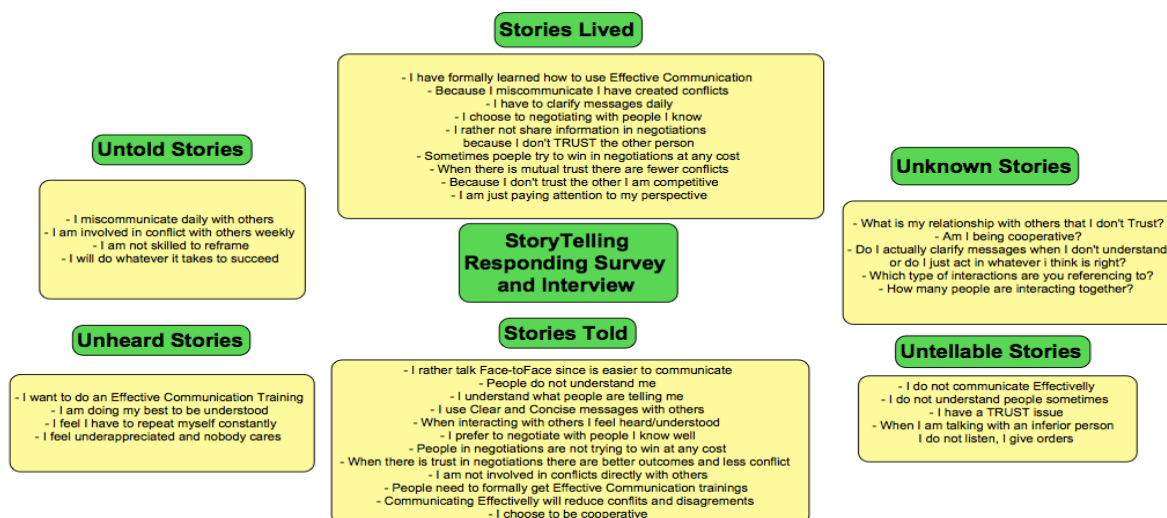


Figure 5

enlightenment that consciously people responded that they have formally done effective communication training, and at the same time when communicating with others they still do not understand them. Therefore, they have learned how to communicate effectively, and nevertheless do not utilize the skill. Also, the data have indicated that people come to a negotiation with a cooperative mindset strategy, despite that people decide to rather not trust the other person, and in contrast still agree that if one trusts the other, they would have better outcomes and fewer

conflicts. As a result, CMM Models are an opportunity to sensibly discover new perspectives, which has demonstrated to be efficacious; also it has showed that the cooperation and competition aspect, juxtaposing with trust, is something that needs further research. Additionally, looking at the data through Deutsch's Interdependence Theory, it points to the positive and negative interdependence of communication and its interpersonal interactions as part of the interpretation.

Communicating with others matters on their interdependence interaction. Deutsch (2006) discusses positive and negative interdependence as the connection between one's goal accomplishments being positively or negatively correlated with another's goal attainment. In CMM the desire to gather plenty of information, as ditto, is vital, and Deutsch (1973) explained about the need for clear grasp of differences since knowing the dissimilarities are key for conflict transformation. As a result, when looking at the data through Deutsch's Interdependence Theory, it is essential to in depth understanding since it has been indicated that conflicts that arise from effective communication in interpersonal interactions suggests the presence of interdependence, otherwise if completely independent from one another no conflicts would emerge (Deutsch, 2006). Further, positive interdependence promotes interactions while negative interdependence obstruct the other to achieve their goals (Johnson and Johnson, 2011). Hence, the need to interpret the data through this theory is central in the interactions between parties on interpersonal communication and negotiations. As the data represents, the majority of people think that miscommunications and misunderstandings create conflict, and that is verified the concept of the negative interdependence in its hostility makes conflict escalates because of miscommunication and false assumptions towards one another (Deutsch, 2006). Also, in negotiations, where interdependence may be considered positive, the data demonstrates that

people rather negotiate with others they know because of potential cooperation, ergo the positive goal interdependence tend to foster greater accomplishments and productivity (Johnson and Johnson, 2011). Further, it has been showed that people sometimes do not prefer to share information due to lack of trust, which this assimilates as a competitive behavior and process, it “recognizes that one cannot trust another’s communications to be honest or informative”(Deutsch, 2006, p.28). Besides, it has indicated that when there is trust in negotiations people reveal their real needs and interest, which leads to better outcomes and fewer conflicts, additionally results in relationship building and have creative solutions (Fisher and Ury, 2011; Lewicki et al., 2011). Thus on Deutsch’s Interdependence Theory, trust is a need and a facet of positive interdependence. Consequently, Effective Communication in Interpersonal Negotiations, where one encourages a cooperative orientation, would prevent and ease conflicts resolution (Deutsch, 2006). Therefore, data illustrates that in interactions such as interpersonal negotiations the lack of effective communication generates conflicts, and it is detrimental for relationship consequently results in negative outcomes. Finally, it is proven the benefits of problem-solving approaches, such as cooperation, and the favorable positive interdependence. Therefore, it is important to identify the types of strategies used by parties, such as positive or negative interdependence or cooperation and competition, because it may be beneficial (Weitzman & Weitzman, 2006) for one to know what strategy to use themselves.

In conflict management the five strategies of the Dual Concern Model are suggested to be viable to any conflict depending on its contexts and interdependence (Lewicki et al., 2011). As interdependence may have a positive and negative correlation with parties goal attainment, Pruitt and Kim (2004) explain that in conflict situations there are four main strategies parties use, contending (Accommodation), yielding (Competition), avoiding (Inaction), problem solving

(Cooperation), which are positions one based on self-concern and other-concern. The Dual Concern Model illustrates on the horizontal axis the self-concern and the vertical axis “other-concern”, also in some version indicate one more strategy, which is compromising. Pruitt and Kim (2004) do not recognize compromising and state that it is a “lazy problem solving, involving a half-hearted attempt to find a solution serving both parties’ interests” (p.41). In the case of this research I am considering fifth strategy [compromising] in the model. Since depending on the person’s levels of concern for their own and each other’s interests, it predicts the conflict resolution strategy that is adopted with the data gathered. Firstly, the data shows that people believe that others do not come with a competitive strategy such as contention that usually makes parties to yield (Pruitt and Kim, 2004), at the same time almost equally they said that they are neutral to the statement of people trying to win at any cost. Furthermore, when correlating sharing information and trust, people were reluctant to share vital information due to lack of trust, which might be detrimental for some parties since sharing can make one to make more concessions as the other can use it in their favor (Pruitt, 1983). Even though they indicate that they sometimes do not trust others, they have also said that they prefer to deal with people they know, which represents an integrative perspective that is relationship building (Pruitt and Kim, 2004). Therefore, it is visible that they would be placed on the problem solving quadrant of the Dual Concern Model or in the compromising since it is seen that sometimes the parties had to make concessions yet were not unhappy with the results (Pruitt and Kim, 2004). Consequently, it is pivotal to know what is one’s style and acknowledge that the other might have a different negotiation style, which demonstrate the need for flexibility and that one have to look for the real needs and interests in order to accomplish constructive conflict resolution.

