

Research Project on
“Evolving Negotiation Skills Training Intervention
For police in India”

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CHAPTER- I

INTRODUCTION

Negotiation is an inherent aspect of policing and a very important skill for police officials. Situations like dealing with mob, local stakeholders, civil society, people's representatives government agencies and at times even hostage taking, require professional negotiating approach. In present context, most of these skills police officials acquire on the job. World over negotiation is studied as a structured process and lot of research has been conducted in this area. Issues concerning cultural differences, anchoring, power relationships, outcome strategies, trust, fairness, power, win-win escalation in negotiations, position & interests and co-operative decision-making are widely researched in different contexts including policing.

It is obvious that negotiation process itself cannot give desired outcome if positions and other factors are not facilitating. A case in point is that even Lord Krishna failed to convince Kauravas to part with five villages and avert Mahabharata in spite of great effort. However, based on balance of opportunities, a good negotiator should be able to reach a superior outcome which may not be obvious initially.

Negotiation in policing is part of several routine and extra ordinary activities and understanding nuances of the process, psychological dimensions as well as building a skill repository can help in getting better outcomes from many bad situations. Interestingly one of the most quoted negotiation tactic 'Good Cop –Bad Cop' has its origin in policing parlance only.

There is dearth of academic studies on negotiations in policing context. Most of the available literature is based on anecdotal evidence or personal experiences. Studies done in foreign context cannot be the benchmark in Indian conditions primarily because of great cultural differences. It is well established that cultural context plays definitive role in creating successful negotiation paradigm.

As policing is becoming more and more complex and society's expectations from police force undergoing sea change, negotiation skill is emerging as a very important competency which can be a differentiator between good and not so good policing approach.

The present study seeks to bridge this identifiable gap. It intends to scientifically study negotiation situations and their characteristics in Indian policing context and then build a standard training intervention to equip police officials at different levels with necessary skills to handle these situations. However, the study does not intend to go into Hostage situations but limited to day-to-day Negotiation Skills requirements of Police Officers in India.

1.1 Negotiation-Defined

Negotiation is a dialogue between two or more people or parties intending to reach a mutually beneficial outcome resolve points of difference, to gain advantage for an individual or collective, or to craft outcomes to satisfy various interests.

Negotiation occurs in business, non-profit organizations, government, legal proceedings, among nations and in personal situations such as marriage, divorce, parenting, and everyday life. It is often said that negotiation is inevitable in most of the situations one faces in life- whether one wants it or not. Professional negotiators are often specialized, such as union negotiators, leverage buyout negotiators, peace negotiators, hostage negotiators, or may work under other titles, such as diplomats, legislators or brokers.

1.2 Strategies

Negotiation can take a wide variety of forms, from trained negotiator acting on behalf of a particular organization or position in a formal setting, to an informal negotiation between friends. Negotiation can be contrasted with mediation, where a neutral third party listens to each side's arguments and attempts to help craft an agreement between the parties. It can also be compared with arbitration, which resembles a legal proceeding. In arbitration, both sides make an argument as to the merits of their case and the arbitrator decides the outcome. Negotiation theorists generally distinguish between two types of negotiation-The Distributive negotiation and the Integrative negotiation. Different theorists use different labels for the two general types and distinguish them in different ways.

1.3 Distributive negotiation

Distributive negotiation is also sometimes called positional or hard-bargaining negotiation. It tends to approach negotiation on the model of haggling in a market. In a distributive negotiation, each side often adopts an extreme position, knowing that it will not be accepted, and then employs a combination of guile, bluffing, and brinkmanship in order to cede as little as possible before reaching a deal. Distributive bargainers conceive of negotiation as a process of distributing a fixed amount of value.

The term distributive implies that there is a finite amount of the thing being distributed or divided among the people involved. Sometimes this type of negotiation is referred to as the distribution of a "fixed pie." There is only so much to go around, but the proportion to be distributed is variable. Distributive negotiation is also sometimes called *win-lose* because of the assumption that one person's gain results in another person's loss. A distributive negotiation often involves people who have never had a previous interactive relationship, nor are they likely to do so again in the near future. Simple everyday examples would be buying a car or a house.

1.4 Integrative negotiation

Integrative negotiation is also sometimes called interest-based or principled negotiation. It is a set of techniques that attempts to improve the quality and likelihood of negotiated agreement by providing an alternative to traditional distributive negotiation techniques. While distributive negotiation assumes there is a fixed amount of value (a "fixed pie") to be divided between the parties, integrative negotiation often attempts to create value in the course of the negotiation ("expand the pie"). It focuses on the underlying interests of the parties rather than their arbitrary starting positions, approaches negotiation as a shared problem rather than a personalized battle, and insists upon adherence to objective, principled criteria as the basis for agreement.

Integrative negotiation often involves a higher degree of trust and the forming of a relationship. It can also involve creative problem-solving that aims to achieve mutual gains. It is also sometimes called *win-win* negotiation.

1.5 Types of negotiators

Three basic kinds of negotiators have been identified by researchers involved in The Harvard Negotiation Project. These types of negotiators are: **Soft bargainers**, **Hard bargainers**, and **Principled bargainers**.

- **Soft.** These people see negotiation as too close to competition, so they choose a gentle style of bargaining. The offers they make are not in their best interests, they yield to others' demands, avoid confrontation, and they maintain good relations with fellow negotiators. Their perception of others is one of friendship, and their goal is agreement. They do not separate the people from the problem, but are soft on both. They avoid contests of wills and will insist on agreement, offering solutions and easily trusting others and changing their opinions.
- **Hard.** These people use contentious strategies to influence, utilizing phrases such as "this is my final offer" and "take it or leave it." They make threats, are distrustful of others, insist on their position, and apply pressure to negotiate. They see others as adversaries and their ultimate goal is victory. Additionally, they will search for one single answer, and insist you agree on it. They do not separate the people from the problem (as with soft bargainers), but they are hard on both the people involved and the problem.
- **Principled.** Individuals who bargain this way seek integrative solutions, and do so by sidestepping commitment to specific positions. They focus on the problem rather than the intentions, motives, and needs of the people involved. They separate the people from the problem, explore interests, avoid bottom lines, and reach results based on standards (which are independent of personal will). They base their choices on objective criteria rather than power, pressure, self-interest, or an arbitrary decisional procedure. These criteria may be drawn from moral standards, principles of fairness, professional standards, tradition, and so on.

Researchers from The Harvard Negotiation Project recommend that negotiators explore a number of alternatives to the problems they are facing in order to come to the best overall conclusion/solution, but this is often not the case (as when you may be dealing with an individual utilizing soft or hard bargaining tactics) (**Forsyth, 2010**).

1.6 The effect of the partner's emotions

Most studies on emotion in negotiations focus on the effect of the negotiator's own emotions on the process. However, what the other party feels might be just as important, as group emotions are known to affect processes both at the group and the personal levels. When it comes to negotiations, trust in the other party is a necessary condition for its emotion to affect, and visibly enhances the effect. Emotions contribute to negotiation processes by signalling what one feels and thinks and can thus prevent the other party from engaging in destructive behaviors and to indicate what steps should be taken next. Partner's emotions can have two basic effects on negotiator's emotions and behavior:

mimetic/ reciprocal or complementary. For example, disappointment or sadness might lead to compassion and more cooperation. In a study by Butt et al. (2005) which simulated real multi-phase negotiation, most people reacted to the partner's emotions in reciprocal, rather than complementary, manner. Specific emotions were found to have different effects on the opponent's feelings and strategies chosen:

- **Anger** caused the opponents to place lower demands and to concede more in a zero-sum negotiation, but also to evaluate the negotiation less favourably. It provoked both dominating and yielding behaviours of the opponent.
- **Pride** led to more integrative and compromise strategies by the partner.
- **Guilt** or **regret** expressed by the negotiator led to better impression of him by the opponent, however it also led the opponent to place higher demands. On the other hand, personal guilt was related to more satisfaction with what one achieved.
- **Worry** or **disappointment** left bad impression on the opponent, but led to relatively lower demands by the opponent.

1.7 Problems with laboratory studies

Negotiation is a rather complex interaction. Capturing all its complexity is a very difficult task, let alone isolating and controlling only certain aspects of it. For this reason most negotiation studies are done under laboratory conditions, and focus only on some aspects. Although lab studies have their advantages, they do have major drawbacks when studying emotions:

- Emotions in lab studies are usually manipulated and are therefore relatively 'cold' (not intense). Although those 'cold' emotions might be enough to show effects, they are qualitatively different from the 'hot' emotions often experienced during negotiations.
- In real life there is self-selection to which negotiation one gets into, which affects the emotional commitment, motivation and interests. However this is not the case in lab studies. Lab studies tend to focus on relatively few well defined emotions. Real life scenarios provoke a much wider scale of emotions.
- Coding the emotions has a double catch: if done by a third side, some emotions might not be detected as the negotiator sublimates them for strategic reasons. Self-report measures might overcome this, but they are usually filled only before or after the process, and if filled during the process might interfere with it.

Conclusion

The present study aims to develop 'Negotiation Skill' training intervention for different rank of police officers in India. These police officers Negotiate on a daily basis with multiple stake-holders and the aim of this research is to make them better negotiators through training.

CHAPTER 2

REVIEW OF LITERATURE

A considerable time of research was spent in locating literature on negotiation in general and in context with Indian police in specific. Unfortunately, most of the literature available is from western world. In the Western world literature also, a lot has been researched in terms of business Negotiations and not from the police point of view. Again, the literature on police negotiation from Western world is largely limited to the Hostage Negotiation situations. While the aim of this research is not to touch upon the Hostage Negotiation-which is the highest form of Negotiation, yet there is a lot to draw from the same. A review of Hostage Negotiation literature has also been done, A brief review of the available literature is given below.

2.1 Negotiation and Culture

Since one of the objectives of this research is also to look into the cultural aspect of Negotiation, it was decided to review the literature on importance of culture in Negotiation.

Hogan (2005) explains that Culture (from the Latin *cultura* stemming from *colere*, meaning "to cultivate") is a term that has different meanings. Culture refers to the norms and values that a group of individuals share. For example this can include the way people think, act, interact with each other, and make decisions. It also defines what individuals eat, what they wear, what they think is right or wrong, and much more (**Bannon et al 3003, p.15**). Culture is passed down from one generation to another.

The norms and values learned from their parents (primary socialisation) and their surroundings such as education and the work environment (secondary socialisation) are then passed down to future generations.

Culture is a broad concept describing the basic things in human mentality and behaviour such as language, tradition, ideology, approaches and style. Negotiation, in turn, is a part of the human activity connected with problem solving which is oriented towards peaceful means of dispute resolution (**Hofstede et al, 2005**).

Negotiation in this context may be regarded as manifestation of culture because it embodies a certain code of conduct that is oriented towards civilized ways of solving disputes. In addition, **Northouse (2007)** defines culture as learned beliefs, values, rules, norms, symbols and traditions that are common to a group of people. In addition, **Salacuse (1999, p 218)** adds; culture is the socially transmitted behaviour patterns, norms, beliefs and values of a given community.

According to **Hofstede (1991)** culture is an onion that can be peeled, layer-by layer to reveal the content. Hofstede, is an influential Dutch social psychologist and anthropologist. He is a well-known pioneer in his research of cross-cultural groups and organizations. He has played a major role in developing a systematic framework for assessing and differentiating national cultures and organizational cultures.

The meaning of culture is compared with the layers of an onion. Where the outer layer is what people principally associate with culture e.g. clothing, language and foods etc. The middle layer refers to the norms and values which a community holds. The core of the onion is the key to successfully working with other cultures.

Hofstede et al (1991) argues that culture is "the collective programming of the mind which distinguishes the members of one group or category of people from another."

Trompenaars et al (2007) on the other hand defined culture as the manner in which these dilemmas are reconciled, since every nation seeks a different and winding path to its own ideals of integrity. Trompenaars et al (2007) believes that not only will conflict be reduced by this reconciliation but businesses will succeed to the extent that this reconciliation occurs.

Hoebel (1972, p.7) a noted anthropologist, further defines culture as "the integrated system of learned behaviour patterns which are characteristic of the members of a society and which are not the result of biological inheritance."

Kanungo (2005) highlights that negotiation is further complicated when the parties find themselves negotiating across dissimilar cultures. Culture is a powerful factor in shaping how people think, communicate and behave.

2.2 Culture and the impact on negotiation styles

Brett (2001) suggests that culture is a key factor affecting negotiation processes and outcomes and according to **Salacuse (2004)**, negotiation practices differ from culture to culture.

According to Brett, 'First and foremost a clear understanding of the word negotiation needs to be established. The term "negotiation" has originated from the Latin word *negotiar* which means to carry on business'. (**Brett, 2007, p.1**)

Negotiators have different cultural backgrounds. The word "cultural" is used in a sense of "collective programming of the mind which distinguishes the members of one category of people from another" (**Hofstede et al 2003, p.137**)

Martin et al (2006, p.6) suggests that some countries may emphasize politeness and integrity, whereas another might use deception and coercive methods as a norm of negotiation, whilst being polite and friendly outside of the negotiation arena. **Czinkota (2003)** further explains that it is easy also to offend people from other cultures without realizing what you are doing. Body Language, and particularly gestures, can have very different meaning, and what may seem an innocent movement to one person can be extremely rude to another.

Culture is a key factor affecting negotiation processes and outcomes, furthermore cultural values can influence international business negotiations in significant and unexpected ways from the first to the last stage of a negotiation. (**Leung et al, 2005, p.367**)

There are arguments that propose that culture is inconsequential to cross cultural negotiation. To begin with, a YouTube video by **Falcao (2008)** stresses that when entering into negotiations, cultural factors should be considered such as the educational or religious background of the person sitting across the table, but many people both underestimate and overestimate the cross-cultural aspects.

Lewis, (2005, p.27) further explains that people tend to only look at national culture when they go into international negotiations but there are other factors that need to be taken into account such as educational culture, race culture, gender culture, a religious culture. **Karakowsky et al (2006)** agrees and goes on to say that all of these also impact the way people behave and they are all 'cross cultural'. Therefore, to be a better negotiator all areas of culture need to be taken into consideration.

Furthermore **Weiss (1994)** explains how most cross-cultural negotiations involve more than two cultures; most individuals belong to more than one group; negotiations often occur between teams that have their own team cultures in addition to the member's ethnic, national, and organizational backgrounds; and multi-party, multicultural negotiations occur as well. According to **Holden (2002)** national culture is one of many factors that influence behavior at the negotiation table, albeit an important one.

Johansson (2002) stresses that gender, organizational culture, international experience, industry or regional background can all be important influences as well. **Bannon et al (2003)** states, that stereotypes of all kinds are dangerous, and international negotiators must get to know the people they are working with, not just their culture, country, or company.

Zhang et al, (2009, p.103) stresses that an important part of negotiation preparation is research, including finding out all you can about the party or parties who will be across the table from you. Understanding how to achieve international business negotiation outcomes and the factors relevant to the process will allow negotiators to be more successful. (**Peng, 2008**).

2.3 Indian Negotiation Style

Trompenaars seven dimensions of culture can assist in identifying Indian negotiation peculiarities. **Gupta (2008)** points out that India is a fairly particularistic orientated culture. This is apparent in India culture by their focus on relationships.

Individualistic cultures like UK are more self-centred and emphasize mostly on their individual goals, whereas India are more of a collectivist society where individuals set aside personal goals for the good of the whole. (**Rugman, 2000**).

Kumar et al (2005) emphasises that India is considered an affectionate culture. Indians are neutral in affection but are allowed to show assertiveness and are taught to be non-violent. The UK is also regarded as high neutral culture as they try not to show their feelings; they act socially and maintain their composure (**Cherunilam, 2007 p.83**). When negotiating in India, it is important to build a good relationship with the negotiators

representing other party. Most Indians value ascription because of their reliance on the caste system. Professional titles, age, degrees and caste level are indicators of status. Friendships and kinships are more important than expertise.

People from a synchronic culture usually do several things at a time. India is a synchronic orientated culture. (Gesteland et al 2010, p.22) Grinnis (2005) explains how an understanding of the seven dimensions created Trompenaars provides a useful framework for approaching negotiations.

Grinnis also stresses how it is essential to recognize that others may have different cultural orientation from your own, even when negotiating with others from your own country.

To analyse the cultural diversity, Hofstede (1996) proposed five cultural dimensions to assess the values which characterize specific patterns. The five dimensions in Hofstede's study are power distance, collectivism versus individualism, masculinity and femininity, uncertainty avoidance and long-term orientation. (Chang, 2003, p.568)

2.4 Hofstede's five cultural assessment: INDIA

Power distant: Looking at the figure shows that India scored rather high with a score of 77. Indian people tend to be very sensitive to the position of people. All seniors and elders are expected to be treated respectfully. In the workplace, a system of hierarchy exists where senior colleagues are obeyed and respected.

Collectivism versus individualism: With a score of 48 shows that Indians are extremely family oriented people. Indian collectivism is derived from traditional Indian family values. Indians tend to avoid conflict and generally opt for indirect communication.

Masculinity/Feminity: With a score of 56 reflects the gender inequality from its early history. Male children are still highly desirable and women are rarely looked upon as bread winners, they are expected to be good wives and mothers.

Uncertainty avoidance: India ranks fairly low in this dimension as Indian doesn't have framework of rules and regulations or any institutions to avoid uncertain situations. In India people don't feel threatened by ambiguous situations.

Long-term orientation: With a fairly high score of 61, in India businesses are done for long term and mostly with family and friends.

2.5 Police Negotiation Techniques and Negotiation Skills from the New York City Police Department Hostage Negotiations Team

While this research primarily focuses on everyday negotiations that police may do (and not the Hostage/Crisis negotiation), it will not be out of context to review the vast literature available on Hostage Negotiation which is the highest form of Negotiation being lives at stake in most situations. There is a lot of literature on the Hostage or Crisis negotiation being done by police forces in western world especially the USA. There is definitely something to

learn from these hostage negotiation cases (though again they bring in the entirely different cultural context which is in complete contrast with the Indian culture).

As per a recent article from Jeff Thompson and Hugh McGowan, Ph.D. (*“Talk To Me”: What It Takes To Be An NYPD Hostage Negotiator*) “Few negotiators can imagine negotiation scenarios more stressful than the kinds of crisis negotiations the New York City Police Department’s Hostage Negotiation Team undertake. But police negotiation techniques employed by the New York City Police Department’s Hostage Negotiations Team (HNT) in high-stakes, high-pressure crisis negotiation situations, are critical for any negotiator faced with high-tension conflicts in business or diplomatic negotiations”.

Thompson, a NYPD Detective, is a research scholar at Columbia University School of Law and a Ph.D. candidate at the Griffith University Law School in Queensland, Australia. McGowan is a former commanding officer of the NYPD’s Hostage Negotiation Team, having led the HNT for 13 years. The NYPD Hostage Negotiation Team handles more crisis negotiations in one month than most departments do in a year and, in 2012 alone, the department handled 400 such negotiations. In a previous year, one incident was well over 50 hours long and included a team of 17 crisis negotiators.

Not unlike integrative negotiators who seek to create value between negotiating counterparts, and distributive negotiators who seek to maximize their claim to value in the negotiation at hand, hostage negotiators possess advanced conflict resolution skills and must be able to “apply a specific set of skills in a strategic manner that is based on the current context.”

The goal of police negotiation (Hostage/Crisis) techniques is to “work with the person in crisis towards a peaceful solution that previously seemed impossible,” or, in other words, to reconcile a counterpart’s problems with the need to maintain the peace for society at large.

Using active-listening techniques, maintaining an open-minded approach, and building rapport to influence one’s counterpart are just a few of the “skills negotiators use to transcend these unique incidents and which are applicable to a variety of other [negotiating] situations.”