2.5 Identifying Needs

It is important to understand the other's needs to be able to cooperatively satisfy them in a win-win solution (Lewicki et al., 2011). In some social contexts being cooperative have been seen as having an inferior connotation. Sometimes when one is attempting to be cooperative or use constrictive conflict resolution skills, people and friends might associate it as being weak, unassertive, or afraid (Deutsch, 2006). One can be cooperative and assertive, where a negotiator determines what h/she wants and can work collaboratively (Mnookin, Peppet, Tulumello, 1996). Even though it might be seen as weakness, cooperation has been established as the most one strategy to deliver favorable outcomes, and it depend on one's confidence that it works instead of feeling influenced by others. When looking at this data, it shows that many people approach negotiations with a competitive mind, and at the same time they prefer negotiate in a cooperative environment, in which is represented as people choosing to negotiate with people they know. Besides, if one uses cooperation and it gets approval and success from it, s/he will create a continuous practice (Deutsch, 2006); hence the need for social support is evident and needs to be incorporated. Schutz (1958) emphasizes that the need for inclusion is people's regards of respect and association, which relates to the need of belonging and acceptance. Consequently, the data indicates that people rather interact with another they met before because there is historical memories and utmost important trust. On the Maslow's Hierarchy of Needs the data would represent that people would be reaching for confidence of trust and respect from others, which is on the "Esteem" level (Maslow, 1943), ergo it is important to look at the real needs and interests to foster problem solving and cooperation consequently to build relationships. Also, people with the need to repair and maintain relationships, as the one that have chosen to negotiate with people they know, conversely might be seen as people with high rated in affiliation (Sandy et al., 2006). Moreover, data shows that there are miscommunication and lack of sharing information,

which results in lack of understanding of the other's needs (Lewicki et al., 2011), hence making people to feel that there is a lack of confidence on the other, degradation of relationships due to feeling unheard (Deutsch, 2006), and lack of respect. Experts extensively researched about the need for achievement, affiliation, power, and autonomy, and realized that its importance created a new perspective in conflict resolution because now practitioners become aware of the multitude of the human needs (Sandy et al., 2006). Consequently, after all that has been said, the data analysis and interpretation demonstrate that the need for trust, appreciation, and respect is evident. After identifying the needs one must be able to reach out for potential interventions in order to satisfy those needs since once they are reasonably fulfilled, one can go forward into self-actualization, which would be attaining authentic "satisfaction" (Sandy et al., 2006, p.340). Therefore, into looking forward into developing intervention strategies to each need, this research will be using primarily interventions that tackle the needs on an individual and interpersonal level, yet most of them might be use in a variety of number of people.

Chapter 3 – Resolution Strategies

3.1 Introduction of Strategies

The reality of telling someone what you desire might seem to be so simple and clear to express. At the same time, telling others what you want, might not be exactly what is being needed. It is crucial to understand and acknowledge one's needs and interests since they are much deeper than positions (Carnevale, 2006). Therefore, after going deeper into the pool of needs and interests, the data shows that there are three major interests lacking to be met in this research, and they are trust, respect, and appreciation. As being different needs there will be a different resolution strategy for each need, yet indirectly the strategies used may be able to tackle them simultaneously. The resolution strategy for trust, "Dynamic Facilitation" will be used due

to the ability “to achieve breakthroughs on pressing issues and empower people to new levels of trust” (Rough and Martin, 2007, p.663). Respect will be approached with “The Cycle of Resolution” that develops a real and heartfelt dialogue creation, and directed with a road map that results in communication models, in which will unstuck people (Levine, 2007). Lastly, appreciation will be looked at with “Integrated Clarity” that is a method that clarifies collective identity and especially create a model of empowerment support (Miyashiro and Rosenberg, 2007).

3.2 Intervention Strategies Rationale

Each strategy has its values, divergent targets, and probably resolves other conflicts intangibly regarding what the needs are. The strategies chosen for these needs have been selected based on the methodology of CMM Theory and its communication traits. The reason for using this methodology is because communication and negotiation are interrelated, as one is necessary to the other respectively (Lewicki et al., 2011). Furthermore, communication is one of the most important skills to deal with difficult issues, and miscommunication has the potential to contribute with the creation and escalation of conflicts. Therefore, the use of CMM methodology and these strategies may develop efficacious ways of communicating in order to prevent conflict, and develop better methods towards constructive conflict resolution.

Using Dynamic Facilitation to resolve trust as a need from effective communication in interpersonal negotiations is the best fit in this research. As in every relationship interaction there is the sense of trust and/or mistrust (Lewicki, 2006), therefore with this strategy the use of a facilitator will focus on creating an environment to enhance trust. Furthermore, the use of the facilitator helps to address and resolve frustration, and when people hear others' frustrations in a positive way it might develop constructive problem solving (Opotow, 2006). Moreover, The

Cycle of Resolution that will be addressing respect, and it is a suitable option because it creates a road map that facilitates productively the conflict process, which is essential to enhance dialogue (Coleman, 2006). Also, in the CMM methodology it represents the necessity of embracing the attitude of communication skills into useful discussion (Levine, 2007) where feelings matter and people are developing their expressive voice. Finally, appreciation is being focused on with Integrated Clarity, which is a more in depth approach, yet indicates to be a strategy that will be sustainable and potentially tackle other needs. Thus, this intervention, as well as CMM Theory, believes on the reframing of some perspectives intervening in unwanted patterns (Pearce, 2006), and how people communicate in order to make them able to engage in a more productive way (Miyashiro and Rosenberg, 2007). It creates empowerment in a blame free environment, thus safely one can speak with in the “right” language, and it is raising consciousness to connect feelings with the real needs (Miyashiro and Rosenberg, 2007). Finally, looking at different perspectives and communication patterns, this research will be able to address appreciation, respect, and trust, which are pivotal to prevent conflict generated by miscommunication. Ergo, the data interpretation shows those needs as the participants of the survey and interview indicated their preferences in negotiations and communication traits. Therefore, the needs will be addressed in each intervention strategy.

3.3 Trust – Dynamic Facilitation

As demonstrated in the data trust is a key component to conflict resolution. Based on the cooperation approach and positive interdependence, as friendliness related to trusting the other (Deutsch, 2002), the participants choosing to negotiate with people they know demonstrate it clearly as a crucial need (Pruitt and Kim, 2004). Even though the perspective of trusting the other might look positive, sometimes it can give the opposite effect because the other party may be

having contentious behavior (Pruitt and Kim, 2004). Therefore, when trust is an issue, absent, or even mistrust is in place, due to miscommunication, reputation, or knowledge about previous negotiations, the data shows that parties would clarify misconducted messages. As people approach new relationships with a remarkably high level of trust (Lewicki et al., 2011). However when it repairing is needed, the possibility is immeasurable and likely to happen with the right tools and strategy. Further, there are more ways to address and cultivate trust that through the following strategy may continue to exist and endure in the future.

A starting point to build and strengthen trust is to pay attention at the issue with a skilled facilitator with a guide plan. Since people that work together has frustrations (Rough and Martin, 2007), the facilitator will be the one to help to address and resolve them. It has showed to be true that the need to spend time together sharing personal values, perceptions, motives, and goals is pivotal, and has proved to efficiently build trust (Lewicki, 2006). In this course of identifying and addressing issues, conclusions will be made by participants, yet they have to be unanimous, which will develop a shift on attitudes and new levels of trust (Rough and Martin, 2007). Thus, creating this new group membership is fundamental to design a new sense of who are the “we” (Lewicki, 2006; Rough and Martin, 2007), in which helps what is needed for the situation in building the feeling of belonging. Furthermore, it is suggested to have all the parties involved on the sessions, which will be either a four 2-hour sessions over a course of a month (Rough and Martin, 2007) or three all-day sessions (Rough and Rough, 2002). The setting is consisted of the facilitator and the parties in a room with learning materials. Those meetings with the facilitator is to build trust, conflict competence, and empowerment, in which will be going towards a choice-creating zone of elicit creative quality thinking. Those live demonstrations with the group are towards experiencing professional and personal transformations (Rough and Rough, 2002).

Consequently, Dynamic Facilitation Process being the strategy of choice is the most suitable one towards achieving that transformation.

Dynamic Facilitation is a method focused on small and unemotional issues, instead of more complex large conflicts, and building trust through heartfelt strategies is the predicted outcome. Trust being present in interactions as well as mistrust, one might trust another in a professional level and at the same time not trust the same in a personal one (Lewicki, 2006). Additionally, those clear paths of understanding is not in place, hence the need of a third party is necessary to achievement of progress in this case.

In order to have a successful intervention there will be needed a skilled facilitator and many sessions over a course of one month for the immediate change. Further, for the long-term change it is agreed have to integrate “check ups” procedures to update people’s skills and remind them of the ones gained to ensure that commitments were met (Lewicki, 2006). The sessions have to involve the all the parties from all levels to create a sense of empowerment (Rough and



Figure 6

Martin, 2007). In those meetings the participants will be presented with and follow the Dynamic Facilitation Process that is posted on the Figure 6. The process being from the problem statements, which are what were the issues, then thinking about what has been said and what would be the innovated towards solutions, possibly developing new perspectives and a sense of togetherness. As that goes, creating common interests, goals, and objectives demonstrating integrity develops trust (Lewicki, 2006). Further, concerns openly said might develop different perceptions, and gathering the parties’ ideas, suggestions, and worries as one may focus in the same issues, which may generate many possible alternatives to their issues (Lewicki et al., 2011). To address trust, taking into account continuing relationship and

communication, there will be needed a explicit agreement on expectations, procedures for monitoring other's actions, and increase other's awareness of how his/her own performance is perceived by others (Lewicki, 2006). Therefore, the sense of creativity and respect in the room with the participants and the facilitator, provides a safety that the parties can openly "brainstorm" their ideas and concepts with the predict breakthroughs towards trust. This moment of flowing of nonjudgmental information is decisive, especially because people have different ways of thinking and backgrounds, and diversity is encouraged as it results on collective creativity and entrepreneurial energy (Goleman, 1998), thus the need to listen and understand others perspectives.

Cultural diversity is the difference that one needs into the "concrete levels of perception into the abstract level on values" (Kimmel, 2006, p.635). It is mostly important not to have cultural chauvinism since this strategy has to be tailored to the participants' backgrounds, experience, and skills in order for successful problem solving (Kimmel, 2006). The level of understanding from parties has to be accounted for towards complete integration. Moreover, the participants must pass through realistic role-plays because it creates empathetic collaboration in intercultural communication (Kimmel, 2006), which in conjunction with video clips and readings, some humor, and "stepping into the others shoes" simulations, participants will be able to know how difficult is to be aware of the others perspectives (Kimmel, 2006; Barry, Fulmer, and Van Kleef, 2004). When these simulations take place the result is that participants approach a more constructive conflict resolution due to the fact of acknowledging the other (Raider, Coleman, Gerson, 2006) and possibly becoming more aware of themselves, which leads to higher self-regulation (Mischel et al., 2006). Developing these new habits by redesigning and practicing to use conflict productively (Marsick, Sauquet, Yorks, 2006) is possible with the guide

of a skilled facilitator to aid the communication flow.

Third parties facilitators were the ones that produced a supportive and reflective learning environment (Kressel, 2006). The sessions focused on the enhancement of the susceptibility of unanimous agreement, would be reached faster and in a cooperative way since trust has been established. Besides, parties will achieve breakthroughs on issues due to the new approach of sensible sharing and focusing on real needs. Since it has been constructed trust, respect, and the sense of community, they are more engaged and committed to achieve results as a group. Thus, those indicate more creativity in problem solving and enlarged their capabilities in dealing with misunderstandings (Fisher et al., 2011; Lewicki et al., 2011; Krauss and Morsella, 2006). Finally, there will be a sense of problem solving approach to issues and conflicts generated between parties, where they will analyze through the lenses of perception taking and actions plans (Pearce, 2004). Therefore, there will be a need for the facilitator to meet with the parties in a follow up session to ensure progress and to clarify any misunderstandings (Rough and Martin, 2007). Measuring and evaluating if a need is being met after an intervention has to be built into the implementation strategy (Opatow, 2006). Therefore, as explained, the change is engraved on the creative thinking of the entire system, yet occasionally there is a need for updating skills and collaboration workshops as the previous ones done. Furthermore, the recommendation would be a “progress report” analysis from the parties to the facilitator or consultant (Burke, 2006) and evaluation check designs have to be acquired from the participants to carefully get the data of outcome success for interpretation and examination (Opatow, 2006). Therefore, the facilitator will be in contact with the parties for follow-ups and feedback and there will be the need for future skill update and remind session.

There are many aspects it has to be look at into utilizing Dynamic Facilitation in order to

build trust in order to address effective communication in interpersonal negotiations. When addressing this issue there is a need to give a closer attention to strengths, weaknesses, opportunities, and threats. Respectively, the strengths demonstrate to be that this intervention is able to build trust through open and creative conversation prioritizing present goals in session meetings with the orientation of choice creating that develops empowerment. Secondly, a weakness is that there is no guarantee that trust leads to collaboration and it might create an opposite reaction of contentious behavior (Pruitt and Kim, 2004), also if there is a sense of defensiveness people will not share information and possibly attack the other, ergo eliciting them to withdraw (Lewicki et al., 2011). Thirdly, this process will create opportunities for external influences that will build one's reputation positively, consequently higher trust in negotiations will lead to sharing information thus better outcomes (Lewicki et al., 2011). Lastly, some threats that can influence and be harmful for this strategy are the potential lack of cultural knowledge of the facilitator with the parties, for example it might be detrimental to the trust building as one might be "silent" to think and the other might feel that as "not caring" (Domenici and Littlejohn, 2006, p.154). Therefore, although there are risks and weaknesses, building trust is invaluable for interpersonal negotiations, and once reaching trust and respect people will be able to expect the same reaction from others (Lewicki et al., 2011).

3.4 Respect – The Cycle of Resolution

Respect is something we believe we have for some and that some have towards us as well (Domenici and Littlejohn, 2004), as the perspective of it from others leads to evidence of empathy and character (Goleman, 1995). As far as what is being done, fairness would be the most accurate way into determining respect in those interactions, especially since the sense of trusting the other being fair elicits respect (Lewicki et al., 2011). Using The Cycle of Resolution

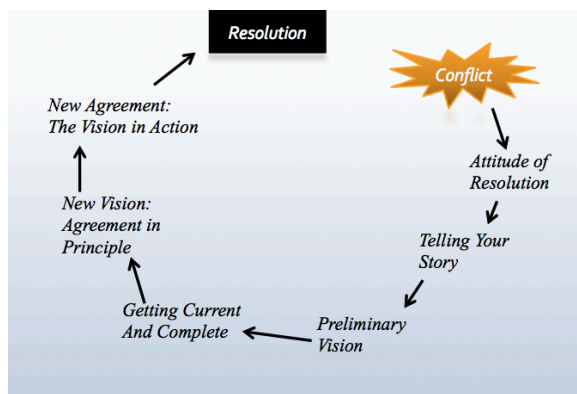
in order to deal with sustaining respect is incredibly interesting since it provides with ways to get into difficult conversations that usually are avoided (Levine, 2007). Moreover, as conversely CMM creates new meaning in the addition of many perspectives to construct new interactions (Barge and Pearce, 2004), this intervention focus on establishing new paths of productive dialogues using basic traditional communication skills such as emotional intelligence traits (Levine, 2007). Hence, it is needed to focus on those aspects into addressing the issue.

The way into forming and establishing respect is portrayed here as through directive non-defensive communication. The use of this strategy is due to the tactic of using clear and explicit thoughts and agreements that will result in powerful results (Levine, 2007). Initially workshops will be in place aiming to educate parties about positive communication and self-monitoring checklists in conjunction of feelings and emotions inventory to accurately describe it well (Gomes de Matos, 2006). Moreover, participants would use this time to understand the facets of people knowledge creating meaning, ergo the relation with CMM methodology showing the aspect of episode, which is the communicated actions of the self and relationships (Pearce, 2002). Therefore, The Cycle of Resolution would elaborate a way to develop and cherish collaborative partnership without too much time spent.