Important police negotiation techniques that the NYPD Hostage Negotiations Team has identified for future hostage negotiators also have applicability to the kinds of value-creating, integrative negotiations business negotiators undertake during the course of their careers, and should be included in any crisis negotiation training a negotiator pursues.

Essential skills of a NYPD HNT Negotiator:

“Talk to Me”

The NYPD HNT’s motto, “Talk to Me,” emphasizes communication as an essential police negotiation technique for their crisis negotiators, and for good reason. Opening up avenues of communication to your counterpart signals that you are ready to listen, an integral first step to building rapport between negotiating counterparts by “build[ing] trust...as well as display[ing] empathy,” which can lead to further mutual gains at the bargaining table as the negotiation progresses beyond the initial stages.

Patience

Not only is it important to allow your counterpart a forum to air concerns during a hostage negotiation, it is also critical for the crisis negotiator to be patient and “avoid jumping to conclusions and rushing quickly towards a resolution.” The patient negotiator seeks to build rapport so as to influence his counterpart’s actions; if he ignores this process, he greatly hinders his ability to influence his counterpart and resolve the situation in a peaceful manner.

Active Listening

The NYPD Hostage Negotiations Team calls “active listening” an affective and effective skill. Active listening is an affective skill when it is used to build trust and rapport between negotiating parties with the effective byproduct of this process resulting in information gathering, which can help maintain an open dialogue with your negotiating counterpart.

Respect

Active listening and patience are high on the list of the NYPD HRT’s conflict resolution tactics. Both result in your counterpart feeling he is respected and that his concerns are being heard and addressed.

Calm

Displaying calm in the midst of a heated crisis negotiation is perhaps one of the most critical police negotiation techniques a hostage negotiator can master, because “the negotiator’s actions are contagious and . . . using a calm, understanding, and respectful tone is what helps the subject realize there is an alternative way out.”

Self-Awareness

Self awareness for the NYPD HNT involves the dual realization that the crisis negotiator must establish a relationship with a complete stranger while keeping his communication strategic and purposeful in nature.

Adaptability

A police negotiation technique that all skilled negotiators should possess in their negotiation skills repertoire is the ability to adapt to changing circumstances and to respond to those circumstances in a way that preserves the relationship they have built with their counterpart while also bringing them closer to their negotiation goals. As the NYPD HNT points out, “crisis and hostage negotiation is not a ‘cookie-cutter’ design where the same approach and actions are used each time in an identical way,” and, indeed, no skilled negotiator would ever approach the bargaining table with this mindset.

While negotiations are never uniform or universal, the relationship building and communication skills advocated by integrative bargainers do apply in nearly every negotiation scenario you can imagine.

Though not often fraught with the emotional complexity of a hostage negotiation, business negotiations still rely upon trust, rapport, and a mutual sense of respect in order to make the deal happen. Likewise, when dealing with difficult people in your daily life, active listening and a respectful, calm demeanor are proven techniques for preserving your relationship with your counterpart while also addressing his/her concerns in a thoughtful way.

Crisis Negotiation Unit

A Crisis Negotiator is a police officer who has received specific training in crisis negotiation. Crisis Negotiators work in teams of four and respond to situations involving hostages or barricaded persons, persons suffering from mental illness where their safety or the safety of others is at risk, kidnappings and high risk warrant execution.

All Crisis Negotiators must successfully go through a selection process which includes an in-depth interview. Once selected, the officer must complete the Crisis Negotiation course, re-qualify as required and participate in regular training days and in annual joint training exercises involving other Emergency Support Services units such as the Tactical and Rescue Unit.

2.6 Negotiation Ability, Style and Strategy

Kumar, Rai & Pati (2009) suggest that works in the field of negotiation could be divided into three areas, viz, negotiating ability, negotiating style and negotiating strategy. While negotiating style is the natural way in which one reacts to an interpersonal situation of conflict, ability is a “set of strengths required to negotiate and handle disputes effectively” and negotiating strategy is the conscious choice a negotiator makes given the dual concerns of substantive and relational goals.

Rai (2007) suggested that the dispute handling capability manifests itself through five dimensions: Artfulness, which represented “the elements of shrewdness and calculatedness in the context of handling disputes”, Diplomacy, which represented “the elements of tact, sensitivity and the ability to look at issues with acutely penetrating mental discernment”, Detachedness, which represented “the elements of rational thinking and dissociating judgment from desires”, Fair-mindedness, which represented “the elements of selflessness and equality in the context of handling disputes”, and Sagacity, which represented “the elements of seeking the right path, equanimity, and reliance on own counsel apart from the rule-book”. Given the increase in psychological maturity of conflict handlers in the corporate sector, it is likely that these conflicts would be increasingly handled through Negotiation. Consequently, Rai’s dimensions of Dispute Handling Capability can be said to be a surrogate representation of Negotiating Ability itself. This Negotiating Ability can be defined as a “set of strengths required to negotiate and handle disputes effectively”

According to **Kumar, Rai and Pati (2009)**, negotiating style of a person is the “sum total of ways in which one reacts to and interacts in interpersonal situations with the intention to satisfy one’s inherent need orientations.” There are four major styles which people usually use when in Negotiation. A negotiator having an analytical style, does careful analyses, pays thorough attention to details, has a preference for hard facts and sound logic, and weighs all alternatives ahead of time. Such an individual has a clear picture of what he/she wants and all his analyses point to creating a situation that will facilitate in getting the desired objective. The negotiator with an aggressive style likes accomplishment, takes advantage of opportunities, is quick to act and likes challenges, and is very active in coming up with new ideas. For such a negotiator, winning is more important than achieving a particular goal and it may not be surprising if the negotiator surpasses the target set for the goal. Negotiators with an equitable style are characterized by their stress on mutual goal setting; they do not hesitate in asking for help from the other party; and they show concern and recognition of others’ standards. They have the ability to tie proposals to common values of the two parties and they believe in emphasis on worthwhile causes. Therefore, those who are very interested in the process and stress on the underlying cause of achieving a goal rather than the goal itself are characterized by equitable negotiation style type. Finally, the negotiators with amicable style have the ability to sense how people are feeling and thinking; people see them as socially skilled and as sociable, and they have and display a personal charm. For this type of negotiators, maintaining relationship is more important than the espoused goal. A style is considered appropriate if its use can result in effective solution formulation to a problem.

2.6 BATNA (Best alternative to a Negotiated Agreement)

Chopra et al in their book *Negotiation Genius* talks about BATNA i.e. Best Alternative to a Negotiated Agreement. It is the course of action that you will take if and when the current Negotiation ends in an impasse. They suggest the following 3 steps for assessment of BATNA:

- a) Identify all the plausible alternative options you might pursue if you are unable to reach an agreement with the other party.
- b) Estimate the value associated with each alternative.
- c) Select the best alternative, this is your BATNA.

Seven Principles of Investigative Negotiation

In the book ‘*Negotiation Genius*’, the concept of Investigative Negotiation has been compared to that of a detective who might approach a crime scene: the goal is to learn as much as possible about the situation and people involved. Following seven principles of Investigative Negotiation have been suggested:

- a) *Don’t just ask what-ask why.*
The idea is to understand why a person is asking for something? What is the interest of the other person in asking for a particular thing? This is best possible through listening and asking right questions.
- b) *Seek to reconcile interests, not demands.*
This is to do with the real interest of both the parties rather than the position they take in negotiation.
- c) *Create common grounds with uncommon allies*

This is to say that do not ignore or underestimate any party in Negotiation. For the larger interest of all the parties, it will not be unwise to work on creating common grounds with people unknown.

d) *Interpret demands as opportunities*

This is to focus on other party's needs and interests rather than one's own predicaments. Faced with a demand, one need to ask the question "What can I learn from this demand?"

e) *Don't dismiss anything as 'their problem'*

One must understand that their problems become your problems in no time. One can always expect more from an unconstrained opponent than whose hands are tied.

f) *Don't let Negotiations end with a rejection of your offer*

What an investigative negotiator should do after being rejected is to ask "What would it have taken for us to reach an agreement"? Asking 'why not' is as important as asking 'why'.

J) *Understand the difference between 'Selling' and 'Negotiation'*

As against selling that focuses only on virtues of the product or service, Negotiation involves focusing on the other side's interests, needs, priorities, constraints and perspective.

2.6 Negotiation and Psychology

Psychology plays an important role in Negotiation. A literature survey on role of Psychology in Negotiation was carried out. A number of resources were found. However, barring a few, most resources was business related. **Chris Voss**, a former Negotiator for FBI, writes that understanding Psychology of the other person is very important in dealing with hostage or crisis negotiation. He recommends the following five techniques in utilizing the psychological and emotional intelligence to succeed in any negotiation:

a) Mirror words selectively: Repeat the last one to three words your counterpart has just said to back them. This will help to establish a quick rapport.

b) Practice tactical empathy: Proactively label their fears. Demonstrate to them that you see the nuances of their emotions.

c) Get to a "no": Ask no-oriented questions. Being pushed for 'yes' make people defensive, fearing a trap.

d) Trigger 'that's right': By summarizing and reaffirming how your counterpart feels and what they want.

e) Create the illusion of control: Don't try to force your opponent to admit that you are right. Ask questions that begin with how or what.

Apart from the above study, many other studies have been referred to in the literature review and are found to be mostly business related. Some of the important literature were those written by Deepak Malhotra and Max Bazerman of HBS, Carsten Dreu, Billy Fink, Marty Nemko, Mara Olekalns, Jared Curhan, Janice Nadler, Brian Gunia etc. A reference to them has been made in the list of literature at the end of this chapter.

2.6 Negotiation in Policing in India

Police in India negotiates almost every day. Be it angry mob (Students, Farmers, religious groups), be it elected representatives, be it press or his seniors, juniors or colleagues - a police officer is negotiating every now and then. In fact people expect police to negotiate or mediate into all their disputes, whether they have jurisdiction or not. From rural villages to cities, conflicts are a common phenomenon. A police officer not trained in Negotiation skills find him helpless in resolving these conflicts / disputes.

The complexity and importance of police job requires focusing on content, design and delivery of training in emphatic manner. Since the nature of job done by police officers is not easily quantifiable or measurable, finding out impact of training is very difficult; however at the same time it is essential to design better and efficient training programmes as the tasks performed by a police person are very important to achieve organisational objectives. In this context scientific evaluation of negotiation skills need is all the more essential.

Unfortunately, though police in India negotiates almost on a daily basis, yet there is almost absolutely no literature on Negotiation done by police officers. There are a few anecdotal descriptions which do not help much to understand the nuances of the “Negotiation” nor the “Skills” required on part of the negotiator nor do they throw light on “strategies” to be adopted for success in such situations. In the nutshell, it can be concluded that the literature on Negotiation skills in reference to India and more specifically in police context is almost negligible.

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CHAPTER –III

RESEARCH DESIGN OF THE STUDY

3.1 INTRODUCTION

This chapter describes in detail the procedural dimensions of study, data gathering instruments, psychometric characteristics of the instruments, procedural steps followed, etc. The chapter is organized in the following sub-headings:

- 3.1 Introduction
- 3.2 Statement of Problem and Definition of terms
- 3.3 Need, Importance and Scope of the study
- 3.4 Objectives of the study
- 3.5 Tools and Techniques for data Collection
- 3.6 Procedure for Compilation & Analysis of data
- 3.7 Limitations of the study
- 3.8 Application of Statistical treatment
- 3.9 Delimitations of the Study

3.1 Introduction

A negotiation is an interactive communication process that may take place whenever we want something from someone else or another person wants something from us.

Identification of appropriate negotiation paradigm in policing has to be done at three levels in police organisation. These include organisational analysis, operational analysis and individual analysis.

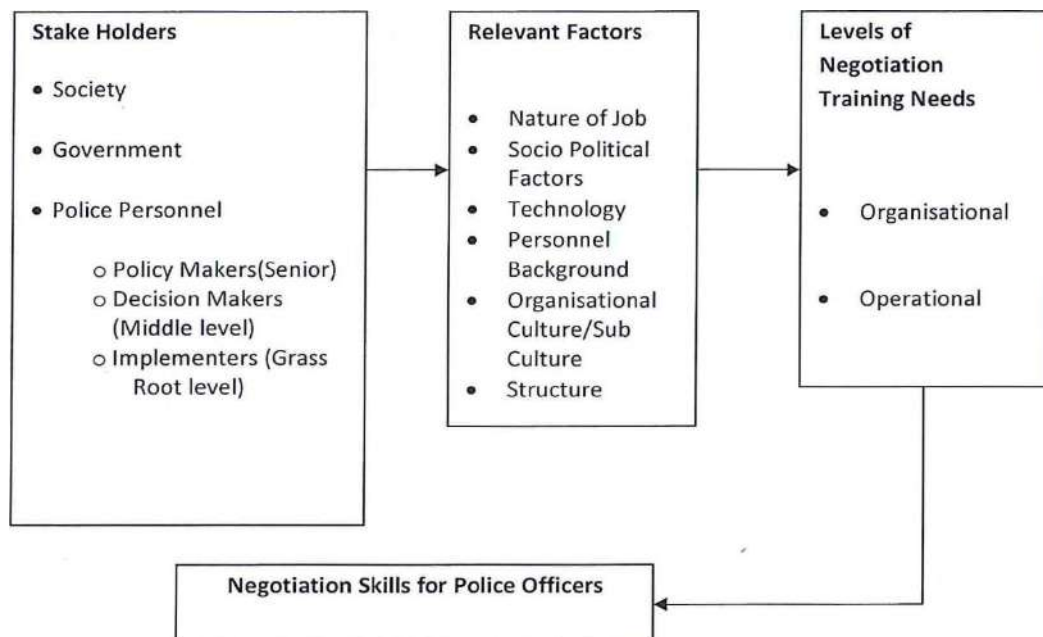


Figure 1- Conceptual Framework

All three levels are affected by many extraneous factors like socio-political environment, technology, demographics, background of personnel etc. It is essential to understand individuals' perceptions about all three levels of analysis. Keeping in mind following frame work of study is suggested. (Refer to Figure 1). The perfect study focuses on understanding needs of police officers of various ranks while identifying training needs.

3.2 Statement of Research Problem

The Research Study is worded as *“Evolving Negotiation Skills Training Interventions For Police in India”*.

3.3 Need and importance of the study

In public services like Police Force, dynamic environment has posed new challenges in front of police personnel. As nature of duties for various ranks of officers get reoriented, challenges emerge. Greater awareness in society and increasing expectations require non-lethal methods of conflict resolution to come to fore. In this environment, negotiation in normal and crisis situation is a very important tool. A guided effort to identify training needs of the all level of staff in the context of the negotiation is the need of the hour. Changing background of the police personnel, demographic shift in society, nature of professional challenges, work environment and performance parameters need to guide identification of negotiation related training needs. This is the first but most important step in building continuously improving professional police force ready to deal with evolving environment and expectations of the various stakeholders.

The complexity and importance of police job requires focusing on content, design and delivery of training in emphatic manner. Since the nature of job done by police officers is not easily quantifiable or measurable, finding out impact of training is very difficult however; at the same time it is essential to design better and efficient training programmes as the tasks performed by a police person are very important to achieve organisational objectives. In this context scientific evaluation of negotiation skills need is all the more essential.

3.4 Objectives of the study

First objective was to identify formal and informal negotiation situations faced by various ranks of police officials.

Second objective was to prepare a competency and skill directory for addressing negotiation complexities. A general gap assessment will be done through focus group questionnaire method with different ranks of police officials.

Third objective was to prepare a detailed curriculum for training intervention for police officers at various ranks.

Fourth objective was to develop standard teaching material, which will include detailed trainer notes, cases, simulations, teaching modules etc. This has to be followed by

piloting of the programme and then tweaking it based on feedback and operational understanding.

Fifth objective was to dissemination and hand holding to implement the intervention in training academies.

3.5 Techniques of Data Collection (Description of Tools and Techniques)

The study covers all levels of police officers including IPS officers, Inspectors and Sub-Inspectors and Constables. Total numbers of Police Districts in India are 605 and total numbers of Police Stations are 11840. Stratified random sampling was used for the study. Total proposed sample size is 466. A balance between junior and senior officers was also maintained in all cadres. Details of sample distribution are given below, (refer to table 1). Four different states in India were chosen to collect this data. (Maharashtra, Telangana, Madhya Pradesh and West Bengal)

Table 1: Sample Distribution

| | Total |
|--------------|-------|
| IPS Officers | 66 |
| Inspectors | 150 |
| Constables | 225 |
| Total | 466 |

Primary data was collected with the help of a structured questionnaire. The questionnaire was validated with the help of experts in the field. Secondary data from various sources such as Journals, Magazines, Newspapers and Websites was used to collate the findings of the study.

3.6 Procedure for Compilation & Analysis of data

The structured Questionnaire schedule was translated in local language for easy acceptability. Respondents were asked to answer questions anonymously. Questionnaire had both close ended and open ended questions. Number of questions was limited so as to ensure time management and convenience. Close ended questions were based on Likert Scale. Open ended questions were used to elaborate on answers of close ended questions.

3.7 Application of Statistical treatment

Questions were pre coded and answers were analysed using SPSS. Data was processed with the help of relevant computer software. Significant differences were found out with the help of ANOVA. Identification of needs was based on collation of data. Responses was grouped according to predefined parameters and based on analysis recommendations is made.

3.8 Limitations of the Study

Study may not be able to cover all geographical regions because of time and resource constraints. Lack of existing literature on negotiation in policing in general and in India in particular is another major limitation.

Questionnaire used for Research

This questionnaire refers to preferred negotiation styles and practices. We would like to know your opinion on the subject. Your responses will be kept confidential. The opinions shared by you shall be used purely for academic purpose.

Kindly answer the following by ticking the right choice.

1. Which of these people / sections I negotiate with in the Course of my routine duties

- (a) Crowd/unruly people ☐
- (b) Political people ☐
- (c) Religious people ☐
- (d) Media ☐
- (e) My Seniors ☐
- (f) My subordinates ☐
- (g) My Colleagues ☐
- (h) Accused / Criminals ☐
- (i) Complainants ☐
- (j) Officers from ☐
other departments

2. Rank in order of preference, which of these are easiest to negotiate with
(1 being the easiest and 10 being the most difficult)

- (a) Crowd/unruly people ☐
- (b) Political people ☐
- (c) Religious people ☐
- (d) Media ☐
- (e) My Seniors ☐
- (f) My subordinates ☐
- (g) My Colleagues ☐
- (h) Accused / Criminals ☐
- (i) Complainants ☐
- (j) Officers from ☐
other departments

3. Negotiating and talking with other person/s before deciding future course of action helps in dealing with situation.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
4. I try to continuously upgrade my negotiation skills.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
5. I prefer to negotiate with persons of my gender.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
6. I prefer to negotiate with persons of my caste/tribe.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
7. I prefer to negotiate with persons of my age.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
8. I prefer to negotiate with persons belonging to my native area.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
9. I prefer to negotiate only in the area of my expertise.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
10. I believe in loyalty to the organization while conducting negotiations.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
11. Emotions have little role to play in negotiations.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
12. I prefer to work in conflict free environment.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
13. I may easily get angry if the negotiation does not proceed according to plan.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
14. I often discuss my negotiation experience with my family/friends.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
15. I may develop friendship with some of the persons with whom I negotiate like suppliers, citizens, colleagues etc.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
16. I prefer to work in competitive environment.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
17. I offer assistance to my subordinates / colleagues in their negotiations.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
18. I give detailed instruction to all concerned for negotiations.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
19. It is very important for me that my superiors know about my achievements in negotiations.

- Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
20. I have received training in Negotiation Skills.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
21. 'Asking the right Question' is important in Negotiation.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
22. 'Listening' to the other person is important in Negotiation.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
23. Using 'Right tone' is important in Negotiation.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
24. We should make it clear to other person what can be done and what cannot be done at the start of Negotiations.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
25. 'Right body language' is important in Negotiation.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
26. It is important to discuss all possible options in a given situation.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
27. It is important to understand what a person/s really wants out of Negotiation rather than going by what he say, he wants.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
28. Despite repeated efforts on your part, if the other person is not ready to budge even slightly, it is perfectly ok to sound consequences of failure of talks to other party.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
29. It helps to know about the other person in advance, before going for Negotiation.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
30. It is important knowing "What is important" for the other person in Negotiation.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
31. It is important managing your own Emotions.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
32. It is important understanding the emotions of other person/s in Negotiation.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
33. Advance preparation about the other person, situation, options etc. increases the chances of Negotiation success.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
34. No single tactics can work in all situations.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
35. It is important to identify key people, in a Negotiation.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐

36. 'Sense of humour' helps in Negotiation.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
37. It is important to select an appropriate place for conducting negotiations.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
38. It helps to use personal Charisma to handle issues.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
39. It helps to have an enhanced awareness of self.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
40. It is important to seek clarification from other person when required.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
41. It is important to know, what best option do I & other party have, in case of failure of Negotiation.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
42. With increasing number of parties & issues, the complexity of Negotiation increases.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐
43. Sometimes a weak party also has strength in Negotiation.
Strongly agree ☐ Agree ☐ Somewhat agree ☐ Disagree ☐ Strongly disagree ☐

44. Any other important point/s that helps you to negotiate effectively?

Name & Contact no: _____
(Optional)

CHAPTER – IV

Data Analysis

Introduction

A 43 item structured questionnaire was prepared based on literature survey and same was tested with 20 experts including 10 senior IPS officers and 10 academicians. The same was filled by 66 IPS officers across the country and 400 Inspectors/Sub Inspectors/Head Constables/Constables from four different states viz. Telangana, Maharashtra, West Bengal and Madhya Pradesh to identify key dimensions of negotiations in policing environment.

Data so collected was first analysed to Factor Analysis to identify key competencies for negotiations to design training modules for different level of officials. Factor analysis is the techniques to reduce data and identify variable. Principal component analysis with varimax rotation was used. Questions 3 to 43 were used for the purpose of this analysis. Only IPS officers were chosen for this phase because they have exposure to multiple type of negotiating situations and contexts. 7 key competencies are identified and are explained in the table given below:

Table 4.1

| Competencies for Negotiation | Questions | Loading | % variance explained |
|---------------------------------------|---|---------|----------------------|
| Contextual Astuteness(FAC1_CA) | No single tactics can work in all situations | .525 | 10.858 |
| | It is important to select an appropriate place for conducting negotiations. | .522 | |
| | It helps to use personal Charisma to handle issues. | .758 | |
| | It helps to have an enhanced awareness of self | .686 | |
| | It is important to seek clarification from other person when required. | .635 | |
| | It is important to know, what best option do I & other party have, in case of failure of Negotiation. | .620 | |
| | With increasing number of parties & issues, the complexity of Negotiation increases. | .777 | |

| | | | |
|--|---|------|-------|
| Strategic Planning (FAC2_SP) | It helps to know about the other person in advance, before going for Negotiation. | .651 | 9.483 |
| | It is important knowing "What is important" for the other person in Negotiation. | .661 | |
| | Advance preparation about the other person, situation, options etc. increases the chances of Negotiation success. | .656 | |
| | Sense of humour' helps in Negotiation | .818 | |
| Familiarity bias(FAC3_FB) | Negotiating and talking with other person/s before deciding future course of action helps in dealing with situation. | .848 | 8.215 |
| | I prefer to negotiate with persons of my gender. | .806 | |
| | I prefer to negotiate with persons of my caste/tribe | .755 | |
| | I prefer to negotiate with persons of my age. | .611 | |
| | I prefer to negotiate with persons belonging to my native area. | .581 | |
| Effective Communication and Persuasion (FAC_EC) | 'Listening' to the other person is important in Negotiation. | .558 | 8.066 |
| | Using 'Right tone' is important in Negotiation. | .634 | |
| | 'Right body language' is important in Negotiation. | .645 | |
| | It is important to discuss all possible options in a given situation. | .682 | |
| | It is important to understand what a person/s really wants out of Negotiation rather than going by what he says, he wants. | .546 | |
| | Despite repeated efforts on your part, if the other person is not ready to budge even slightly, it is perfectly ok to sound consequences of failure of talks to other party | .611 | |

| | | | |
|--|--|-------|-------|
| Impersonal Representation of Position (FAC_IRP) | I believe in loyalty to the organization while conducting negotiations. | .531 | 7.270 |
| | I prefer to work in competitive environment. | .580 | |
| | It is important managing your own Emotions | .550 | |
| | It is important to identify key people, in a Negotiation | .644 | |
| Post Negotiation Credit (FAC_PNC) | I often discuss my negotiation experience with my family/friends. | .571 | 6.271 |
| | It is very important for me that my superiors know about my achievements in negotiations | .642 | |
| | We should make it clear to other person what can be done and what cannot be done at the start of Negotiations. | -.599 | |
| Rigidity and Inflexibility (FAC_RI) | I may easily get angry if the negotiation does not proceed according to plan. | .526 | 5.961 |
| | I offer assistance to my subordinates / colleagues in their negotiations. | .681 | |
| | I give detailed instruction to all concerned for negotiations. | .655 | |

Loading explains relationship of the question with the variable. Loading value .5 has been taken as the reference for reducing the variables. Variance explained means that the each variable can explain how much variance in the data collected from the respondents.

2. In the second stage, differences in terms of different ranks and States were identified through One way Analysis of Variance so that a targeted program can be prepared. Here the data collected for all ranks and all States was used. The comparisons are as given below.

Table 4.2

| ANOVA BASED ON RANKS | | | | | | |
|------------------------------|----------------|----------------|-----|-------------|--------|------|
| | | Sum of Squares | df | Mean Square | F | Sig. |
| Contextual Astuteness | Between Groups | .032 | 2 | .016 | .028 | .973 |
| | Within Groups | 270.595 | 463 | .584 | | |
| | Total | 270.628 | 465 | | | |
| Strategic Planning | Between Groups | 19.292 | 2 | 9.646 | 16.316 | .000 |
| | Within Groups | 273.723 | 463 | .591 | | |
| | Total | 293.014 | 465 | | | |

| | | | | | | |
|--|----------------|---------|-----|--------|--------|------|
| Familiarity Bias | Between Groups | 20.429 | 2 | 10.215 | 14.085 | .000 |
| | Within Groups | 335.772 | 463 | .725 | | |
| | Total | 356.201 | 465 | | | |
| Effective Communication | Between Groups | 52.624 | 2 | 26.312 | 18.819 | .000 |
| | Within Groups | 647.342 | 463 | 1.398 | | |
| | Total | 699.965 | 465 | | | |
| Impersonal Representation of Position | Between Groups | 25.205 | 2 | 12.602 | 13.057 | .000 |
| | Within Groups | 446.877 | 463 | .965 | | |
| | Total | 472.082 | 465 | | | |
| Post Negotiation Credit | Between Groups | 49.555 | 2 | 24.778 | 39.129 | .000 |
| | Within Groups | 293.182 | 463 | .633 | | |
| | Total | 342.737 | 465 | | | |
| Rigidity and Inflexibility | Between Groups | 1.571 | 2 | .785 | 1.016 | .363 |
| | Within Groups | 357.940 | 463 | .773 | | |
| | Total | 359.510 | 465 | | | |

There is significant difference in all dimensions among ranks except Contextual Astuteness and Rigidity and Inflexibility. One to one comparisons are given below and significant differences are marked with *.

The significance of Contextual Astuteness between these two groups' shows .973 that is higher than the set significance level for testing of hypothesis, meaning which is statistically insignificant that both the groups show similar straits of patterns in Contextual Astuteness. With mean square .016 between the groups and .584 within the groups, which are closure to 0, implies that individuals as a group, do not deviates much from their group's general conduct. The two groups are also alike in display of Rigidity and Inflexibility as they are statistically insignificant with having .363 significance value and mean squares .785 between groups and .773 within the groups.

Whereas, in other dimensions the two groups shows significant difference among them with having .000 significance value which statistically significant, exhibits higher behavioural differences between the groups in these dimensions. The mean square between the groups shows larger distance from 0 while the within the groups it was more or less near to 0 depicting the said statement.

This gives an indication regarding development of training interventions for different ranks. For factors with significant differences, there is a need to address the need for training on that factor differently. However for those factors where there is not a significant difference in dimensions, more or less similar training interventions can be given.

Tuckey's HSD has been used to determine the intensity of differences among various groups relative to each other. The analysis is shown in table 4.3 and graph 4.1.

Table 4.3

| Multiple Comparisons | | | | | | | |
|------------------------------|--------------|--------------|-----------------------|------------|------|-------------------------|-------------|
| Tukey HSD | | | | | | | |
| Dependent Variable | (I) Rank | (J) Rank | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| Contextual Astuteness | Constabulary | Inspectors | .01404087 | .07683375 | .982 | -.1666163 | .1946981 |
| | | IPS Officers | -.00868087 | .10729249 | .996 | -.2609549 | .2435932 |
| | Inspectors | Constabulary | -.01404087 | .07683375 | .982 | -.1946981 | .1666163 |
| | | IPS Officers | -.02272174 | .11000919 | .977 | -.2813835 | .2359400 |
| | IPS Officers | Constabulary | .00868087 | .10729249 | .996 | -.2435932 | .2609549 |
| | | Inspectors | .02272174 | .11000919 | .977 | -.2359400 | .2813835 |
| Strategic Planning | Constabulary | Inspectors | -.01479033 | .07727648 | .980 | -.1964885 | .1669079 |
| | | IPS Officers | -.58987455* | .10791073 | .000 | -.8436023 | -.3361468 |
| | Inspectors | Constabulary | .01479033 | .07727648 | .980 | -.1669079 | .1964885 |
| | | IPS Officers | -.57508422* | .11064308 | .000 | -.8352364 | -.3149320 |
| | IPS Officers | Constabulary | .58987455* | .10791073 | .000 | .3361468 | .8436023 |
| | | Inspectors | .57508422* | .11064308 | .000 | .3149320 | .8352364 |
| Familiarity Bias | Constabulary | Inspectors | -.09267944 | .08558821 | .525 | -.2939208 | .1085619 |
| | | IPS Officers | -.62958064* | .11951743 | .000 | -.9105989 | -.3485624 |
| | Inspectors | Constabulary | .09267944 | .08558821 | .525 | -.1085619 | .2939208 |
| | | IPS Officers | -.53690120* | .12254366 | .000 | -.8250349 | -.2487675 |
| | IPS Officers | Constabulary | .62958064* | .11951743 | .000 | .3485624 | .9105989 |
| | | Inspectors | .53690120* | .12254366 | .000 | .2487675 | .8250349 |

| | | | | | | | |
|--|--------------|--------------|-------------|-----------|------|------------|-----------|
| Effective Communication | Constabulary | Inspectors | .10654475 | .11883893 | .643 | -.1728781 | .3859676 |
| | | IPS Officers | -.90549614* | .16594954 | .000 | -1.2956890 | -.5153033 |
| | Inspectors | Constabulary | -.10654475 | .11883893 | .643 | -.3859676 | .1728781 |
| | | IPS Officers | 1.01204089* | .17015145 | .000 | -1.4121136 | -.6119682 |
| | IPS Officers | Constabulary | .90549614* | .16594954 | .000 | .5153033 | 1.2956890 |
| | | Inspectors | 1.01204089* | .17015145 | .000 | .6119682 | 1.4121136 |
| Impersonal Representation of Position | Constabulary | Inspectors | .10012539 | .09873838 | .568 | -.1320356 | .3322864 |
| | | IPS Officers | -.60869071* | .13788064 | .000 | -.9328859 | -.2844956 |
| | Inspectors | Constabulary | -.10012539 | .09873838 | .568 | -.3322864 | .1320356 |
| | | IPS Officers | -.70881611* | .14137184 | .000 | -1.0412200 | -.3764122 |
| | IPS Officers | Constabulary | .60869071* | .13788064 | .000 | .2844956 | .9328859 |
| | | Inspectors | .70881611* | .14137184 | .000 | .3764122 | 1.0412200 |
| Post Negotiation Credit | Constabulary | Inspectors | -.00535087 | .07997618 | .998 | -.1933968 | .1826950 |
| | | IPS Officers | .93283173* | .11168066 | .000 | .6702399 | 1.1954236 |
| | Inspectors | Constabulary | .00535087 | .07997618 | .998 | -.1826950 | .1933968 |
| | | IPS Officers | .93818260* | .11450847 | .000 | .6689418 | 1.2074234 |
| | IPS Officers | Constabulary | -.93283173* | .11168066 | .000 | -1.1954236 | -.6702399 |
| | | Inspectors | -.93818260* | .11450847 | .000 | -1.2074234 | -.6689418 |
| Rigidity and Inflexibility | Constabulary | Inspectors | -.09317643 | .08836837 | .543 | -.3009547 | .1146018 |
| | | IPS Officers | -.15396762 | .12339971 | .426 | -.4441142 | .1361789 |
| | Inspectors | Constabulary | .09317643 | .08836837 | .543 | -.1146018 | .3009547 |
| | | IPS Officers | -.06079118 | .12652425 | .881 | -.3582844 | .2367020 |
| | IPS Officers | Constabulary | .15396762 | .12339971 | .426 | -.1361789 | .4441142 |
| | | Inspectors | .06079118 | .12652425 | .881 | -.2367020 | .3582844 |
| *. The mean difference is significant at the 0.05 level. | | | | | | | |

Tukey HSD was conducted for post-hoc comparisons between these set of groups. The Mean Difference was estimated to have a clear picture on each group's performance with standard error showing the statistical accuracy of these estimates.

The Mean Difference of contextual astuteness of the constabulary rank compared to Inspectors show a positive difference of .01404087 that indicating the performance of constabulary rank in contextual astuteness is better than the inspector rank officers are. When compared with the IPS cadre officers, IPS officer's performance was better with having .00868087 better mean than the constabulary rank. The average performance of IPS cadre officers in terms of strategic planning is high when compared to the other two ranks. The IPS rank officers mean performance was higher by .57508422 when compared to inspectors and .58987455 higher when compared to constable cadre. With IPS officer having more average of .62958064 than constabulary rank and .53690120 than Inspector cadre officers, IPS rank officers exhibits higher bias than the other two, followed by the Inspectors and Constables. The IPS cadre officers are much more effective in communicating what they thought or want than the other two groups, the constabulary rank were better than the inspector rank in-terms communicating. The difference in averages of the IPS rank officer and Constabulary rank when compared to the inspector rank officers was 1.01204089 and .90549614 respectively. On average, the IPS rank officers are much ahead than the inspectors when it comes to effective communication. The constabulary rank are better trained than the inspector rank in terms of non-representation of personal positions. While the inspectors shows much characteristic in personal representation of position, the IPS cadre officers are more impersonal than their subordinates with having higher average of .70881611 than the inspectors have and .60869071 than the constables in terms of impersonal representation of their position. Constables are less rigid and inflexible when compared to their superior rank officers.

Implications:

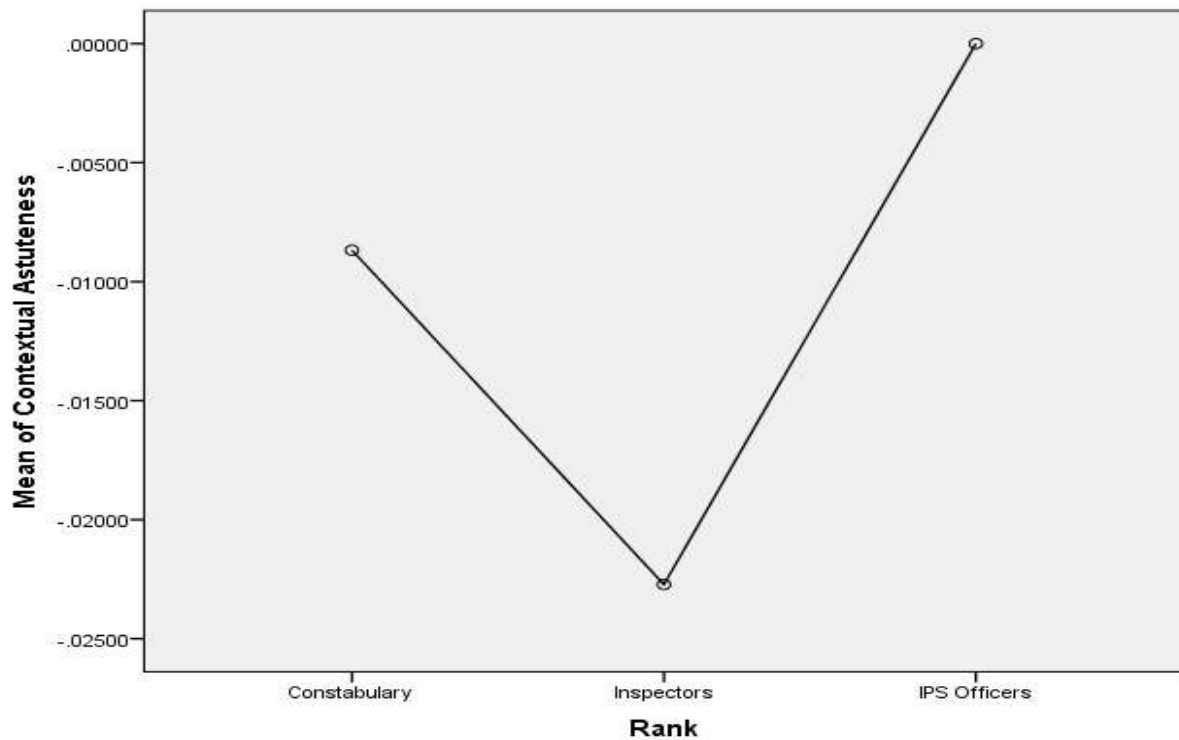
The significant mean differences in all these dimensions are marked with *. This means that on these dimensions, there is significant difference in perceptions of performance. In terms of Contextual astuteness, Rigidity and inflexibility, there are no significant differences among the ranks where as in Strategic planning the constabulary and inspectors are far behind the

IPS rank officers. The higher rank officers among them are much prone to show bias based on the Familiarity where as other two ranks are less biased than IPS rank officers. The ranks of constabulary and Inspector need more training in communication skills and impersonal representation of position as their mean of effective communication is significantly lesser than IPS cadre is. In terms of Post negotiation credit, tendency seems to be more prevalent among IPS officers than junior ranks.