This method has been chosen due to the vision of the perspective of it being a heartfelt strategy. As it is important to address feelings and emotions in interactions with others towards respect (Goleman, 1995), it is necessary to address them properly, and ideally in a positive way (Gomes de Matos, 2006). It has been proven that when people come with positive attitude and emotions to a negotiation the outcomes are better than if they come with negative ones (Barry et al., 2004). Hence, the structural process of this method may result in the prevention of miscommunication, which leads to conflict as ditto in the data, and openly and safely sharing

information. Furthermore, parties have to feel that they are “in charge” together due to the environment, their relationship, and their personal power (Coleman, 2006), ergo developing empowerment through powerful constructive communication, which may shift away from defensiveness language to reach more effectively in agreements (Gomes de Matos, 2006; Levine, 2007).

Figure 7



Building this successful strategy there are changes that have to take place. At this stage of the strategy, all the parties need to be actively engaged and willing to positively change. Further, if the parties are not willing to collaborate this strategy is not recommended. At this time it will

require a facilitator, which is skilled in mediation and negotiation theories, to be together with the parties (Levine, 2007). It takes 1-3 days and the key events are towards education, meaning that it will educate participants about cooperation and how the cycle of resolution is constructed, and facilitation that will involve informational examples of negotiations and its better practices. The participants will be introduced to the cycle graph and invited to fill it out together, and it probably will look similar to the Figure 7 below. As demonstrated on the cycle, after the conflict arises, which have been analyzed as the understanding of costs, in which involves direct costs, productivity, relational, and emotional costs, the participants have to go through the “Attitude of Resolution”, which is consisted of their mindset and principles of engagements such as efficiency, creativity, long-term relationships, logic, and feelings. Then, every party is sharing how they see the situation, fully and interruptedly, when telling their version of the story. In the preliminary vision is important to them to see how is the road map directed, what they have to

expect, and where is it going, along with that they determine what exactly is a fair and just way in doing so, in which will develop more respect. Further, they will be learning to let emotions and feeling flow, which will develop the next stage that is the development of the “new era”, what they are expecting to accomplish. Finally, the stage before resolution will be the visions, roles and responsibilities, benchmarks, and conflict resolution strategies for the future. In this moment participants are encourage to share their fears and concerns in regards of everything that has been discussed, also their perspectives of it all. This method has to keep in mind cultural differences since the process has to be adjusted accordingly. For example, the facilitator has to be conscious of collectivist and individualistic cultures since one will pay more attention on how things are said and the other will focus in what is being said (Pruitt and Kim, 2004).

Additionally, in order to success this intervention, the facilitator has to be aware of the culture and how to measure and monitor results.

Constructing and establishing respect is a long-term relationship in creating and maintaining it, and through this intervention the possibility is very valuable. Since this strategy educates the participants, the change is on the entire system and measuring will be based on the benchmarks established on the end of the cycle of resolution. Further, the facilitator will have to do a check up in few weeks to see the progress; also the participants have to create a feedback of appreciation to the facilitator with summary of strengths and weaknesses. As those are in place as well as treats and opportunities have to be taken into account in this intervention. The strengths being on the creation of respectful communication with lack of defensiveness and potential to change in the personal and professional level, the weaknesses on that lack of cooperation from participants might hinder respect and develop despair (Lewicki and Tomlinson, 2014). As the external opportunities, it might create a sense of ethics and respect from others,

which will develop a collaboration culture. Lastly, as external treats might the lack of cultural awareness from the facilitator, which might develop more miscommunication and unintentional disrespectful attitudes. Yet this intervention might have potential positive and negative results, the creation of respect might develop the pivotal sense of feeling heard that makes people to feel safe and appreciated (Tamm and Luyet, 2004).

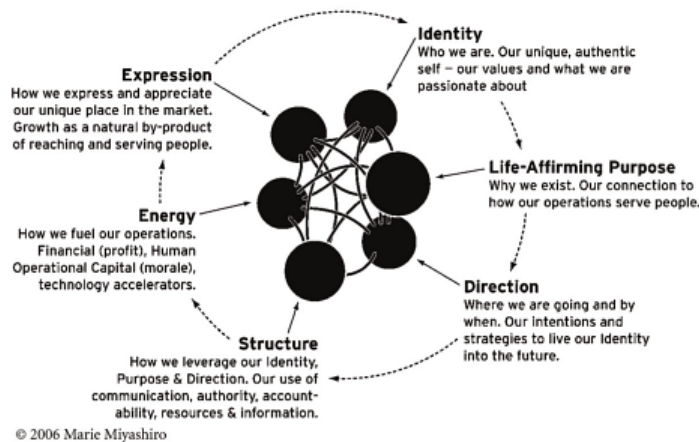
3.5 Appreciation – Integrated Clarity

Domenici and Littlejohn (2006) describes that in order to “honor individuals and communities and systems by building effective relationships, we need to listen...”(p.49). It is important in interactions to feel appreciated and heard, and active listening is a skill that encourages people share feelings and real preferences (Lewicki et al., 2011); also it is a powerful ability in negotiations towards problem solving (Tamm and Luyet, 2004). Therefore, appreciation has showed to be missing and in need after the data has been analyzed and interpreted. Ascribed to the aspects of communication skills such as listening, clarifying messages, and perceptions, is pivotal to cooperation (Tamm and Luyet, 2004; Pearce, 2004, Dominici and Littlejohn, 2006). Additionally, the use of Integrated Clarity (IC) to address this need is attributable to the focus on the collective identity and model of empowerment to support it, in order to favorable outcomes.

The Integrated Clarity is the intervention to capitalize the human element into raising awareness of others and the whole system (Miyashiro and Rosenberg, 2007). The use of this strategy is into the focus on the whole system and the people in it, where changing communication creates the engagement of people in a more productive way developing effective communication and preventing conflicts (Krauss and Morsella, 2006). Furthermore, the concept of “power with” instead of “power over” result in more cooperation and flexibility (Lewicki et

al., 2011), and this intervention uses integration and empowerment as main “ingredients”. There are six universal needs in the framework for this method, identity, life-affirming purpose, direction, structure, energy, and expression [figure “Six Universal Needs”], and those are incredible for the potential of the development and sustainability of appreciation. Moreover, it

ENERGIZING WHAT WE TALK ABOUT



utilizes Nonviolent Communication (NVC), and as CMM being the methodology used in this research, it is the best choice into resolving this conflict.

There will be a

coach that will be the center person to interact with the parties. The need for the coach is because s/he will be doing executive coaching, one-on-one mentoring, and self-inquiry initially focusing on the intrapersonal skills. Later to address the focus on the interpersonal matter, the coach will be perhaps doing conflict competence workshops, mediation, team retreats, and collaboration building. These structural procedures are taking place described as the six steps of Integrated Clarity Framework, which summarize as initial conversation to identify needs, collective strategic learning to empower positive communication, follow-up assessments in between conversation, planning and implementation of needs resolutions, and monitoring and measuring further effects using a instrument panel [for full description please refer to the appendix]. This process, in relation with effective communication in interpersonal negotiations, would take one to three months of joint sessions and coaching [1-on-1]. The coach will be focusing on

empowerment consciousness, which is a “power with” approach, in a blame-free environment that makes people more collaborative to get unstuck (Tamm and Luyet, 2004), and to develop mutual respect (Miyashiro and Rosenberg, 2007). Continuing, there is the use of the “right” questions as important in an inquiry-based tactic, and Gomes de Matos (2006), says this way construe “positive change, meaning making, freedoms, and power” (p.164). Furthermore, the use of the human element is taking into account feelings and needs, additionally this process value honesty, which is an indication of a cooperative behavior (Deutsch, 2006), it restore dignity (Pruitt and Kim, 2004), and enhance respect (Goleman, 2004). Therefore, focus on NVC is interesting into developing the confidence to share needs into focusing on the truth of building universal relationship with each other.

Nonviolent Communication is the key to propagate sincere communication patterns to build relationships (Gomes de Matos, 2006) and probably develops positive results. In this intervention the need to data collections is crucial, which may take two weeks to two months. The use of NVC might look easy to learn, yet difficult to master, and that is observing to evaluate and create objectives that are concrete and measurable (Miyashiro and Rosenberg, 2007; Gomes de Matos, 2006). Furthermore, identifying the needs based on what the facilitator/coach has observed, will lead to a construction of the feelings and needs based on the parties actions and behavior (Miyashiro and Rosenberg, 2007). Moreover, afterwards there is the self-reflecting aspect of personal development and analysis, which will have to be applied with the language and awareness of NVC.