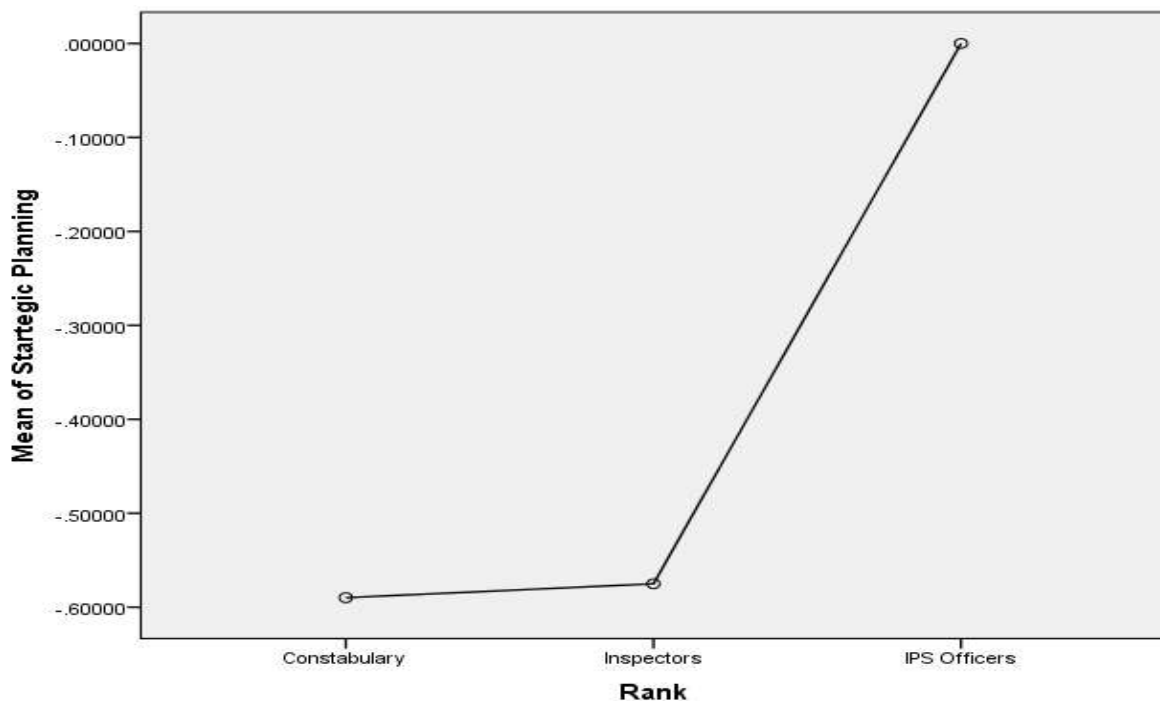
Based on above findings training modules are designed in keeping in mind following principles:

- IPS officers are taken as a benchmark because of variety of tasks they have to perform in their career and the 3 day module focuses on all the seven competencies for them.
- For Inspectors and constabulary, two day and one day programme are designed keeping in mind practicality of implementation, numbers of prospective participants, human (trainer) and material resources, background of the participants, objectives of training programme, nature of subject (more skill based than knowledge based) and their work environment.
- Accordingly, though there is significant difference in terms of Strategic Planning between IPS officers and junior ranks, researcher has not focused on it in the training interventions for Inspectors/SIs and Constables because of nature of job of junior ranks does not necessitate it. Primary focus is on Communication skills, Impersonal representation of position and Inflexibility & Rigidity.

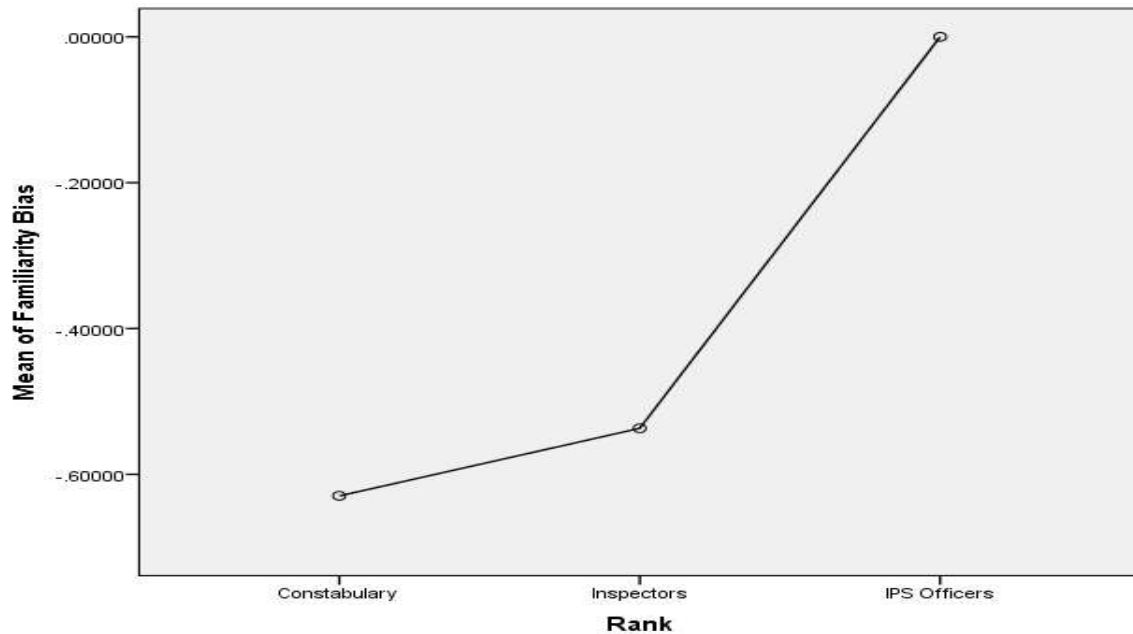
Graph 4.1



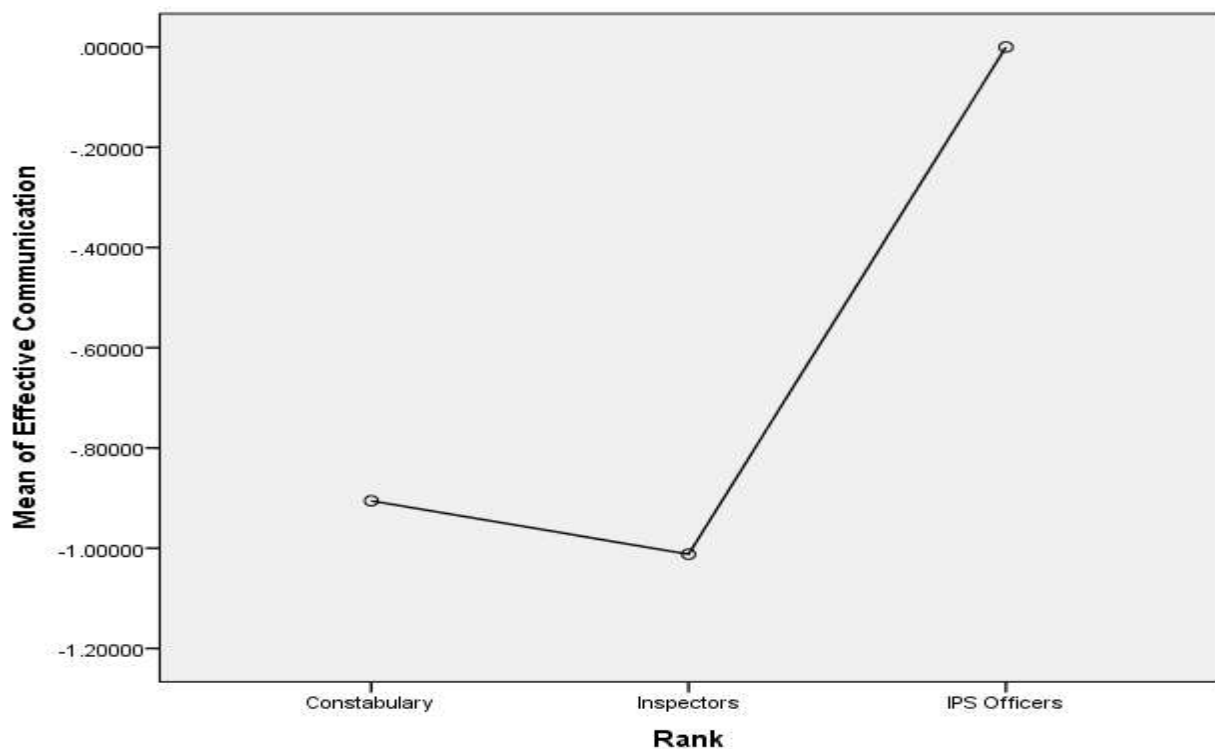
The above chart gives an idea on the contextual astuteness among constabulary, inspectors and IPS officers. When the means were connected through a line, it depicts a v-shaped line. The mean average of inspectors' is lesser than their subordinates and superiors. However, their differences is not much of concern, as it is not statistically significant.



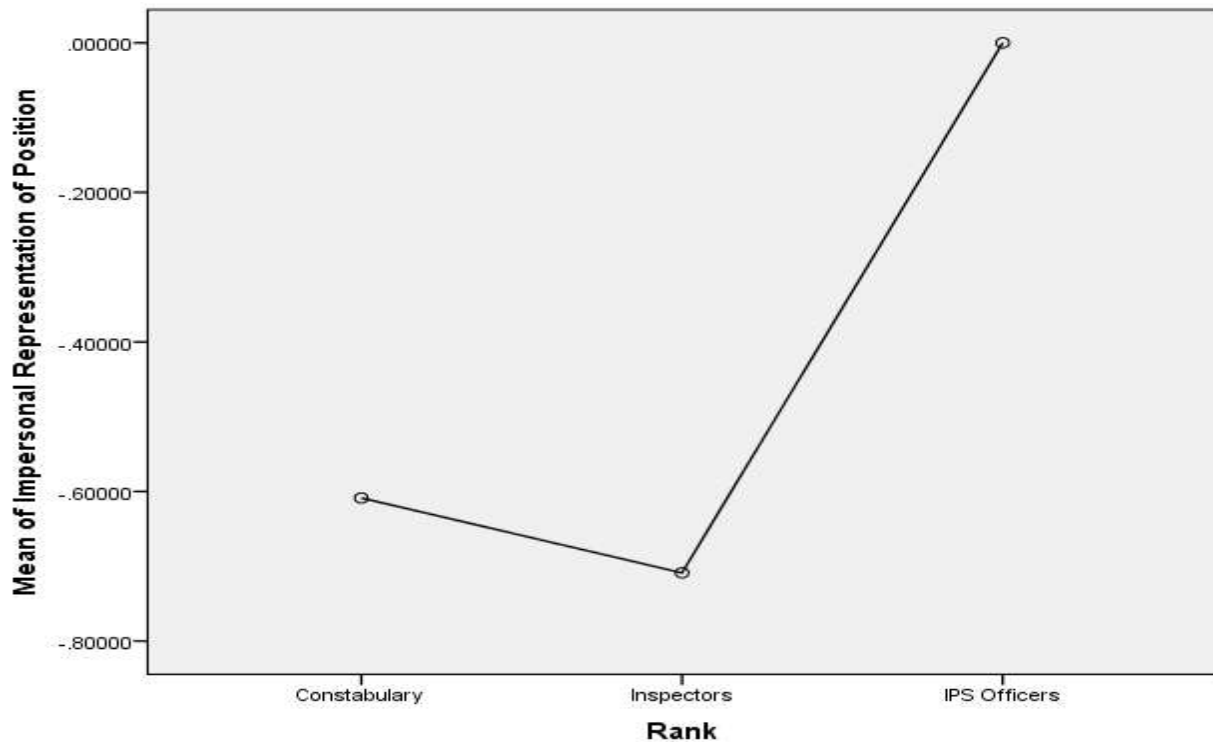
The above depicts the mean of strategic planning among the constables, inspectors and IPS officers. The strategic planning in their working was not much different in inspectors and constables which shown by the horizontal line that connecting their means whereas IPS officers are strategic in their planning shown by steeper slope of the line that is connecting the means of inspector rank and IPS officers rank.



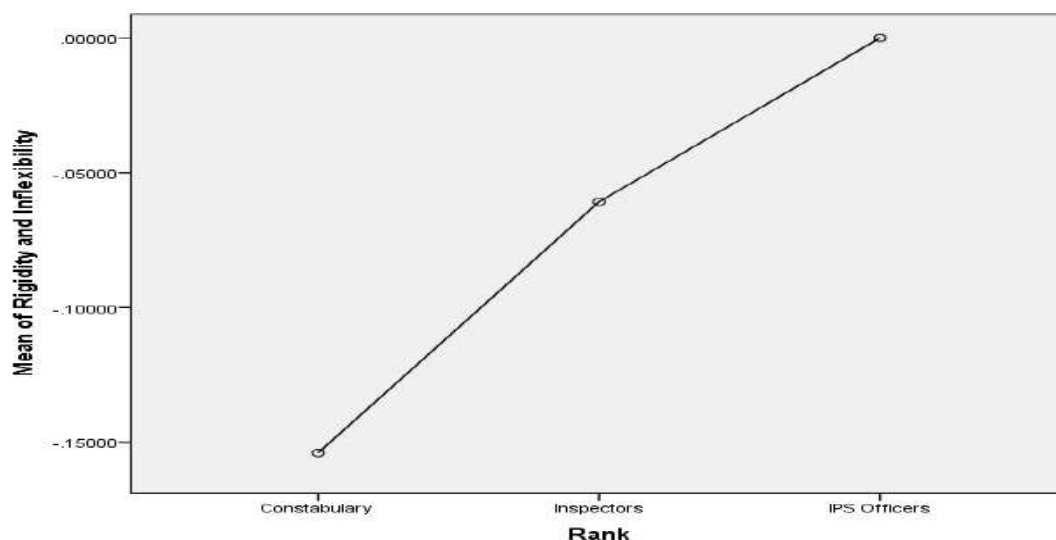
The mean of familiarity bias between the three ranks in the police department increases with their positional ranks. The graph shows the mean difference of the familiarity bias taking IPS officers as Zero. The inspectors are having less familiarity bias than the constables are, but the slope of the line is flatter compared to the slope of the line that connects inspectors and IPS officers, which meant that inspectors and constables exhibit near levels of bias and much lesser biased than their superior officer.



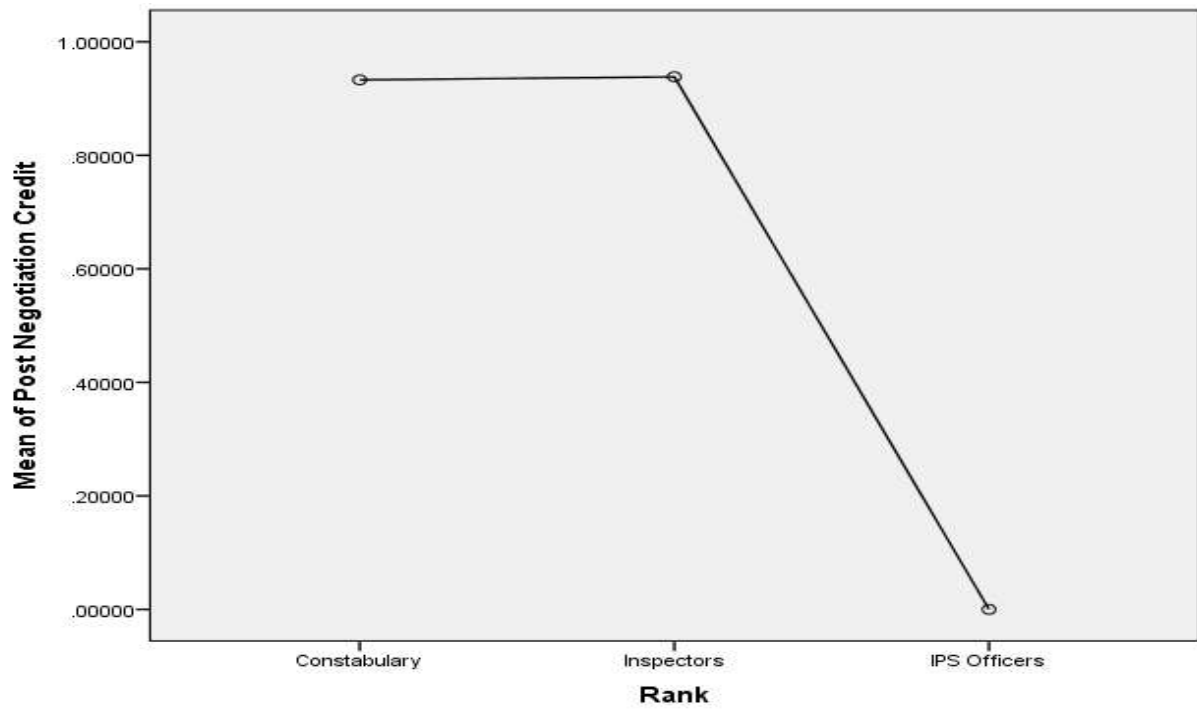
Taking the mean of effective communication of IPS officers as reference, the inspectors are having lower levels of effective communication than their subordinates, but steeper slope of second part of line meant that inspectors and constables are ineffective on this dimension.



The graph shows the mean of Impersonal representation of position of three ranks i.e. constables, inspectors and IPS officer's looks same as the above graph. IPS officers are significantly better performer in carrying out their responsibilities than their subordinates on this dimension. The inspectors are more prone to show personal characteristic in dealing with responsibilities compared to other two ranks and constables are slightly better than the inspector rank officers are but both are lagged much behind IPS cadre officers.



The graph depicts the mean of rigidity and inflexibility among three cadres in police department. The mean of rigidity and inflexibility are shown taking IPS officers as reference. The constables are showing more rigidity and flexibility in their work in police department than inspectors. The inspectors exhibit less Rigidity and inflexibility compared to constables but are rigid and inflexible than the IPS officers.



The graph shows the mean of post negotiation credit among three cadre of the police department. The mean of post negotiation credit of IPS officers was much lesser than their subordinate cadre's. The constables and the inspectors are showing the same mean of post negotiation credit.

Thereafter ANOVA based on data collected from different States was compared to understand difference in various Competencies between States. (Between groups and within the groups). The result is as shown in Table 4.4

Table 4.4

| ANOVA- BASED ON STATES | | | | | | |
|--|----------------|-----------------------|-----------|--------------------|----------|-------------|
| | | Sum of Squares | df | Mean Square | F | Sig. |
| Contextual Astuteness | Between Groups | .350 | 3 | .117 | .225 | .879 |
| | Within Groups | 205.265 | 396 | .518 | | |
| | Total | 205.615 | 399 | | | |
| Strategic Planning | Between Groups | 7.746 | 3 | 2.582 | 5.087 | .002 |
| | Within Groups | 200.999 | 396 | .508 | | |
| | Total | 208.744 | 399 | | | |
| Familiarity Bias | Between Groups | 7.521 | 3 | 2.507 | 3.759 | .011 |
| | Within Groups | 264.101 | 396 | .667 | | |
| | Total | 271.622 | 399 | | | |
| Effective Communication | Between Groups | 6.790 | 3 | 2.263 | 1.554 | .200 |
| | Within Groups | 576.675 | 396 | 1.456 | | |
| | Total | 583.466 | 399 | | | |
| Impersonal Representation of Position | Between Groups | 12.443 | 3 | 4.148 | 4.434 | .004 |
| | Within Groups | 370.427 | 396 | .935 | | |
| | Total | 382.870 | 399 | | | |
| Post Negotiation Credit | Between Groups | 3.287 | 3 | 1.096 | 1.929 | .124 |
| | Within Groups | 224.898 | 396 | .568 | | |
| | Total | 228.185 | 399 | | | |
| Rigidity and Inflexibility | Between Groups | 1.215 | 3 | .405 | .548 | .650 |
| | Within Groups | 292.584 | 396 | .739 | | |
| | Total | 293.799 | 399 | | | |

The same dimensions and analysis was used to identify the substantial differences among these ranks based on the states. The significance value of contextual astuteness based on ANOVA test between groups stands at .879 that is statistically insignificant meaning that there are no significant differentials among States in show of contextual astuteness by the police department. Whereas in strategic planning, with significance value of .002 between the groups is a significant level, indicates the traits they follow in strategic planning was more different from one another. Like the strategic planning, familiarity bias and impersonal representation of positions are at significant levels with .011 and .004 respectively. On familiarity bias, the existence of statistically significant level value meant that there is difference between the groups in exhibition of familiarity biasness towards the others. The impersonal representation of position is also significant, signalling that there are differences between the groups in portray of impersonal representation of position. The dimension of effective communication with significant value of .200 signifies to be insignificant which meant that between the groups the level of effective communication more or less in equity. The same is with the dimensions of post negotiation credit, rigidity

& inflexibility, which are statistically insignificant with significance values of .124 and .650 respectively, revealing that there are no significant differences between the groups.

These values show significant difference in all dimensions among states except Contextual Astuteness, Effective Communication, Post Negotiation Credit and Rigidity and Inflexibility. One to one comparisons are given below table 4.5 and graph 4.2 and significant differences are marked with *.