The six universal needs are the ones that will lead to addressing and fulfilling appreciation. Identity makes the focus from what we do to who we are (Miyashiro and Rosenberg, 2007), also culture has to be sensibly considered since it differs from one another and

its unique and root identity (Kimmel, 2006). The identity has to be clearly understood by the coach, especially because people have many “selves” and have different identities based on personal, relational, and community (Domenici and Littlejohn, 2006). This is important because as Social Identity Theory describes that an attack on people’s identity is an assault on their own self-worth (Pruitt and Kim, 2004), building identity gives self-respect leading to self-recognition (Domenici and Littlejohn, 2006). Second, life-affirming purpose creates appreciation through feeling empowered in being part of something bigger, for that reason creates optimism through motivation and belonging (Goleman, 1995). Third is direction, in which is determining a clear goal and objective. Additionally, structure is a “‘perfect balance’ of authority and accountability” (Miyashiro and Rosenberg, 2007, p.125). Moreover, energy uses the motivation towards profit in the morale and ethics of the parties. Finally, expression is the creation of the parties’ unique image, which is the personal identity on the mutual face that develops togetherness (Domenici and Littlejohn, 2006). A facilitator in order to diffuse tension and reach resolution addresses all of those needs.

The facilitator in this dialogue form created rapport and trust with his/her time together with the parties, thus achieving their goals. As in the end of each daily session the parties will write retreat evaluation forms with what they have learned about the process, themselves, and the facilitator’s performance. In the initial intervention the change will show to be seen overtime, where the support has to be among all parties in every hierarchical level. Learning and training have to be emphasizing as 20% of the work time, which will involve continuous classroom training, IC practice groups, and team meetings with NVC language use (Miyashiro and Rosenberg, 2007; Levine, 2007). Furthermore, the evaluation process will be based on parties experience and awareness of continuing using NVC language, and potentially not just in the

professional life as well as personal one. Participants will experience a permanent change as empowered by the whole system and its interventions. Yet there are strengths, weaknesses, opportunities, and treats to the intervention. The strengths would be that it would empower the participants in general with their entire language and communication patterns into NVC, and they will start to communicate with compassion (Gomes de Matos, 2006). The weakness is that if one party is not really committed to the process, it will fail. Besides, as a threat it would be the facilitator not taking culture into account, and primarily if the facilitator is not empathetic towards the parties, since this uses and encourages the expression of feelings, the lack of that skill will generates more conflicts (Goleman, 1998). Lastly, opportunities are the potential positive influence in the personal life.

Chapter 4 – Network and Sustainability

4.1 Introduction

The actors in this project being the relationships between two parties that have to collaboratively work into needs resolution by the assistance of a third party/facilitator. Looking at the actors, only being Negotiation, Party A, Party B, and Facilitator, the possibility of engagement and potential desire to relationships are what indeed traces its network. Consequently, the interventions are made focusing on the potential continuation for change, which has been established during the course of each intervention to maintain change (Levine, 2007).

The intervention strategies were focusing on needs and continuing change. The network is indicated as negotiation being the influence that the parties are dealing with. Further, there are the two parties, A and B, which are the ones that have some type of interdependence, thus the need to negotiation their different interests. Furthermore, there is the third part facilitator, which

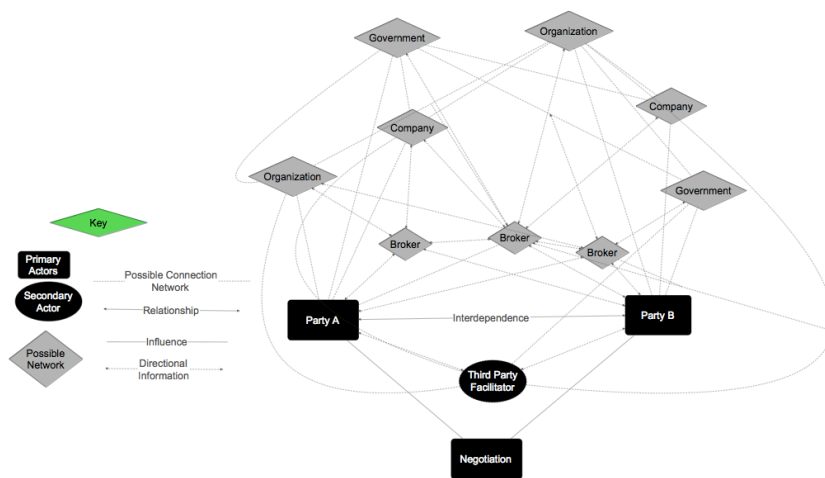
is one that is able to influence the party into being more cooperative, yet does not influence in inputs, however it does influence positively on the outcomes. Moreover, the network defines the initial change with the guide of the guidance of the facilitator on the parties in the way of negotiation and, even further, communication aspects for the further impact. Dealing with trust and using the Dynamic Facilitation approach, it will demonstrate the sustainable change because of its ability of mutual respect build in a solid empowerment of people (**Rough and Martin, 2007**) that both Parties [A,B] with the facilitator as aid addressing difficult issues creatively. Therefore, the implemented sustainability of this intervention project was focused on progress report and check up events. Another intervention that was fitting in this network was the cycle of resolution tackling respect built its productivity capacity on the heartfelt dialogue, which developed new communication skills and knowledge of conflict resolution (Levine, 2007). Therefore, demonstrating it as continuing learning and follow up sessions with the parties. Finally, the transformation of appreciation sustained itself owing to new communication structures that parties are using that ameliorated collective identity (Miyashiro and Rosenberg, 2007).

The mechanism of sustainability was engraved on the creation and execution of the interventions tailored for this conflict. As the interventions are addressed with the need for follow up and feedback structures, it will continue the learning process and the conflict transformation. Consequently, Integrated Clarity among all the interventions has demonstrated to be the best strategy choice, which aimed the needs with Nonviolent Communication and cooperation mindfulness. Also, it was implemented learning renewal and reminder in order to update skills and support with the parties. Consequently, in this network where the primary actors being the Party A and B, the sustainability of the network and resolution interventions,

were custom made for both parties, where an adjunction of a facilitator was pivotal for its negotiation success.

4.2 The Network

The network shows equal centralization of actors in each different relationship and interest. As demonstrated on the image below [Figure 8] , the actors are interconnected, yet in



different relationships and substantial influences. The conflict being between Party A and Party B, in a negotiation process, in which there is a level of interdependence, where

Figure 8

they are the center and only actors involved, a third party facilitator is added as a secondary actor. Furthermore, there are unseen or even unknown parties, in which might here be unknown connections from their network map, and they are represented in grey. They might be weak ties or even strong ones, yet the actors might benefit from the experience and outcomes of this intervention. Also, as the brokers would be the directional information vessel from the parties with other network actors, it would demonstrate the knowledge of this new practice. Further, the conflict they may be involved is based on communication and the lack of, which miscommunication and misunderstanding may lead to conflict between and among the parties. The data demonstrates that people rather negotiate with people they know, and Kilduff and Tsai (2003) say that friendship might be an opportunity to betray the other's trust. Ergo, the fact that people have their perceptions of their network to be one, it does not mean that it will reach their

expectations (Kilduff and Tsai, 2003). Using CMM as a methodology was interesting into understanding the perception biases of this network and the sustainability of its influences of others and results. As the bias might come from homophily of the parties, which is defined as “tendency to interact with similar others” (Kilduff and Tsai, 2003, p.24), either they being the same gender or ethnicity, is also positive to find commonalities to incline towards integrative solutions (Lewicki et al., 2011). For that reason all of the interventions include a third person, into the creation of the possibility of facilitators (Kilduff and Tsai, 2003) that forms the sagacity of commitment to each individual as well as him/herself (Levine, 2007).