Table 4.5

| Multiple Comparisons | | | | | | | |
|-----------------------|----------------|----------------|-----------------------|------------|-------|-------------------------|-------------|
| Tukey HSD | | | | | | | |
| Dependent Variable | (I) State | (J) State | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| Contextual Astuteness | West Bengal | Maharashtra | -.02000791 | .10181802 | .997 | -.2826956 | .2426798 |
| | | Madhya Pradesh | .05494030 | .10181802 | .949 | -.2077474 | .3176280 |
| | | Andhra Pradesh | .03714943 | .10181802 | .983 | -.2255383 | .2998371 |
| | Maharashtra | West Bengal | .02000791 | .10181802 | .997 | -.2426798 | .2826956 |
| | | Madhya Pradesh | .07494822 | .10181802 | .883 | -.1877395 | .3376359 |
| | | Andhra Pradesh | .05715734 | .10181802 | .943 | -.2055304 | .3198451 |
| | Madhya Pradesh | West Bengal | -.05494030 | .10181802 | .949 | -.3176280 | .2077474 |
| | | Maharashtra | -.07494822 | .10181802 | .883 | -.3376359 | .1877395 |
| | | Andhra Pradesh | -.01779087 | .10181802 | .998 | -.2804786 | .2448968 |
| | Andhra Pradesh | West Bengal | -.03714943 | .10181802 | .983 | -.2998371 | .2255383 |
| | | Maharashtra | -.05715734 | .10181802 | .943 | -.3198451 | .2055304 |
| | | Madhya Pradesh | .01779087 | .10181802 | .998 | -.2448968 | .2804786 |
| Strategic Planning | West Bengal | Maharashtra | -.00222508 | .10075438 | 1.000 | -.2621686 | .2577185 |
| | | Madhya Pradesh | .01354865 | .10075438 | .999 | -.2463949 | .2734922 |
| | | Andhra Pradesh | -.31729008* | .10075438 | .010 | -.5772336 | -.0573465 |
| | Maharashtra | West Bengal | .00222508 | .10075438 | 1.000 | -.2577185 | .2621686 |
| | | Madhya Pradesh | .01577373 | .10075438 | .999 | -.2441698 | .2757173 |
| | | Andhra Pradesh | -.31506499* | .10075438 | .010 | -.5750085 | -.0551214 |

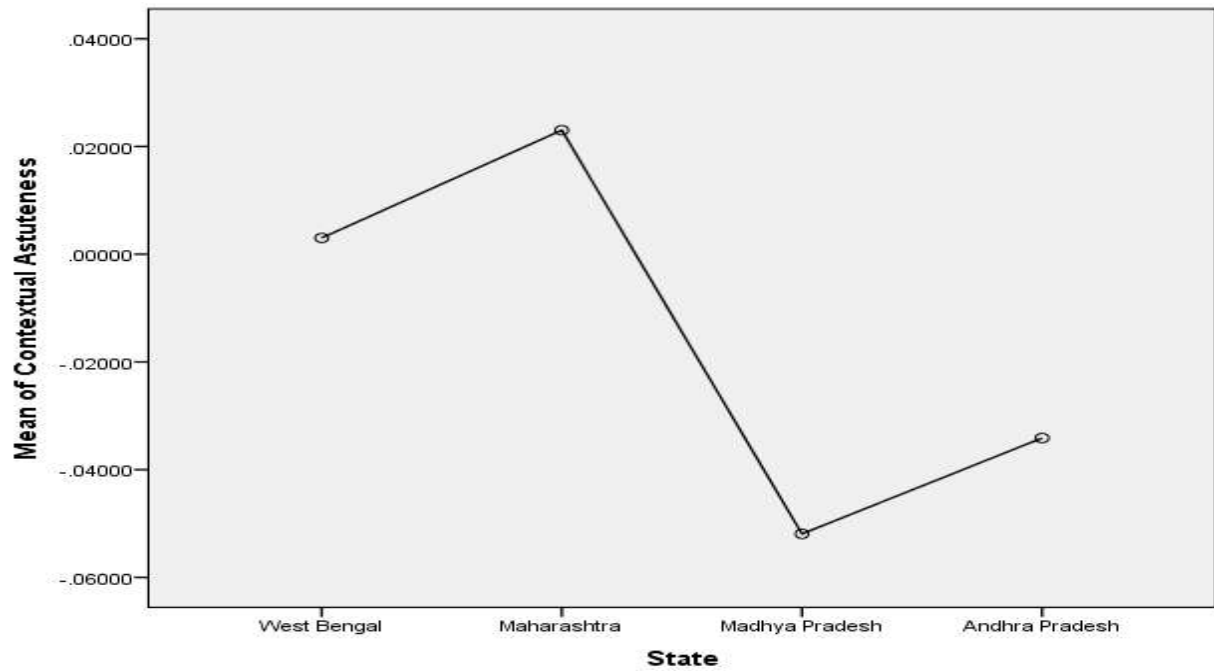
| | | | | | | | |
|--------------------------------|----------------|----------------|-------------|-----------|------|-----------|-----------|
| | Madhya Pradesh | West Bengal | -.01354865 | .10075438 | .999 | -.2734922 | .2463949 |
| | | Maharashtra | -.01577373 | .10075438 | .999 | -.2757173 | .2441698 |
| | | Andhra Pradesh | -.33083872* | .10075438 | .006 | -.5907823 | -.0708952 |
| | Andhra Pradesh | West Bengal | .31729008* | .10075438 | .010 | .0573465 | .5772336 |
| | | Maharashtra | .31506499* | .10075438 | .010 | .0551214 | .5750085 |
| | | Madhya Pradesh | .33083872* | .10075438 | .006 | .0708952 | .5907823 |
| Familiarity Bias | West Bengal | Maharashtra | -.28382062 | .11549214 | .068 | -.5817872 | .0141459 |
| | | Madhya Pradesh | -.15442277 | .11549214 | .540 | -.4523893 | .1435438 |
| | | Andhra Pradesh | .06941469 | .11549214 | .932 | -.2285519 | .3673813 |
| | Maharashtra | West Bengal | .28382062 | .11549214 | .068 | -.0141459 | .5817872 |
| | | Madhya Pradesh | .12939785 | .11549214 | .677 | -.1685687 | .4273644 |
| | | Andhra Pradesh | .35323531* | .11549214 | .013 | .0552687 | .6512019 |
| | Madhya Pradesh | West Bengal | .15442277 | .11549214 | .540 | -.1435438 | .4523893 |
| | | Maharashtra | -.12939785 | .11549214 | .677 | -.4273644 | .1685687 |
| | | Andhra Pradesh | .22383746 | .11549214 | .214 | -.0741291 | .5218040 |
| | Andhra Pradesh | West Bengal | -.06941469 | .11549214 | .932 | -.3673813 | .2285519 |
| | | Maharashtra | -.35323531* | .11549214 | .013 | -.6512019 | -.0552687 |
| | | Madhya Pradesh | -.22383746 | .11549214 | .214 | -.5218040 | .0741291 |
| Effective Communication | West Bengal | Maharashtra | .13948439 | .17066054 | .846 | -.3008151 | .5797839 |
| | | Madhya Pradesh | .07874179 | .17066054 | .967 | -.3615577 | .5190413 |
| | | Andhra Pradesh | .35111962 | .17066054 | .169 | -.0891799 | .7914191 |
| | Maharashtra | West Bengal | -.13948439 | .17066054 | .846 | -.5797839 | .3008151 |
| | | Madhya Pradesh | -.06074261 | .17066054 | .985 | -.5010421 | .3795569 |
| | | Andhra Pradesh | .21163523 | .17066054 | .602 | -.2286643 | .6519348 |

| | | | | | | | |
|--|----------------|----------------|-------------|-----------|------|-----------|-----------|
| | Madhya Pradesh | West Bengal | -.07874179 | .17066054 | .967 | -.5190413 | .3615577 |
| | | Maharashtra | .06074261 | .17066054 | .985 | -.3795569 | .5010421 |
| | | Andhra Pradesh | .27237784 | .17066054 | .382 | -.1679217 | .7126774 |
| | Andhra Pradesh | West Bengal | -.35111962 | .17066054 | .169 | -.7914191 | .0891799 |
| | | Maharashtra | -.21163523 | .17066054 | .602 | -.6519348 | .2286643 |
| | | Madhya Pradesh | -.27237784 | .17066054 | .382 | -.7126774 | .1679217 |
| Impersonal Representation of Position | West Bengal | Maharashtra | .30674774 | .13677872 | .114 | -.0461376 | .6596331 |
| | | Madhya Pradesh | .27112250 | .13677872 | .196 | -.0817628 | .6240079 |
| | | Andhra Pradesh | -.10879402 | .13677872 | .857 | -.4616794 | .2440913 |
| | Maharashtra | West Bengal | -.30674774 | .13677872 | .114 | -.6596331 | .0461376 |
| | | Madhya Pradesh | -.03562524 | .13677872 | .994 | -.3885106 | .3172601 |
| | | Andhra Pradesh | -.41554177* | .13677872 | .013 | -.7684271 | -.0626564 |
| | Madhya Pradesh | West Bengal | -.27112250 | .13677872 | .196 | -.6240079 | .0817628 |
| | | Maharashtra | .03562524 | .13677872 | .994 | -.3172601 | .3885106 |
| | | Andhra Pradesh | -.37991653* | .13677872 | .029 | -.7328019 | -.0270312 |
| | Andhra Pradesh | West Bengal | .10879402 | .13677872 | .857 | -.2440913 | .4616794 |
| | | Maharashtra | .41554177* | .13677872 | .013 | .0626564 | .7684271 |
| | | Madhya Pradesh | .37991653* | .13677872 | .029 | .0270312 | .7328019 |
| Post Negotiation Credit | West Bengal | Maharashtra | -.04959074 | .10657630 | .967 | -.3245547 | .2253732 |
| | | Madhya Pradesh | .16454424 | .10657630 | .412 | -.1104197 | .4395082 |
| | | Andhra Pradesh | -.06324367 | .10657630 | .934 | -.3382076 | .2117203 |
| | Maharashtra | West Bengal | .04959074 | .10657630 | .967 | -.2253732 | .3245547 |
| | | Madhya Pradesh | .21413499 | .10657630 | .186 | -.0608290 | .4890989 |
| | | Andhra Pradesh | -.01365293 | .10657630 | .999 | -.2886169 | .2613110 |
| | Madhya Pradesh | West Bengal | -.16454424 | .10657630 | .412 | -.4395082 | .1104197 |
| | | Maharashtra | -.21413499 | .10657630 | .186 | -.4890989 | .0608290 |
| | | Andhra Pradesh | -.22778791 | .10657630 | .143 | -.5027519 | .0471760 |

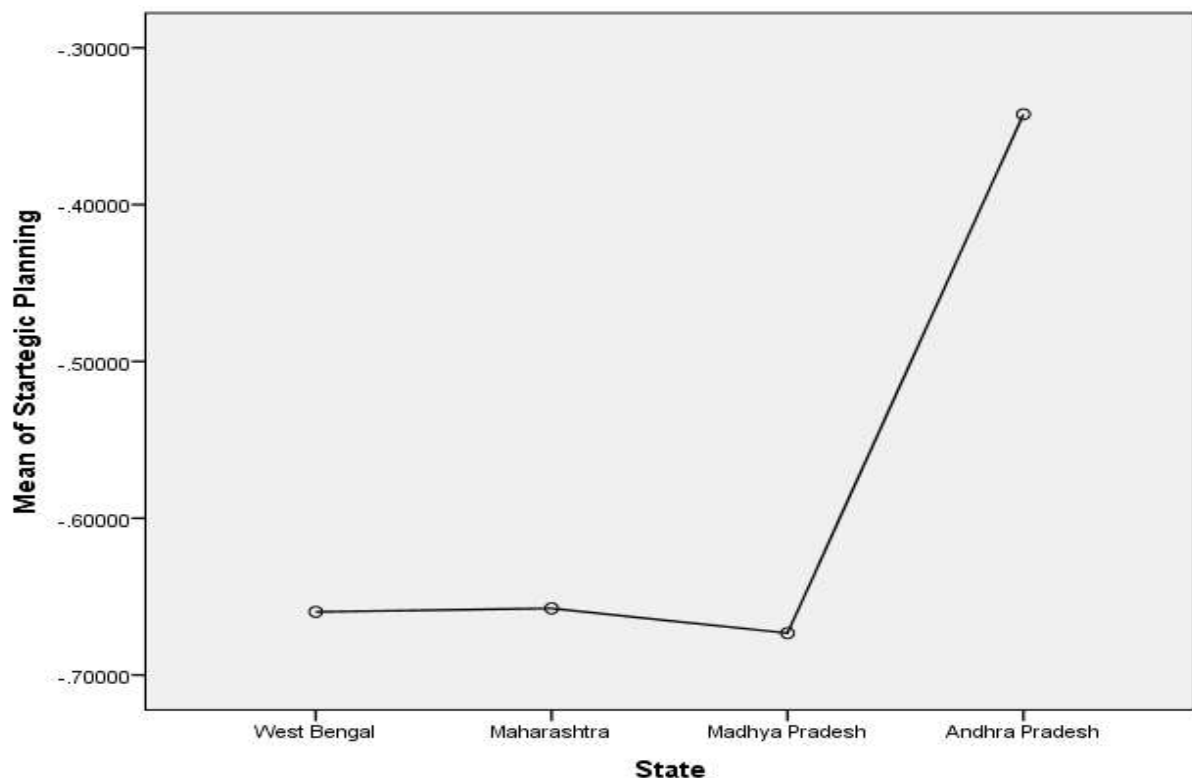
| | | | | | | | | |
|----------------------------|--|----------------|------------|-----------|------|-----------|----------|--|
| | Andhra Pradesh | West Bengal | .06324367 | .10657630 | .934 | -.2117203 | .3382076 | |
| | | Maharashtra | .01365293 | .10657630 | .999 | -.2613110 | .2886169 | |
| | | Madhya Pradesh | .22778791 | .10657630 | .143 | -.0471760 | .5027519 | |
| Rigidity and Inflexibility | West Bengal | Maharashtra | .11244657 | .12156057 | .791 | -.2011764 | .4260695 | |
| | | Madhya Pradesh | .14970908 | .12156057 | .607 | -.1639139 | .4633320 | |
| | | Andhra Pradesh | .08938917 | .12156057 | .883 | -.2242338 | .4030121 | |
| | Maharashtra | West Bengal | -.11244657 | .12156057 | .791 | -.4260695 | .2011764 | |
| | | Madhya Pradesh | .03726251 | .12156057 | .990 | -.2763604 | .3508855 | |
| | | Andhra Pradesh | -.02305739 | .12156057 | .998 | -.3366803 | .2905656 | |
| | Madhya Pradesh | West Bengal | -.14970908 | .12156057 | .607 | -.4633320 | .1639139 | |
| | | Maharashtra | -.03726251 | .12156057 | .990 | -.3508855 | .2763604 | |
| | | Andhra Pradesh | -.06031991 | .12156057 | .960 | -.3739429 | .2533030 | |
| | Andhra Pradesh | West Bengal | -.08938917 | .12156057 | .883 | -.4030121 | .2242338 | |
| | | Maharashtra | .02305739 | .12156057 | .998 | -.2905656 | .3366803 | |
| | | Madhya Pradesh | .06031991 | .12156057 | .960 | -.2533030 | .3739429 | |
| | *. The mean difference is significant at the 0.05 level. | | | | | | | |

Tukey HSD was computed to do multiple comparisons between the states i.e., Andhra Pradesh, Madhya Pradesh, Maharashtra and West Bengal on the above notified dimensions. In terms of contextual astuteness, Maharashtra has higher mean average with .02000791 higher than the second best West Bengal State, with Madhya Pradesh lowest among them with the .01779087 lesser mean than the Andhra Pradesh. Maharashtra prowess much skill in show of contextual astuteness than others, but these differences are not highly significant at significance .05 level. In terms of strategic planning Andhra Pradesh prowess more skills than other three with higher mean of .31729008, .3506499, .33083872 with states West Bengal, Maharashtra and Madhya Pradesh respectively with significant difference from the others at significance .05 level. On familiarity bias, Maharashtra shows more biasedness than the other and Andhra Pradesh being lowest among them with .06941469 lesser than the third placed state West Bengal and .22383746 and .35323531 than the Madhya Pradesh and Maharashtra. The difference between the Maharashtra and Andhra Pradesh is significant which means Maharashtra was high in nature of showing familiarity biasedness when compared with the Andhra Pradesh. The effective communication between these state is not significant, but there are differences in their effectiveness with Bengalis more effective than the others with mean difference of .07874179 than the second best Madhya Pradesh and .13948439 higher than the third placed Maharashtra and, Andhra Pradesh being least among these with .21163523 lesser mean than the third placed Maharashtra. In terms of impersonal representation of positions, Andhra Pradesh stands at top followed by West Bengal with .10879402 lesser mean than the Andhra Pradesh does. However, there are significant differences in terms of said dimension between the Andhra Pradesh and last two placed states. The difference in their behavioural tendencies of impersonal representation of positions is significant with mean difference of .37991653 with Madhya Pradesh and .4554177 with Maharashtra. The average of post negotiation credit was more inclined in Andhra Pradesh followed by Maharashtra, West Bengal and Madhya Pradesh, but the difference among them is insignificant at significance .05 level. Bengalis are more rigid and inflexible than the other compared states. While Madhya Pradesh being little flexible and less rigid among them with mean .14970908 lesser than the West Bengal, .06031991 than Andhra Pradesh and .03726251 than the Maharashtra.