The interactions in this network indicate the probable ways of it continuing evolving and changing in accordance as required. As the actors are correlated and interdependent, there is not a large difference in centrality² due to the fact that it is more important in this research the attributes of actors, in which in social networks the relations and patterns on it matter significantly more (Kilduff and Tsai, 2003). Meanwhile, if companies, friends, or any type of ties correlate Party A with Party B and vice versa, their relationships and network changes in one way or another since they create the likelihood of existing connections (Shirky, 2008). Therefore, as a network of parties might be involved simultaneously (Gruber, 2006), actors might not understand and fully comprehend their own social structure (Kilduff and Tsai, 2003), which is part of the extensive misperception of the other. Hence, in this research the relationship between the parties make a difference, as the actors are not practically more centralized than the other. In regards with the network of each party, the data points out the preference of negotiations with someone that they have ties with, which have been proven to be invaluable since it is useful and get better outcomes (Shirky, 2008). Moreover, it is pivotal for successful networks to build

² Centrality is defined as “implicit in any discussion of social capital or structure holes” (Kilduff and Tsai, 2003, p.30). That is explained by actor’s connections and relationships based on their association with others and so on.

strong ties with other groups and that might ensure diversity that develops multiple perspectives (Goleman, 1998).

It depends on who the actor may be representing, in which may change the interactions. In order to determine the reality of the networks there will be needed further research on which the actors represent. Even though not determined, if one of the actors has more connections than the other, the density³ would be higher in proportions (Kilduff and Tsai, 2003), however in this case it is probably low density. At the same time would be with centrality, as in this situation is not unbalanced, which means that all actors have the same level of connections. Consequently, since this being balanced, the possibility to be considered as high-reachability is more efficient since a small network they can reach out to each other easily and quickly (Kilduff and Tsai, 2003). Hence, assuming that the level of desire for cooperation is the same, the reciprocity would be equal, ergo resulting in higher flow of information (Lewicki et al., 2011; Deutsch, 2006; Kilduff and Tsai, 2003). Furthermore, the description on the actors differing might influence the sustainability and the structural focus, which heavily has to take into account the network micro-level perspectives such as personality of the actors. As researches tend to disregard this factor (Kilduff and Tsai, 2003), however in this research that facet have showed to be evident and necessary for further studies.

In the network of the parties the potential perception might be augmented by one's own expectations. As one's reputation of a large and prominent network of friendship and connections makes one to be seen as a good performer (Kilduff and Tsai, 2003), the sustainability of the interventions creates a sense of trust ergo leads to higher expectations

³ Density is the quantity of connections “there are between actors compared to the maximum possible numbers of connections that could exist between actors” (Kilduff and Tsai, 2003, p.30)

(Lewicki, 2006). Meanwhile, that sense of symmetry⁴ and transitivity⁵ in a trusted environment may develop and be carried on after the intervention process ends, where mindfulness was addressed into creating openness (Domenici and Littlejohn, 2006).

4.3 The Intervention and Challenges to Sustainability

The changes on the system of the parties' communication culture were placed to be sustainable, yet shifts might happen and take the unexpected turn. As the perceptions of the network need realistically measurements (Kilduff and Tsai, 2003), it is also needed to have engagement and trust, which can be diminished quicker than can actually be built back again (Lewicki and Tomlinson, 2014). Furthermore, as social perceptions change relatively from one another, the sense of engagement of one party might be detrimental to the other, where tend to build asymmetry⁶ (Kilduff and Tsai, 2003). Consequently, each intervention strategy has its limits yet indicating prominent results.

Dynamic Facilitation Strategy in building trust, may be the best intervention, however if there is a turn that the other party loses trust, the repair of it will not aid the sustainability of the strategy (Lewicki et al., 2011). Thus, once trust has been build and is strong among the parties, it is a challenge to not break that trust. After the intervention people would choose to negotiate collaboratively, and as the brokers are close and in between structural holes and are the ones that spread information as in a system of one's own world network that is connected to many more (Shirky, 2008), sustainability is evident. As high self-monitors people are those who adapt attitudes and behavior to their social environment (Kilduff and Tsai, 2003), after this interventions the parties sought to be more adaptable and as a result collaborative. Hence, in this

⁴ "Perceiver's assumption that friendship relations will be reciprocated" (Kilduff and Tsai, 2003, p. 71)

⁵ Networks with transitivity is one that ties three people, and when high transitivity it tend to be complete (Kilduff and Tsai, 2003, p. 32)

⁶ Here defined as a friendship relation non-reciprocated by one party to the other (Kilduff and Tsai, 2003, p. 33)

strategy at the event of one using the others cooperation as leverage for taking advantage, which with a trust environment focused in this new levels of capability and mutual respect, the change might be hindered.

The Cycle of Resolution addressing respect built and strengthened relationships into new creative ways to get unstuck because all participants were committed for its success. In this intervention the need for engagement of all parties was essential to get the process in order for a enduring in change. Thus, its challenge lies on the participants' willingness to commit, which if one of them after the facilitator leaves, decide not to continue with what has been decided, the intervention process will fail. Furthermore, the brokers need to be a known hub in the emergence for constructing the development of further interaction (Krebs and Holley, 2006). Since this was a quick and effective intervention with the intention of immediate change, it took only a few days, which just gave the facilitator time to educate theoretically, instead of practically, and not to expand much the network knowledge. Ergo, the insufficient practice role-plays during it might cause lack of sustainability, due to the fact that the participants might not be able to reenact what have been learned. If so happens the intervention is seen as illegitimate and they will not commit, neither expand the network since it is not "popular" (Shirky, 2008). Besides, the need to practice is to be able to have a self-reflection on the parties, which they would see their own perspective about collaboration strategies as competition, accommodation, or compromising (Raider et al., 2006). Even though those limitations are real, it is proven that this intervention induced change and the parties are able to self-reflect and be more respectful towards each other.

Integrated Clarity has a more profound and strong approach stating appreciation, ergo the competence of it was carefully planned. The creation of the new communication patterns and methods was important to demonstrate the remedy for appreciation thought a bottom up

approach (Miyashiro and Rosenberg, 2007). The challenge being the leaders, or the more powerful parties, deciding that they should be the ones to apply the changes, which would evidence more negative consequences than actually a solution (Miyashiro and Rosenberg, 2007). If the more powerful party chooses to apply the changes themselves it would generate alienation, especially because of the fact of good ideas can come from anywhere and gives empowerment to all (Levine, 2007). Moreover, sustaining the changes is challenging since the use of traditional language can little by little restructure the lack of empowerment as it was before (Miyashiro and Rosenberg, 2007). As in for now, the changes were as a whole in the language used by parties, which improved communications and understanding in the professional and also on the personal level. However, if the parties do not make an effort to consciously use NVC it will spread into the ways previously done. Therefore, the need to recognize the individual's identity and his/hers participation in that context of the organization or negotiation was crucial for sustaining the network (Kilduff and Tsai, 2003) as well as the change. This intervention is very interactive even after the facilitator left the participants have to continue to fill out the dashboard [portraying their needs], which has to be monitored by all. Furthermore, the integration of network weaving demonstrating and propagating this new practice as efficient and legitimate will built a "resilient periphery structure that maximize learning and implementation" (Krebs and Holley, 2006, p.17). Besides, engagement in the post-intervention will aid in the sustainability of the change.

4.4 Strategies for Sustainability

Like any intervention, the needs have to be acknowledged and then it has to be tailored by specific skills, knowledge, and attitude objectives for the resolution to work (Raider et al, 2006). The need in such conflicts cannot use "quick fix" interventions, but rather a complete transformation that will lead to a continuum of learning, conflict competence, and improvement.

Therefore, using the Integrated Clarity (IC) strategy would be the most suitable one, owing to the focus on the six universal needs and the use of Nonviolent Communication (NVC). Also, through this intervention, it was clear that the need for a skilled facilitator when looking at the network map. Hence, the parties with the initial assistance of the facilitator were able to gain the knowledge to move forward in an improved communication pattern and using appropriate conflict resolutions strategies to deal with their present conflicts, and the ones that might come in the future.

The road to take into sustainability was planned and defined. Starting with the direction of stating the knowledge objective was key. The emphasis on the difference of cooperation and competition based on theories and legitimacy (Raider et al., 2006) made the parties to commit to new changes and hopefully keep doing it (Levine, 2007). Once the parties understood more about their own tendencies towards conflict situations, the change is impactful and in depth, where they feel comfortable to adapt depending in future situations. The creation of the “power with” that this intervention created enhanced the energy by the appreciation of others and their authenticity, which gives higher levels of understanding (Miyashiro and Rosenberg, 2007). Therefore, it is expected that the parties will be able to talk openly and see the other as a partner, not an opponent. Moreover, the genuine commitment of the parties was pivotal to move forward with this transformation (Raider et al., 2006), and the comfort on feeling powerless to change the past saves time to improve from now on (Tamm and Luyet, 2004) and that will possibly make them to focus on their future target, ergo flourishing commitment and empowerment.

Ensuring change had to be seen during the time together between the parties and the facilitator. When the facilitator was starting his/her intervention the parties learned about their own negotiation strategies, and the facilitator tackled that sometimes the need and the strategies

are colliding (Miyashiro and Rosenberg, 2007). Consequently, at the moment that the tensions between parties got at ease, as they become more self-aware and aware of the other's needs, it demonstrates that in the future there will be a reflection moment as those experienced. Then they will be looking at their conflict strategy based on the Dual Concern Model, which will be supported by their negotiation strategy being cooperative or competitive. This process being as practice by example was needed to change the communication structure, and as there are information that is missed sometimes (Raider et al., 2006) the need for a real understanding from and to the other was learned and experienced, which made them feel appreciated (Goleman, 1995). At this point the participants saw the change based on the language they have to use, and the formal workshop classroom setting was also important to raise credibility and formality. Furthermore, as they will continue using NVC and a collaboration mindset towards the other, it will become easier over time and may enable them to deal better with strong emotions such as anger (Lindner, 2006). Since in interpersonal communication in negotiations, strong emotions could be present (Lewicki et al. 2011), the creation of IC empowerment consciousness capitalize the human element, teaching them to ask the "right" questions and to be honest (Miyashiro and Rosenberg, 2007), in which forms and fosters openness that allowed people to feel safe, build respect, and trust (Tamm and Luyet, 2004). Therefore, their interactions will be less hostile and more amicable when facing divergent interests.

The evidence of sustainability will be the outcome of the creation of new levels of relationships. The trainings are able to create rapport, ergo they are able to anticipate, recognize, and adapt their learning to each condition they face differently (Raider et al., 2006). Hence the slightest change of the practice of "active listening" from the parties is already a key factor that shows the evident change. Moreover, this strategy potentially demonstrates a higher productivity

(Miyashiro and Rosenberg, 2007) among the parties, as well as at least the parties will be able to accept that there are multiple perspectives to every aspect and that misunderstandings might be generated from that (Raider et al., 2006). Moreover, as those skills are gained and experienced, the further action in conflict will be mindful and respectful towards each other, open to mutual collaboration. Furthermore, their motivation come as the assessment of their conflict attitudes [Dual Concern Model] all participants would get intrigued, at least, about the process (Raider et al., 2006), plus their eagerness to learn (Levine, 2007), and the role-play concerts that involved all to achieve successful facilitation (Sole, 2006). Therefore, shaping the sense of honesty and truthfulness on the parties participation, constructing and framing their communication, aiding by the facilitator in a way that they can, from now on, brainstorm without reprisal (Lewicki et al., 2011) or blame (Miyashiro and Rosenberg, 2007), is a prime step forward. Finally, this procedure empowered the parties through facilitative methods that will be seen in the future in their attitudes in their interactions made to each other, the future learning and training, open communication methods, and their mutual honesty to reach better outcomes and agreements.

Chapter 5

5.1 Conclusion

As we might communicate daily we also negotiate everyday. This research has given a primary look at how effective communication affects the creation of conflicts in interpersonal negotiations. Therefore, it has used theories such as Deutsch's Interdependence Theory, Dual Concern Model Theory, and CMM theory. As those are represented into understanding negotiation, communication, and conflict, the data was analyzed and interpreted through the respective models to better understanding. Furthermore, the results are the necessity of the data

into focusing on the communication patterns and negotiation strategies, the research continued with the initial perspective on future solution to needs and interests.

Standing on the potential issues and goals to resolve the conflicts on the research the conflict map was represented with the three actors, party A, party B, and Negotiation. Those being primarily focused, also the ones that are involved and can influence better practices and positive outcomes. The structures of it ranging from economic factors of the negotiation to social issues, such as reputation, that can harm or gratify parties in this conflict. Moreover, the dynamic of the conflict analysis, in which can generate the positive or constructive communication into integrative negotiations strategies, fosters cooperation. Consequently, the themes being negotiation, emotions, and communication, are pivotal for the understanding of the conflict and its potential solutions. Thus, here it has been utilized the models, such as the LUUUUTT Model, where the data gathered was applied as well as the theories, which enabled the completion of the information gathering.

Using CMM as a methodology was crucial to transform and reframe the conflict as its multiple perspectives. Since it is seen as a multitude of “conversations” in one single episode, it created many social worlds that developed the data into a more comprehensive one. The data collection was done with surveys and interviews, in which was in order to understand issues caused by miscommunication, trust, negotiations, and effective communication. Further, interpreting the data was possible through the theoretical frameworks that juxtaposed the models into the grasp of miscommunication generating conflicts. Also, mostly important the interpretation made it possible to identify the needs of trust, respect, and appreciation.

The needs in the interventions were possible to be transformed into its sustainable resolution through the addition of a third party/facilitator. A facilitator that has to be skilled and

culturally aware assisted all the three strategies. Furthermore, the most suitable strategy was concluded to be Integrated Clarity (IC), since its in depth approach paying close attention to identity and collectivism. IC seems to be able to make a balance on the six universal needs that once reached can lead to conflict resolution, also that using the NVC has been demonstrated to spread the positive communication patterns into different network of people and communities.

The network being small is highly reachable and able to demonstrate the strategy's efficacy. Since this network has unseen connections, the success of those interventions will be flavored into others, through brokers that potentially will reach all as a single hub. Moreover, this mean that there is a network weaving in this research that can be showed to be useful and essential to its sustainability. Therefore, being a primary initial research it has limitations and needs more data to greater extent of interpretation. Hence, it is a first step to a much deeper and more detailed research in this aspect of effective communication in interpersonal negotiations. Finally, being an initial milestone into supplementary and first step for numerous other studies.