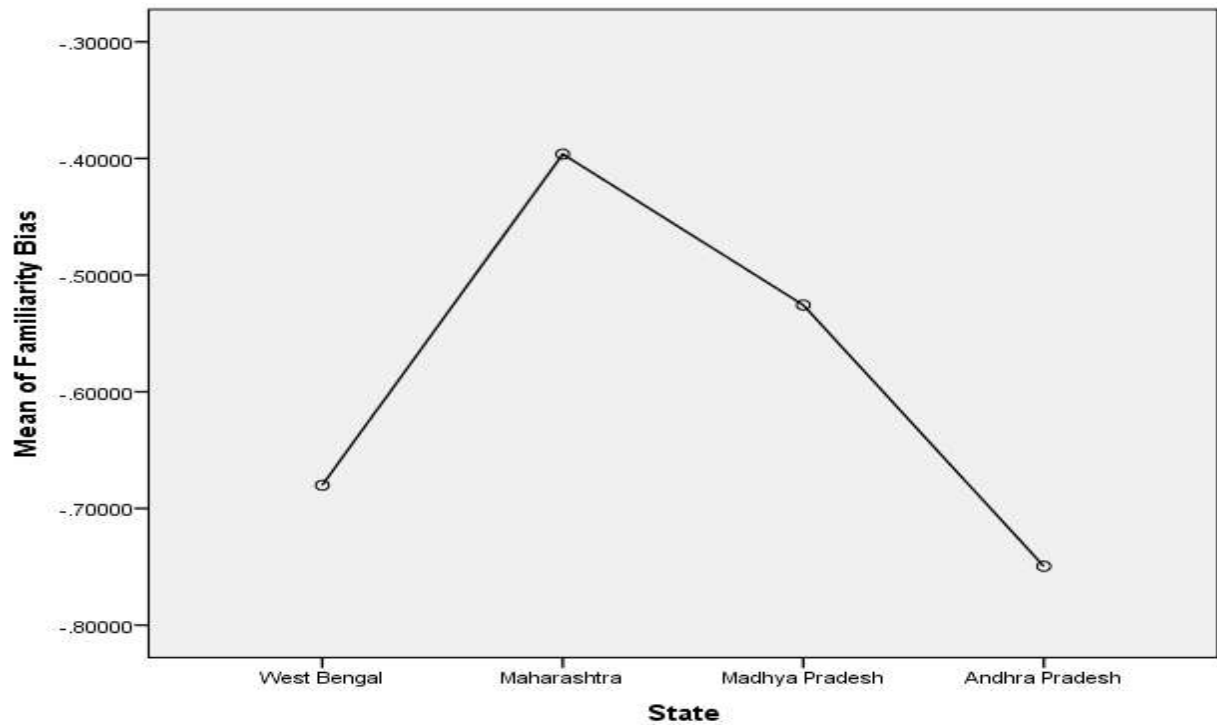
Graph 4.2



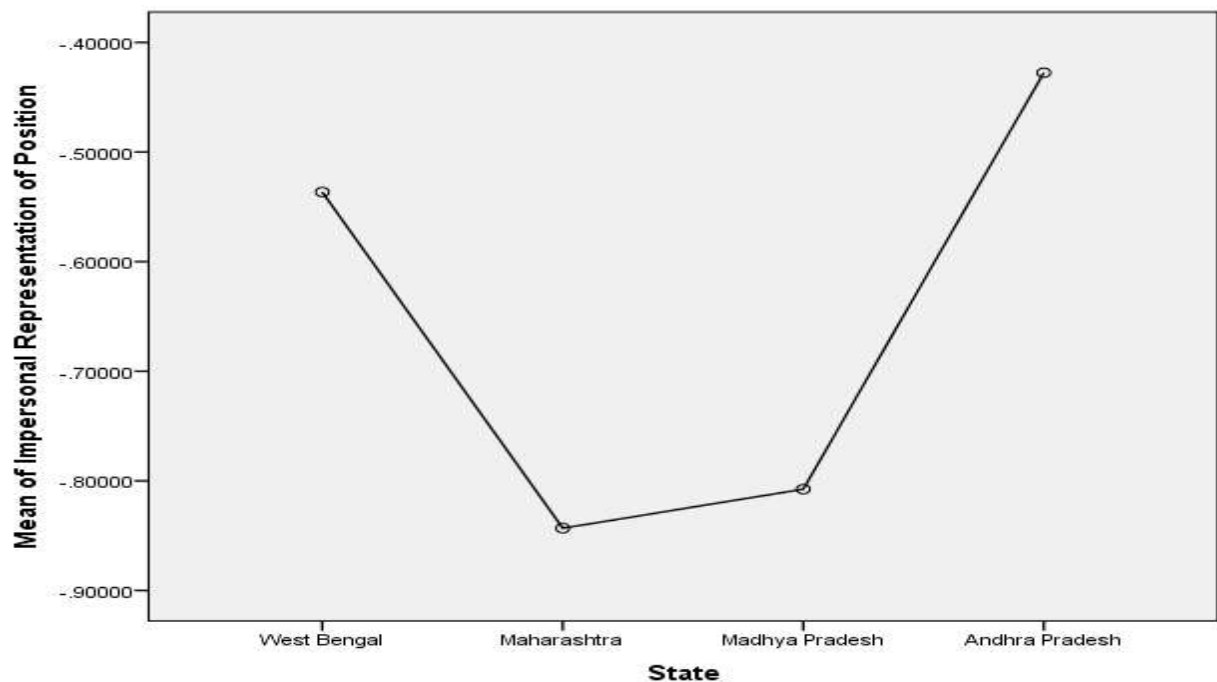
The graph shows the mean of contextual astuteness among the west Bengal, Maharashtra, Madhya Pradesh and Andhra Pradesh states of police department. The west Bengal mean of contextual astuteness being zero, Maharashtra had high level of contextual astuteness of .02000 while Madhya Pradesh being lowest between -.04000 and -.06000. Andhra Pradesh stands best than Madhya Pradesh with mean more than -.04000 but lower than the other two states.



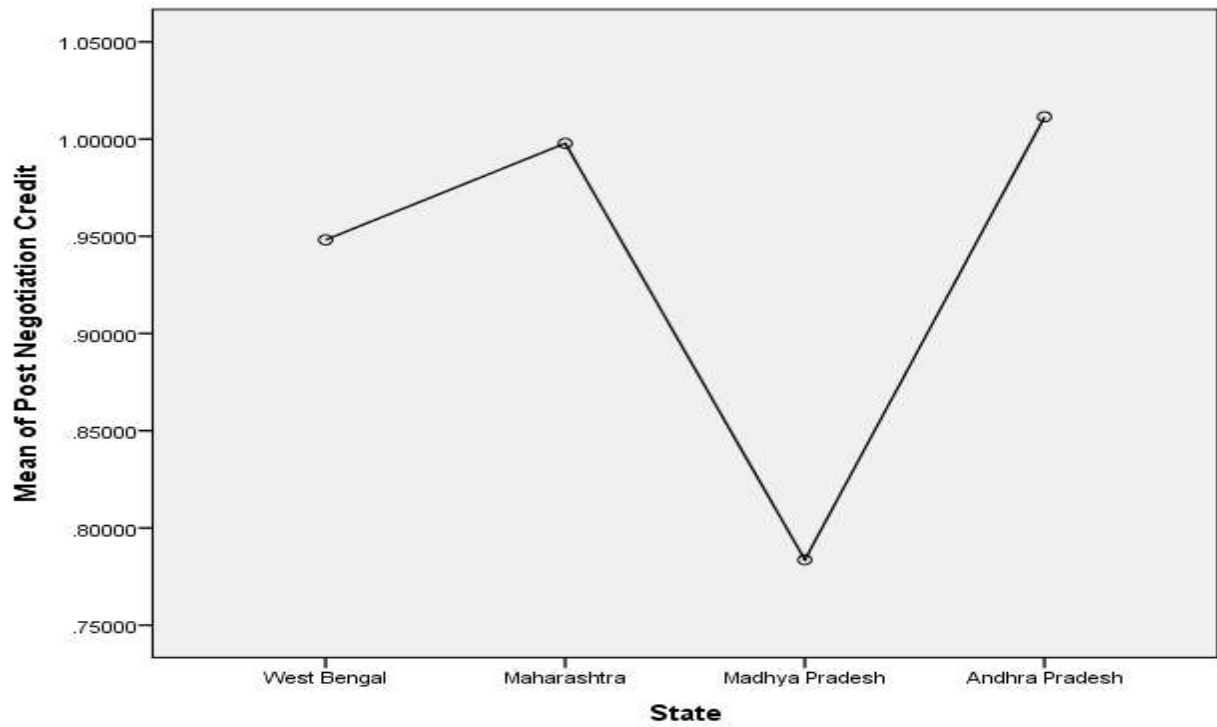
The graph showing the mean of strategic planning of states had a line that looks like reversed L shaped line. The mean of strategic planning of states other than Andhra Pradesh falls in same category from -.70000 to -.60000 which is evident by more or less horizontal line from west Bengal to Madhya Pradesh but there after it shows steep rise in its slope which meant that Andhra Pradesh is significantly ahead of these in terms of strategic planning.



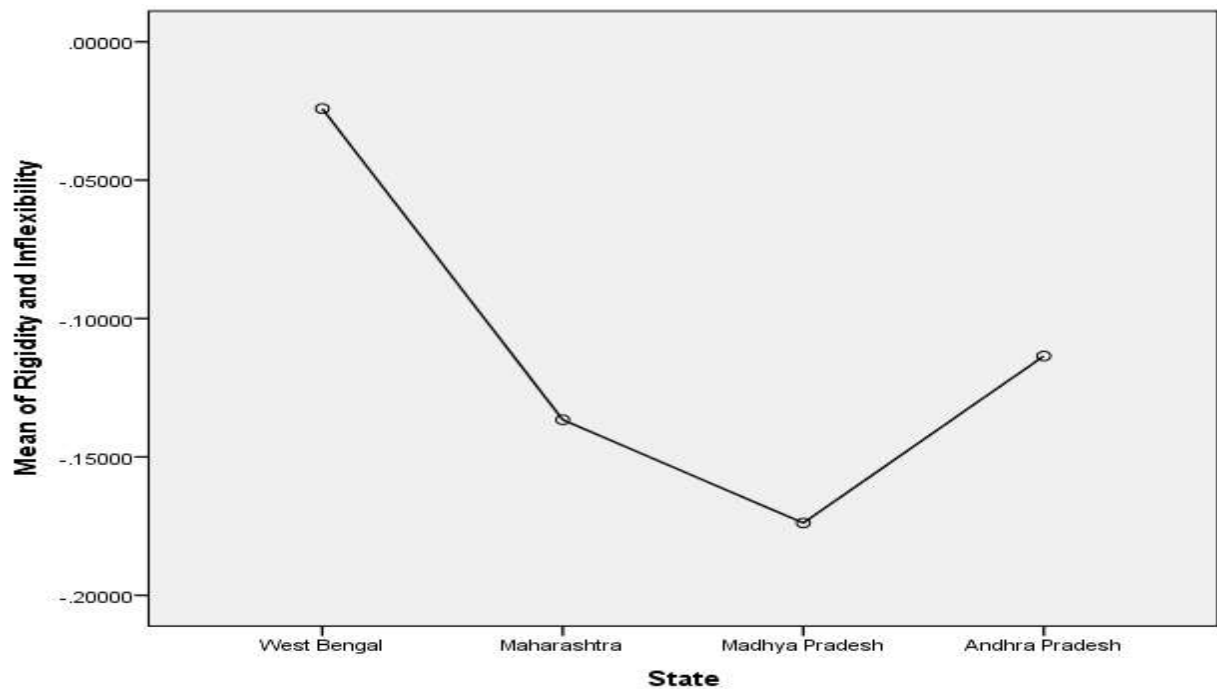
The graph showing the mean of familiarity bias of West Bengal, Maharashtra, Madhya Pradesh and Andhra Pradesh States is a inverted v shaped line, which had steeper slopes to the end. The state of Andhra Pradesh has the lowest mean of familiarity bias than others, with West Bengal being closest, Madhya Pradesh and Maharashtra being far from the Andhra Pradesh, clearly indicating Andhra Pradesh being less biased and Maharashtra being more biased.



The state of Maharashtra has the lowest mean in terms of impersonal representation of position. A flatter slope of line between the Maharashtra and Madhya Pradesh indicates they are closer to each other whereas West Bengal and Andhra Pradesh are significantly better performers than these two, Andhra Pradesh being highest among them with mean in range of -0.40000 to -0.50000.



The graph shows the mean of post negotiation credit among west Bengal, Maharashtra, Madhya Pradesh and Andhra Pradesh state in police departments. The state of Andhra Pradesh shows highest with mean 1.00000 closely followed by Maharashtra and west Bengal and least being Madhya Pradesh with clear difference from other three.



The graph shows West Bengal being highly rigid than others with mean between the range of .00000 to -.05000, and, Maharashtra and Andhra Pradesh being modest among then within the range of-.10000 to -.15000. The state of Madhya Pradesh is lowest in terms of mean rigidity and inflexibility than others.

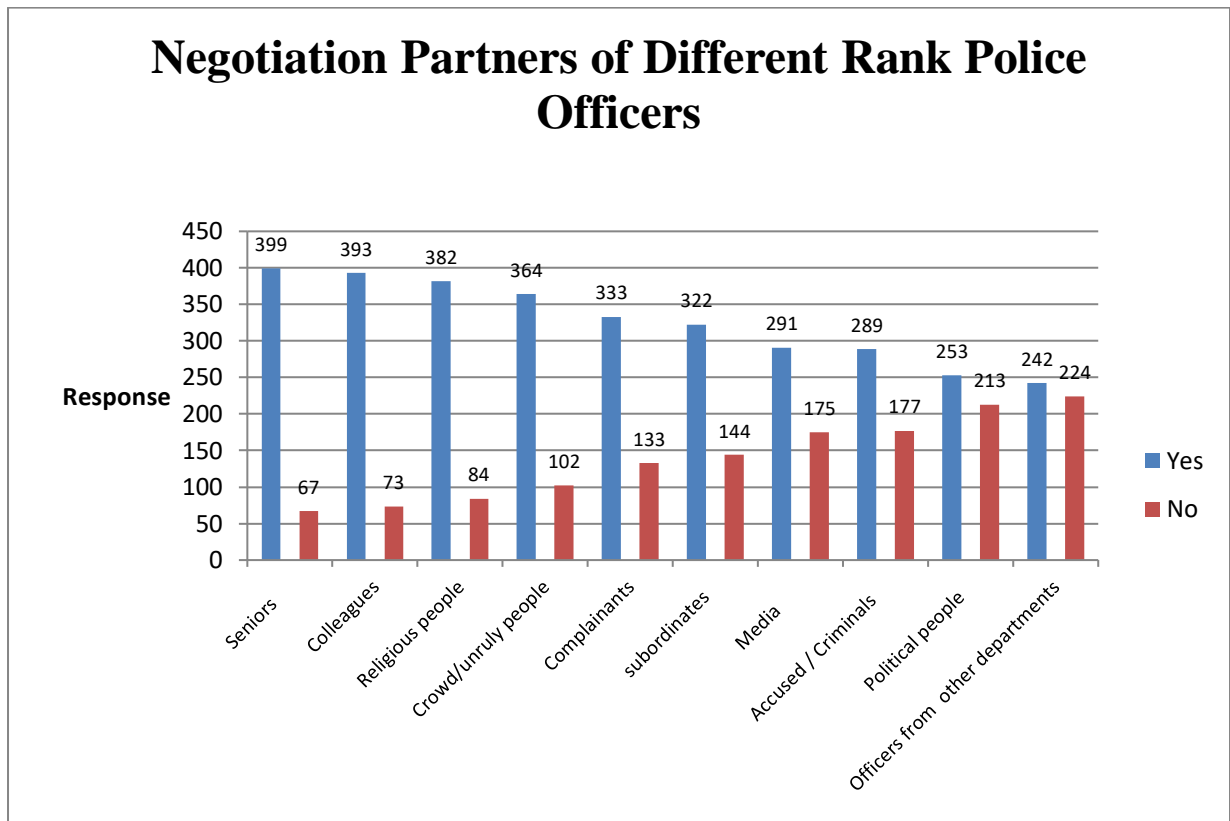
Understanding the Stake holders of Police officers

Q1 and Q2 in the questionnaire were meant to understand the various stakeholders and the ease or difficulty encountered by the police officers in negotiating with these stakeholders. To the question “Which of these people / sections I negotiate with in the Course of my routine duties” the participants have responded as below (Table 4.6 and Graph 4.3):

Table 4.6

| Sl. No. | Statements | Yes | No |
|----------------|---------------------------------|-----------------------------------|--------------|
| (a) | Crowd/unruly people | <u>364</u> 78.1% | 102 21.9% |
| (b) | Political people | <u>253</u> 54.3% | 213 45.7% |
| (c) | Religious people | <u>382</u> 82% | 84 18% |
| (d) | Media | <u>291</u> 62.4% | 175 37.6% |
| (e) | My Seniors | <u>399</u> 85.6% | 67 14.4% |
| (f) | My subordinates | <u>322</u> 69.1% | 144 30.9% |
| (g) | My Colleagues | <u>393</u> 84.3% | 73 15.7% |
| (h) | Accused / Criminals | <u>289</u> 62% | 177 38% |
| (i) | Complainants | <u>333</u> 71.5% | 133 28.5% |
| (j) | Officers from other departments | <u>242</u> 51.9% | 224 48.1% |

Graph 4.3



The different ranks of police officers reported that their negotiations were more with:

- Crowd/unruly people (78.1%)
- Political people (54.3%)
- Religious people (82%)
- Media (62.4%)
- Seniors (85.6%)
- Subordinates (69.1%)
- Colleagues (84.3%)
- Accused / Criminals (62%)
- Complainants (71.5%)
- Officers from other departments (51.9%)

It can be seen that police officers across the rank have expressed that they negotiate with crowd, religious people, seniors, colleagues most of the times. Many of them have also said that they negotiate with subordinates, accused, complainant, and media. The least score is for Political people and officers from other departments.

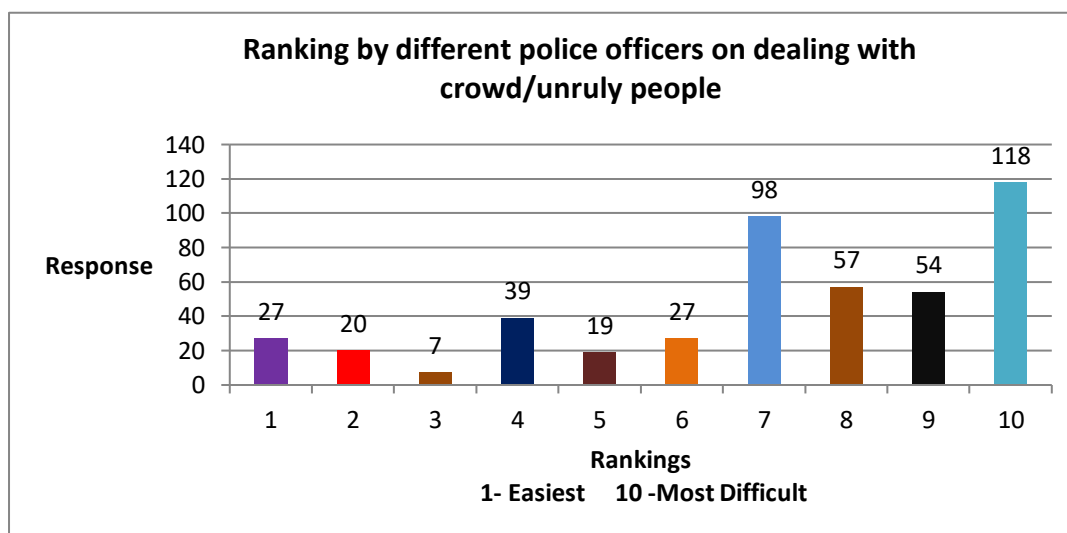
To the question “Rank in order of preference, which of these are easiest to negotiate with being the easiest and 10 being the most difficult”, the participants have responded as below:

(a) Crowd/unruly people

Table 4.7

| Rankings | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----------|------------|------------|-----------|------------|------------|------------|-------------------------|-------------|-------------|--------------|
| | 27 5.8% | 20 4.3% | 7 1.5% | 39 8.4% | 19 4.1% | 27 5.8% | <u>98</u> <u>21%</u> | 57 12.2% | 54 11.6% | 118 25.3% |

Graph 4.4

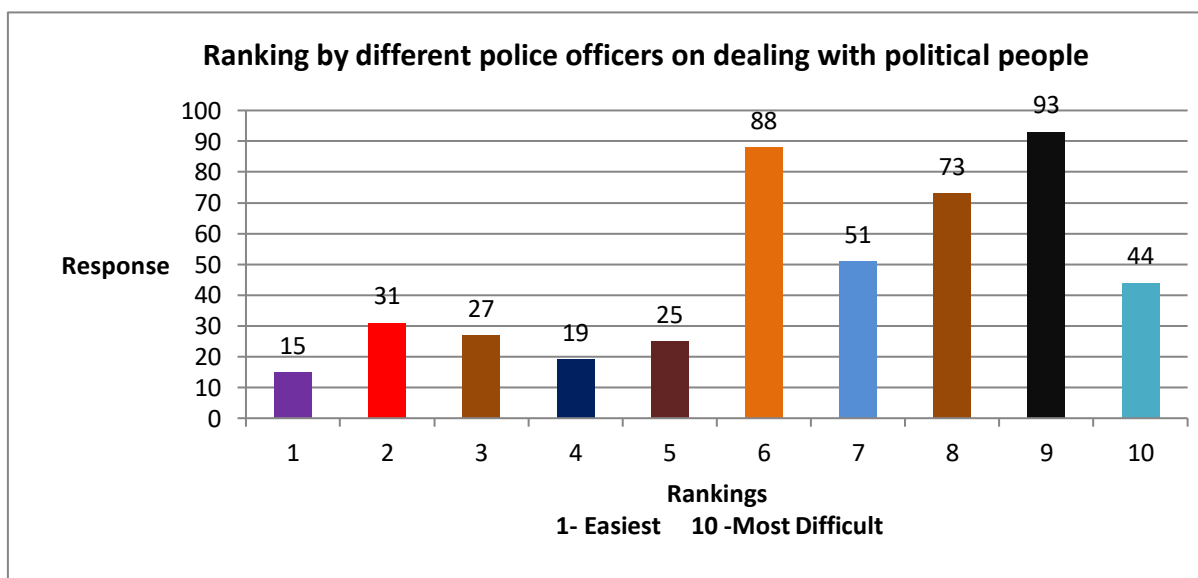


(b) Political people

Table 4.8

| Rankings | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-----------|------------|
| | 15 3.2% | 31 6.7% | 27 5.8% | 19 4.1% | 25 5.4% | 88 18.9% | 51 10.9% | 73 15.7% | 93 20% | 44 9.4% |