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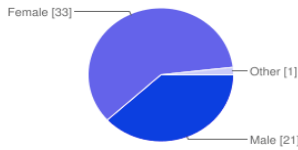
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APPENDIX**Survey Questions**

1. Gender (Male; Female; other)
2. Age (18-25; 26-35; 36-45; 46-55; 56+)
3. Sometimes when talking with others I have noticed that they do not understand me (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
4. I think that face-to-face interactions are easier understood instead of text messages such as emails (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
5. I think many times I do not understand what others are trying to tell me (Either face to face or written messages) (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
6. I think it is important to have a clear and concise way of communicating [talking, writing, presenting, etc.] with another person to make my point (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
7. I have formally been trained how to communicate effectively with my peers (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
8. When interacting with others I feel that the other person really heard and understood me (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
9. I think that miscommunication and misunderstanding generate conflicts or disagreements with others (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
10. I receive messages on a daily basis that I need to clarify (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
11. It is easier to negotiate with people that I know well than with others that I don't know [Keep in mind that you are negotiating in your native language] (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
12. There are some people I do not like to share information with because I do not trust them (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
13. When negotiating with others I feel they are trying to win over me at any cost (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
14. When there is trust in negotiation and people say what they really want, there are better outcomes and fewer conflicts (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
15. I feel I am involved in conflicts directly with others several times a week (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
16. I think people should formally learn how to communicate effectively (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)
17. I think if people communicate effectively it will reduce conflicts and disagreements (Strongly Agree; Agree; Neutral; Disagree; Strongly disagree)

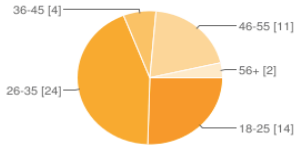
Running Head: Effective Communication in Interpersonal Negotiation

Gender



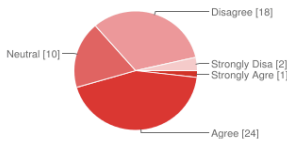
Male	21	38.2%
Female	33	60%
Other	1	1.8%

Age



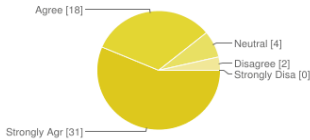
18-25	14	25.5%
26-35	24	43.6%
36-45	4	7.3%
46-55	11	20%
56+	2	3.6%

Sometimes when talking with others I have noticed that they do not understand me



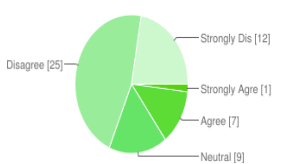
Strongly Agree	1	1.8%
Agree	24	43.6%
Neutral	10	18.2%
Disagree	18	32.7%
Strongly Disagree	2	3.6%

I think that face-to-face interactions are easier understood instead of text messages such as emails



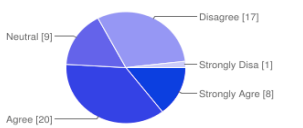
Strongly Agree	31	56.4%
Agree	18	32.7%
Neutral	4	7.3%
Disagree	2	3.6%
Strongly Disagree	0	0%

I think many times I do not understand what others are trying to tell me (Either face to face or written messages)



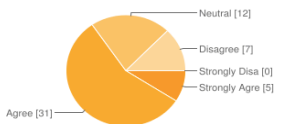
Strongly Agree	1	1.9%
Agree	7	13%
Neutral	9	16.7%
Disagree	25	46.3%
Strongly Disagree	12	22.2%

I have formally been trained how to communicate effectively with my peers



Strongly Agree	8	14.5%
Agree	20	36.4%
Neutral	9	16.4%
Disagree	17	30.9%
Strongly Disagree	1	1.8%

When interacting with others I feel that the other person really heard and understood me



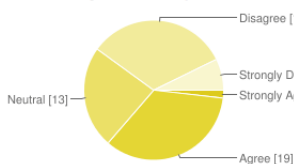
Strongly Agree	5	9.1%
Agree	31	56.4%
Neutral	12	21.8%
Disagree	7	12.7%
Strongly Disagree	0	0%

I think that miscommunication and misunderstanding generate conflicts or disagreements with others



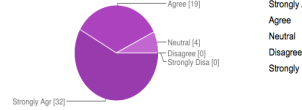
Strongly Agree	41	74.5%
Agree	13	23.6%
Neutral	1	1.8%
Disagree	0	0%
Strongly Disagree	0	0%

I receive messages on a daily basis that I need to clarify



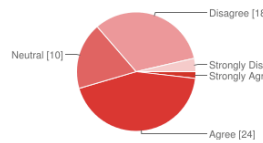
Strongly Agree	1	1.8%
Agree	19	34.5%
Neutral	13	23.6%
Disagree	18	32.7%
Strongly Disagree	4	7.3%

I think it is important to have a clear and concise way of communicating [talking, writing, presenting, etc.] with another person to make my point



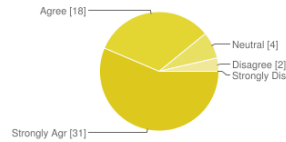
Strongly Agree	32	58.2%
Agree	19	34.5%
Neutral	4	7.3%
Disagree	0	0%
Strongly Disagree	0	0%

Sometimes when talking with others I have noticed that they do not understand me



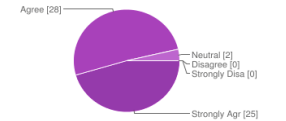
Strongly Agree	1	1.8%
Agree	24	43.6%
Neutral	10	18.2%
Disagree	18	32.7%
Strongly Disagree	2	3.6%

I think that face-to-face interactions are easier understood instead of text messages such as emails



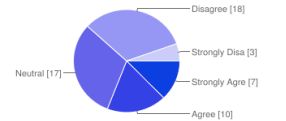
Strongly Agree	31	56.4%
Agree	18	32.7%
Neutral	4	7.3%
Disagree	2	3.6%
Strongly Disagree	0	0%

There are some people I do not like to share information with because I do not trust them



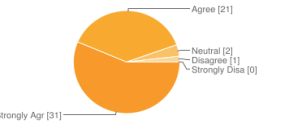
Strongly Agree	25	45.5%
Agree	28	50.9%
Neutral	2	3.6%
Disagree	0	0%
Strongly Disagree	0	0%

When negotiating with others I feel they are trying to win over me at any cost



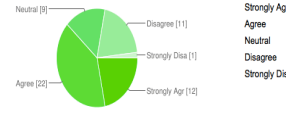
Strongly Agree	7	12.7%
Agree	10	18.2%
Neutral	17	30.9%
Disagree	18	32.7%
Strongly Disagree	3	5.5%

When there is trust in negotiation and people say what they really want, there are better outcomes and fewer conflicts



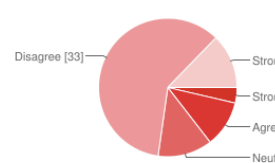
Strongly Agree	31	56.4%
Agree	21	38.2%
Neutral	2	3.6%
Disagree	1	1.8%
Strongly Disagree	0	0%

It is easier to negotiate with people that I know well than with others that I don't know [Keep in mind that you are negotiating in your native language]



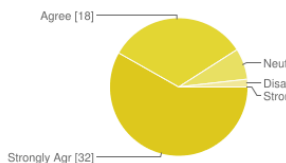
Strongly Agree	12	21.8%
Agree	22	40%
Neutral	9	16.4%
Disagree	11	20%
Strongly Disagree	1	1.8%

I feel I am involved in conflicts directly with others several times a week



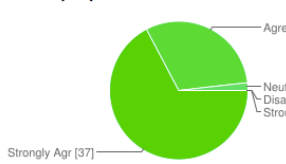
Strongly Agree	2	3.6%
Agree	6	10.9%
Neutral	7	12.7%
Disagree	33	60%
Strongly Disagree	7	12.7%

I think people should formally learn how to communicate effectively



Strongly Agree	32	58.2%
Agree	18	32.7%
Neutral	4	7.3%
Disagree	1	1.8%
Strongly Disagree	0	0%

I think if people communicate effectively it will reduce conflicts and disagreements



Strongly Agree	37	67.3%
Agree	17	30.9%
Neutral	1	1.8%
Disagree	0	0%
Strongly Disagree	0	0%

Full description of IC Planning

1. *Prelude to conversations.* Situation assessment, including a 20-question review of organizational needs.
2. *Conversation: IC overview and meeting people needs.* Learning and living the language of empowerment.
3. *Conversation: meeting organizational needs.* Collective, strategic conversations on identifying, clarifying, and articulating “Source Needs”—*Identity, Life-Affirming Purpose, Direction.*
4. *Interlude: the pause between conversations.* Follow-up assessment.
5. *Conversation: leveraging source needs into planning and implementation.* Collective, strategic conversations on identifying, clarifying, and articulating “Leveraging Needs”—*Structure, Energy, Expression.*
6. *Conversation: the assessment-planning-implementation cycle starts again.* Monitoring and measuring the effects on organizational and people needs using the Organization Needs Dashboard (or Instrument Panel)—an at-a-glance collection of top-line data that encourages participation in organizational conversations.