Graph 4.5

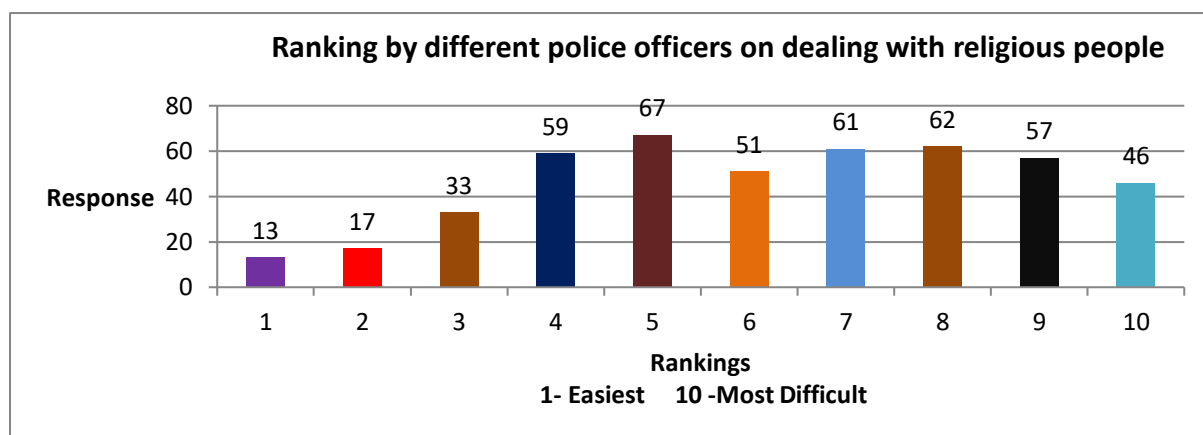


(c) Religious people

Table 4.9

| Rankings | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----------|------------|------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|
| | 13 2.8% | 17 3.6% | 33 7.1% | 59 12.7% | 67 14.4% | 51 10.9% | 61 13.1% | 62 13.3% | 57 12.2% | 46 9.8% |

Graph 4.6

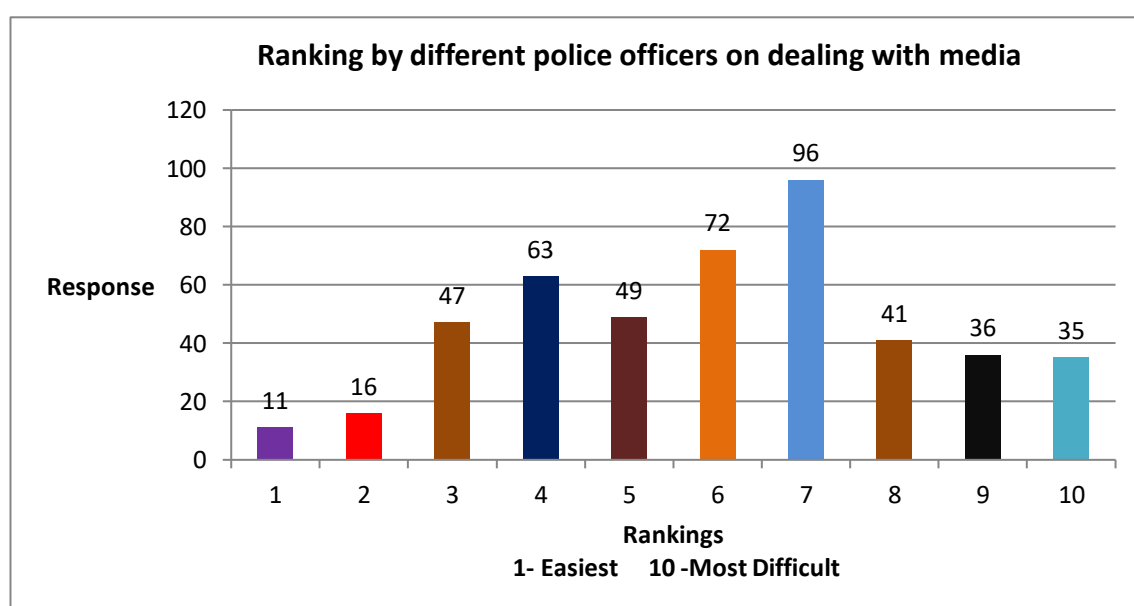


(d) Media

Table 4.10

| Rankings | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----------|------------|------------|-------------|-------------|-------------|-------------|-------------|------------|------------|------------|
| | 11 2.4% | 16 3.4% | 47 10.1% | 63 13.5% | 49 10.5% | 72 15.5% | 96 20.6% | 41 8.8% | 36 7.7% | 35 7.5% |

Graph 4.7

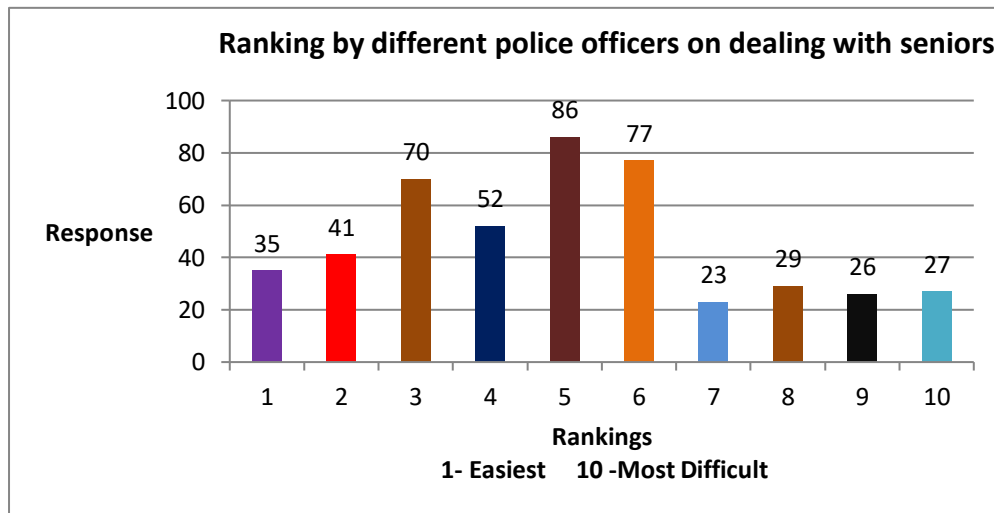


(e) My Seniors

Table 4.11

| Rankings | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----------|------------|------------|-----------|-------------|-------------|-------------|------------|------------|------------|------------|
| | 35 7.5% | 41 8.8% | 70 15% | 52 11.2% | 86 18.5% | 77 16.5% | 23 4.9% | 29 6.2% | 26 5.6% | 27 5.8% |

Graph 4.8

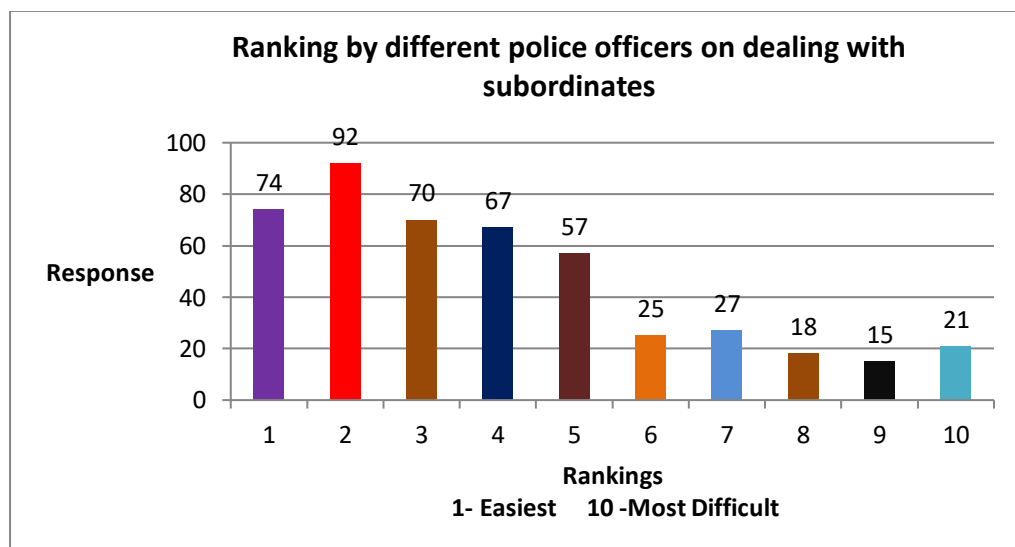


(f) My subordinates

Table 4.12

| Rankings | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----------|-------------|-------------|-----------|-------------|-------------|------------|------------|------------|------------|------------|
| | 74 15.9% | 92 19.7% | 70 15% | 67 14.4% | 57 12.2% | 25 5.4% | 27 5.8% | 18 3.9% | 15 3.2% | 21 4.5% |

Graph 4.9

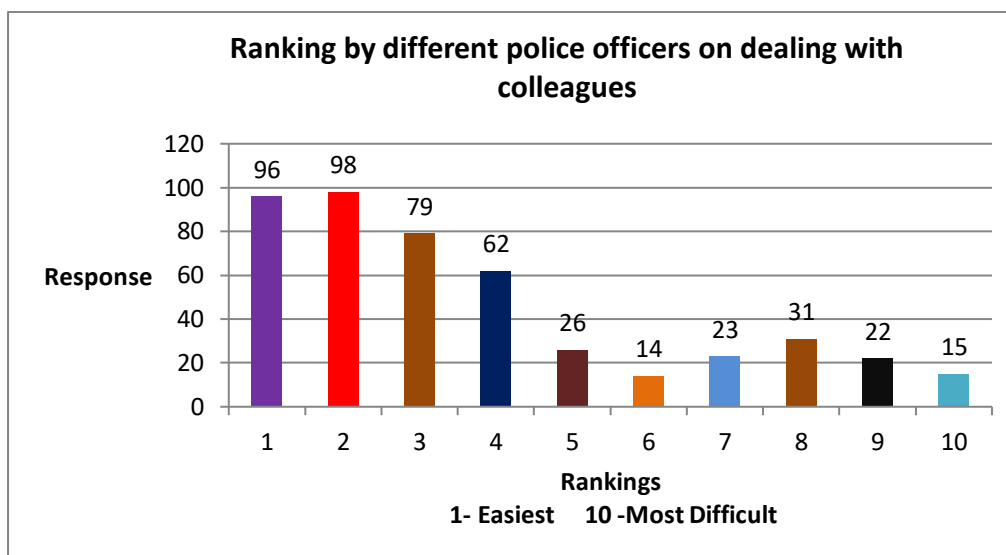


(g) My Colleagues

Table 4.13

| Rankings | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----------|-------|-----|-----|-------|------|----|------|------|------|------|
| | 96 | 98 | 79 | 62 | 26 | 14 | 23 | 31 | 22 | 15 |
| | 20.6% | 21% | 17% | 13.3% | 5.6% | 3% | 4.9% | 6.7% | 4.7% | 3.2% |

Graph 4.10

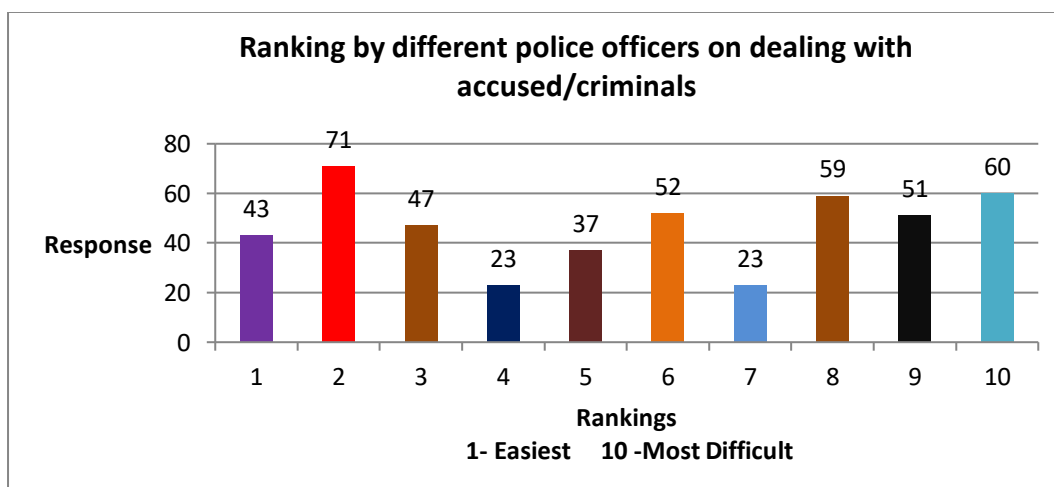


(h) Accused / Criminals

Table 4.14

| Rankings | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----------|------|-------|-------|------|------|-------|------|-------|-------|-------|
| | 43 | 71 | 47 | 23 | 37 | 52 | 23 | 59 | 51 | 60 |
| | 9.2% | 15.2% | 10.1% | 4.9% | 7.9% | 11.2% | 4.9% | 12.7% | 10.9% | 12.8% |

Graph 4.11

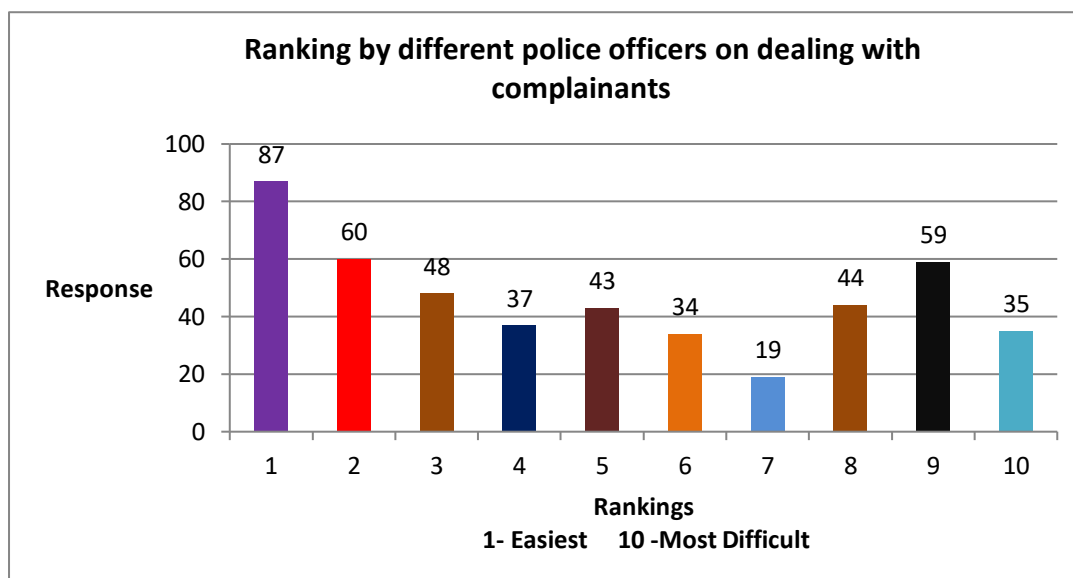


(i) Complainants

Table 4.15

| Rankings | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----------|-------------|-------------|-------------|------------|------------|------------|------------|------------|-------------|------------|
| | 87 18.7% | 60 12.9% | 48 10.3% | 37 7.9% | 43 9.2% | 34 7.3% | 19 4.1% | 44 9.4% | 59 12.7% | 35 7.5% |

Graph 4.15

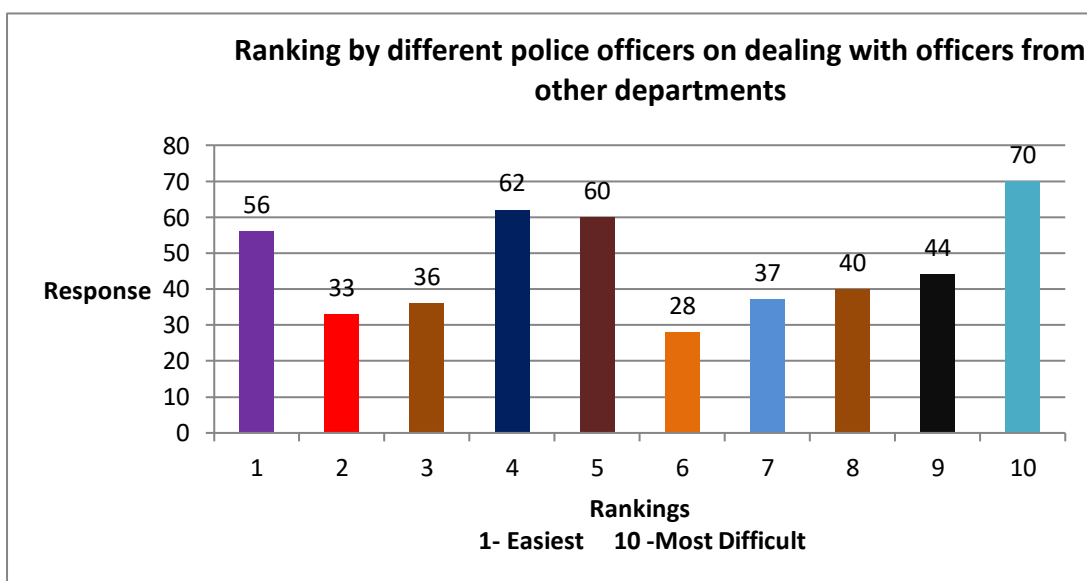


(j) Officers from other departments

Table 4.16

| Rankings | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----------|-----------|------------|------------|-------------|-------------|----------|------------|------------|------------|-----------|
| | 56 12% | 33 7.1% | 36 7.7% | 62 13.3% | 60 12.9% | 28 6% | 37 7.9% | 40 8.6% | 44 9.4% | 70 15% |

Graph 4.13



It can be seen that the participants encounter maximum difficulty in Negotiating with crowd/unruly people and political people. This is apparent as in crowd many a times there is no leader or they may be charged with emotions and not ready to negotiate. The least difficulty is faced in Negotiating with complainants, officers from other departments, colleges & subordinates. This is probably because there is no real conflict with these classes of stakeholders. These results match the findings of Literature survey regarding impact of culture on Negotiation.

Similarly, officers were asked as to formal and informal situations they negotiate in their job. The responses of officers are tabulated below.

A. For Dy.SP/IPS

| S. No | Type of Situation | Percentage of officers (Dy.SP/IPS) who negotiate in this situation |
|--------------|--|---|
| 1 | Crowd/Unruly people to stay calm during agitation etc. | 92 |
| 2 | Members of Public to listen to your instructions. | 77 |
| 3 | Political people not to pressurize you to take illegal actions. | 85 |
| 4 | Media people not to enter into secured places. | 92 |
| 5 | Media people not to print/publish news that will flare up caste/communal feelings. | 92 |
| 6 | Religious people to help you to control problems arising out of religious feelings. | 100 |
| 7 | Your seniors for granting leave. | 54 |
| 8 | Your seniors for giving you a particular post. | 23 |
| 9 | Your subordinates for helping you in your work. | 54 |
| 10 | Accused/Criminal to give you information. | 77 |
| 11 | Political people not to pressurize you for transfer/posting of subordinate staff. | 77 |
| 12 | Officers from other departments to help in you in performing your duties (e.g. Public Works Department to erect barricades for VVIP security). | 77 |
| 13 | Your seniors for allocating more manpower to you. | 69 |
| 14 | Your seniors for allocating more budget to you. | 69 |
| | Other Situations in which Dy.SP/IPS negotiate 1) To Motivate subordinates for the work. 2) Persuading the staff to take care of their mental, physical, health and family issues that has to be solved. 3) Seniors for not giving in the political pressure. 4). In financial budget allocations recommendations of the District be considered. | |

B. For SI/Inspector

| S. No | Type of Situations | Percentage of officers (SI/Insp.) who negotiate in this situation |
|-------|---|---|
| 1 | Crowd/Unruly people to stay calm during agitation etc. | 90 |
| 2 | Members of public to listen to your instructions | 90 |
| 3 | Political people not to pressurize you to take illegal actions. | 80 |
| 4 | Media people not to enter into secured places. | 95 |
| 5 | Media people not to print/publish News that will flare up caste/communal feelings. | 95 |
| 6 | Religious people to help you to control problems arising out of religious feelings. | 98 |
| 7 | Your seniors for granting leave. | 80 |
| 8 | Your seniors for giving you a particular posting. | 79 |
| 9 | Your subordinates for helping you in your work. | 95 |
| 10 | Your colleagues for helping you in performing your duty. | 97 |
| 11 | Accused/Criminal to give you information. | 97 |
| 12 | Complainants for not exaggerating the nature of offence reported. | 68 |
| 13 | Complainants for not approaching and complaining to the senior officers. | 80 |
| 14 | Officers from other departments to help in you in performing your duties (For example Post-Mortem Report from the Medical Officers). | 94 |
| 15 | Your seniors for allocating more man power to you. | 76 |
| | Other Situations in which SI/Insp. negotiate 1) For getting weekly OFF for SI Level Officers. 2) To get permission on the very next day of their night duty. | |

C. For Constables/Head Constables

| S. No | Type of Situations | Percentage of officers (Ct/HC) who negotiate in this situation |
|-------|--|--|
| 1 | Crowd/Unruly people to stay calm during agitation etc. | 86 |
| 2 | Members of Public to listen to your instructions. | 100 |
| 3 | Political people not to pressurize you to take illegal actions. | 100 |
| 4 | Media people not to enter into secured places. | 92 |
| 5 | Media people not to print/publish News that will flare up caste/communal feelings. | 60 |
| 6 | Religious people to help you to control problems arising out of religious feelings. | 66 |
| 7 | Your seniors for granting leave. | 100 |
| 8 | Your seniors for giving you a particular duty. | 93 |
| 9 | Your subordinates for helping you in your work. | 86 |
| 10 | Your subordinates for helping you in performing your duty. | 78 |
| 11 | Accused/Criminal to give you information. | 92 |
| 12 | Complainants for not exaggerating the nature of offence reported. | 96 |
| 13 | Complainants for not approaching complaining to the senior officers. | 90 |
| 14 | Officers from other departments to help in you in performing your duties (For example Post-Mortem Report from the Medical Officers). | 96 |
| | Other Situations in which Ct./HC negotiate 1) For working space to the constables who are doing their duties as court police. 2) For grant CL in any case of emergency. | |

Thus it can be seen that police officers at various ranks negotiate in various formal and informal situations with their stakeholders as above.

Additional issues mentioned by the respondents as important in negotiation:

Similarly, various respondents have mentioned additional factors/issues in the given questionnaire as very important in Negotiation. They are:

- i. Win-Win
- ii. Power
- iii. Fairness
- iv. Consistency
- v. Influencing
- vi. Trust

On the basis of 7 competencies identified as above and the responses given by various officers as additional comments in the questionnaire and keeping in mind the literature review, , training programmes have been designed for Constables (1 day), Sub-Inspectors & Inspectors (2 days) and Dy.SP/IPS (4 days). The programmes have been designed keeping in mind the need for Negotiation with different stakeholders and the level of competencies required for a particular rank. It is presumed that ordinarily the Constable's job (in terms of Negotiation) will be 'to hold the fort' till senior officer arrives. They will usually Negotiate on a low key affairs. Sub-Inspectors and Inspectors on the other hand will get into little more complex negotiations being either P.S. in charges or out-post in-charges. Their job is tougher than the Constable's job. They need to understand the negotiation communication and the process. IPS Officers and Dy.SP's will of course be negotiating the most complex matters and must understand the Negotiation skills and human psychology in great details.

All the three programmes have been designed on the basis of analysis and comparison of data between different ranks across the State. For the purpose of analysis only, the data between different states in a particular rank has been considered. In future, State specific training programmes can also be developed.

4-day Training Programme on Negotiation Skills for Dy.SPs/IPS Officers

4-day Training Programme on Negotiation Skills for Dy.SPs/IPS Officers

Course Module

Training Objective

The objective of this training is to make participant understand and apply the Negotiation Skills in various conflict situations they may face while performing their duties. It will also provide an opportunity to the participants to know their existing style while they are in conflict to help them improve upon the areas where they are lacking. Main objectives will be :

- Understanding the individual role in negotiation process.
- Developing effective and successful negotiation strategies.
- Create a sense of mutuality while negotiating with others.
- Understand and improve Style and Strategies in Negotiation.
- Emphasize the importance of Human Psychology through communication and influencing in Negotiation.
- Understanding the importance of impersonal representation in the Negotiation and Emotional Intelligence
- Negotiate effectively with various stakeholders on the job through understanding of factors like trust, fairness, power, consistency and knowledgeability.

Target Group

- Police officers of the rank of Dy. SP and above
- Either during induction training or as in service training programme

Duration

Duration of the training will be 3 Days

Training Method

The training would be delivered through a combination of the following methods:

| | |
|---|--|
| Interactive lecture | Participants are encouraged to interact and questions are employed to stimulate interaction |
| Simulations | A number of negotiation scenarios allow experience and practice of negotiation skills |
| Feedback | There is continuous discussion for participants to comment, make suggestions and share opinions about negotiation skills |
| Scenario/ Caselets Presentations | Time is set-aside for participants to read, discuss and then present their case/scenario in an assertive and influential style |
| Self Assessment | Participants will be able to assess their style in Negotiation. They can improve upon the weaker areas thereafter. |

Sessions at a Glance

| Day 1 | | | |
|-----------|--|---|---|
| Time | Session | Key issues to be covered/Resources | Negotiation Competencies |
| 0930-1030 | Introduction to Negotiations and Overview of the Course | Negotiation for conflict settlement; the brief overview of course- its aims and objectives. Presentation 1 | |
| 1030-1100 | Tea & Photo | | |
| 1100-1200 | Briefing on the <u>Case: To sell or not to sell/Similar</u> and actual simulation in pairs | Simulation Tea to be served in class Presentation 2 Annexures 1, 2 & 3 | |
| 1200-1300 | Debriefing on the Case and Session on Distributive Bargaining Strategy and Tactics | BATNA, ZOPA, Anchors, stages and preparation for negotiations, first offers, when made and how to respond, tactics of distributive bargaining and how to deal with hardball tactics. Presentation 2 | Contextual astuteness Strategic planning |

| Time | Session | Key issues to be covered/Resources | Negotiation Competencies |
|--------------|---|--|--|
| 1400-1500 | Briefing on the Case: <u>Hollywood-Bollywood</u> (Or <u>Similar: Two party Multi Issues</u>), and actual simulation in pairs | Presentation 3 Annexure 4 & 5 | |
| 1500-1515 | Tea Break | | |
| 1515-1615 | Debriefing on simulation and Session on Integrative Bargaining Strategy and Tactics | Dual Concern Model, Position vs Interest, How to create value in negotiations, Planning for Negotiations, Bluffing, concept of Win-win. Presentation 3 | Contextual astuteness Strategic planning |
| 1615-1700 | Discussion on important factors in Negotiation | Power, Trust and trust repair, Fairness, Consistency, Knowledgeability | Contextual Astuteness |
| 1700-1705 | Check out and Mood Meter | | |
| Day 2 | | | |
| 0915-0930 | Recap of Previous day | | |
| 0930-1100 | Introduction to Style and Instrument | Presentation 4 Annexure 6 & 7 | Rigidity & inflexibility |
| 1100-1145 | Briefing on Case: <u>Dilemma at Nasik/Similar</u> and actual simulation | Simulation Tea to be served in the class Presentation 8 Annexure 8 | |
| 1145-1230 | Debriefing on Case and Session on Three Party Negotiations | Role of third party, where does my power come from. Presentation 8 | Rigidity & Inflexibility Strategic Planning |
| 1230-1315 | Watching of Video on Simulation | | |
| 1315-1415 | Lunch | | |

| Time | Session | Key issues to be covered/Resources | Negotiation Competencies |
|--------------|--|---|---------------------------------------|
| 1415-1515 | Principles of influence & lateral influence (<i>Understanding Human Psychology</i>) | How to handle Psychological issues in Negotiations. Annexure 9 Video | Effective communication |
| 1515-1630 | Communication and persuasion in negotiations, non-verbal communication | Role of communication and Persuasion in Negotiation Presentations 5 and 6 Videos | Effective communication |
| 1630-1700 | Distribution of Communication and Influence work sheets and group work by participants | Annexures 10 – 13 | Effective communication |
| 1700-1715 | Check Out and Mood meter | | |
| Day 3 | | | |
| 0930-0945 | Check in and Recap | | |
| 0945-1115 | Communication Presentation by groups | Communication and Influence | Effective Communication |
| 1115-1130 | Tea Break | | |
| 1130-1300 | Emotional Intelligence | Managing emotions of self and others Presentation 9 | Impersonal representation of position |
| 1300-1400 | Lunch | | |
| 1400-1600 | MBTI and Group Activity | Impact of psychology on Negotiation Presentation 12 Trainer Notes Hand Outs | |
| 1600-1700 | Politics in Negotiation | Presentation 7 | Post negotiation Credit |

| Day 4 | | | |
|-----------|--|--|--|
| Time | Session | Key issues to be covered/Resources | Negotiation Competencies |
| 0930-0945 | Check in & Recap | | |
| 0945-1030 | Stereo typing/Managing Diversity | Discussion | Familiarity bias |
| 1030-1200 | Briefing on Case: <u>Disturbance at the Police Station or similar</u> and actual simulation in groups. | Presentation 10 Annexure 14-19 | |
| 1200-1300 | Debriefing on Simulation and Session on Multi Party Negotiation | Multi Party negotiations, Complexities in Multi Party Negotiations, Principle of consistency Presentation 10 | <ul style="list-style-type: none"> – Strategic Planning – Effective Communication – Contextual Astuteness – Post Negotiation Credit – Familiarity Bias – Rigidity & Inflexibility – Impersonal representation of position |
| 1300-1400 | Lunch | | |
| 1400-1530 | Watching Video on Negotiation & discussion (Tea to be served inside) | Trainer Notes | |
| 1530-1600 | Goal setting | Presentation 11 | |
| 1600-1630 | Summing up of the programme & Feedback | | |
| 1630-1700 | Valediction and Distribution of Certificates | | |

Day 1



| | | |
|--|---|--|
| Session 1.1 Introduction to Negotiations and Overview of the Course | Session 1.2 Briefing on the Case: To sell or not to sell/Similar and actual simulation in pairs | Session 1.3 Debriefing on the Case and Session on Distributive Bargaining Strategy and Tactics |
| Session 1.4 Briefing on the Case: Hollywood-Bollywood (Or Similar: Two party Multi Issues), and actual simulation in pairs | Session 1.5 Debriefing on simulation and Session on Integrative Bargaining Strategy and Tactics | Session 1.6 Discussion on important factors in Negotiation |
| Session 1.7 Check out and Mood Meter | --- | --- |

Session 1.1

Session 1.1

Session Title: Introduction to Negotiations and Overview of the Course

Timing: 0930 – 1030

| Instructor's Guide | Reference | Negotiation Competencies |
|--|--|--------------------------|
| Session Overview | | |
| <p>Welcome the participants to the training programme. Facilitator to give their introduction to the participants. Now facilitator will ask each participant to give their introduction. You can try some ice breaking activities like the following. “Who am I? What do I do? What is my understanding of Negotiation? What do I find easy and difficult in Negotiation? What is my expectation from this workshop?” Let people answer to above questions by drawing/ graphically(without writing words) on a chart paper. Let them share in small groups (if participants are large in number) or with the whole class if the participants are small in number.</p> | Presentation 1 on Negotiation Skills Introduction | |
| Objective of the Training | | |
| <p>Facilitator will inform the participants that the objective of the training is to make participant understand and apply the Negotiation Skills in various conflict situations which they come across in their day to day work. This training will also provide an opportunity to the participants to know their existing ability and skills while they are in a situation of conflict. Participants be informed that the 3-day programme is designed on the basis of a research conducted at the Sardar Vallabhbhai Patel National Police Academy, Hyderabad.</p> | | |

| Instructor's Guide | Reference | Negotiation Competencies |
|--|---------------------------|---------------------------------|
| Introduction to Negotiation | | |
| Give a brief introduction to the participants about the term negotiation. Explain them how they can best apply the negotiating skills. | | |
| Introduction to the Module | | |
| Delineate to the participants about the importance of negotiating skills for the settlement of the conflicts. Enlist the topics which will be covered in the module. | | |
| Continuing the Discussion on Negotiation | | |
| Continue the discussion on negotiation by defining what is negotiation and the characteristics of negotiation. Proceed by discussing the key principles of negotiation with the participants. | | |
| Instructor's Guide | Reference | Negotiation Competencies |
| Tell the participants about conflict and the difference between resolution and settlement. Explain to the participants the multi-faculty exercise defining the various skills required for negotiation. | | |
| Concluding the Session | | |
| You will be glad... Conclude the session by telling the participants that the skill learnt comes handy some days or the other. The negotiation skill that they will learn over next three days will help them in performing their jobs better. | Negotiation Skills | |

Session 1.2

Session 1.2

Session Title: Briefing on the Case: To sell or not to sell/Similar

And actual simulation in pairs

Timing: 1100 – 1200

| Instructor's Guide | Reference | Negotiation Competencies |
|---|---|--------------------------|
| Introduction to the Case | | |
| <p>Give an overview to the participants about the “To sell or not to sell” case. Inform the participants that they have been negotiating at home and at work based on their prior experience on negotiation. Now they are going to do a simulation which is simple.</p> <p>The exercise will be done in pairs as this is a two party negotiation exercise. Inform the participants that one of them will act as buyer and one as seller and they are going to negotiate over the sale of a piece of property. The focus will be on only on one issue, i.e., price.</p> <p>Some participants may raise the point that as police officers they will not get into buying-selling type Negotiations. They should be informed that while their concern is appreciated, this type of exercise is needed to understand certain key concepts & they will do real police situation Negotiation on day 2 and 3.</p> | Presentation 2 Let's Negotiate (Slide No. 1 & 2) | |
| Objective of the Exercise | | |
| <p>Mention to the participants that the exercise is designed to help achieve the following objectives-</p> <ol style="list-style-type: none"> 1) To start building a negotiation framework that will help participants think about, prepare for and execute negotiations systematically—and hence more effectively—in a variety of contexts. 2) To start building a negotiation <i>tool kit</i> which consists of strategies and tactics for capturing value in negotiation, and which can be put to use by as soon as participants walk out the door. 3) To provide a forum for learning from experience: participants will engage in a realistic negotiation simulation, receive feedback on their strategies and performance, and debate/discuss alternative approaches for negotiating. | | |

| Instructor's Guide | Reference | Negotiation Competencies |
|--|---|---------------------------------|
| Instructions for the Simulation Exercise | | |
| Facilitator will assign the role of either buyer or seller to each participant. He can use chit system or assigning buyer to even role numbers and seller to odd role numbers or vice versa to assign the roles. He should ensure that half of the participants are buyer and half are sellers. | | |
| Distribute Participants' Note Distribute the copies of the simulation (Buyer copy to the buyers and Seller copy to the sellers). Inform the participants to keep the role information confidential and not to share the information with the other participants. | Annexure 1: To sell or not to sell (Buyer) Annexure 2: To sell or not to sell (Seller) | |
| Additional Instructions | | |
| Timings Inform the participants that they will get 15 minutes to read the role information and prepare for the negotiation 20 minutes to negotiate (on price issue only) Instruct them if the outcome is not reached within these 35 minutes, it will be considered a "No Deal" outcome. Facilitator should also ensure that the participants are allowed to say anything but should not disclose the confidential role information with the other party. Response Sheet Provide each group with the Response Sheet and ask them to fill in the information regarding the settled agreement, i.e., whether the agreement reached or not and the negotiated price. Also ask the groups to fill in their information like group number, names and signature of both the parties. Facilitator should take back the filled in sheets for the debriefing in the next session. | Presentation 2 Let's Negotiate (Slide No. 3 & 4) Annexure 3: To sell or not to sell (Response Sheet) | |
| Conclude the Session | | |
| To conclude the session, inform the participants that the debriefing for the simulation performed will be done in the next session. Ask the participants to disperse for the tea break and return back for the next session at 1130. | | |

Session 1.3

Session 1.3

**Session Title: Debriefing on the Case and Session on Distributive
Bargaining Strategy and Tactics
Timing: 1200 - 1300**

| Instructor's Guide | Reference | Negotiation Competencies |
|--|---|---|
| Session Overview | | |
| <p>Welcome back the participants to the classroom and ask them to settle down for the debriefing of the simulation done in the last session.</p> <p>Inform the participants that while debriefing the simulation on “Sell or not to sell”, we will also be simultaneously discussing on the concept of Distributive Bargaining Strategy, concept of BATNA, ZOPA and Anchors. Brief the participants that though they may not face such situations in the field where they will Negotiate over price, yet such an exercise will help them to understand basic concepts in Negotiation.</p> | | Contextual Astuteness Strategic Planning |
| Debriefing the Simulation | | |
| <p>Facilitator should prepare an excel sheet with the columns containing the group number, name of both the parties, and Negotiation results.</p> <p>Ask the participants to express their views about the negotiation exercise. Ask how many of them feel that they did well and ‘Feel Good’ about the negotiation and how many feel they didn’t do well and ‘Feel Bad’ about the negotiation done.</p> <p>Facilitator can point out the highest price negotiated, the lowest price negotiated and the No Deals on the screen. Also highlight the results of various groups with the help of excel sheet on the screen.</p> <p>Ask the participants about the nature of the negotiation. Look out for the answer to be ‘win-lose’ or distributive negotiation.</p> <p>Facilitator should discuss with the groups, specially the outlier groups to understand the processes used by them</p> | Presentation 2 Let’s Negotiate (Slide No. 5 & 6) | |

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| during negotiation. These processes can be used as anchor to answer how to make optimal choices. | | |
| Effective Negotiation | | |
| <p>The facilitator should discuss with the participants about the term negotiation and elaborate how negotiation can be done effectively. Also let know the participants the three different stages of negotiation, i.e.,</p> <p>Prepare to Negotiate</p> <p>Making the Deal</p> <p>Closing the Deal</p> <p>Ask them if they found these three stages while negotiating.</p> | <p>Presentation 2 Let's Negotiate (Slide No. 7 & 8)</p> | |
| Prepare to Negotiate | | |
| <p>Facilitator to discuss briefly the process to be followed while preparing for the negotiation. Explain the concept of BATNA and how to assess your BATNA.</p> <p>Facilitator to explain to the participants how to calculate your reservation values and that it would depend on what the seller can negotiate.</p> <p>Facilitator may ask the participants-</p> <p>“How many of the sellers knew/ found out during the discussion that the property is being purchased for use in commercial development?”</p> <p>Take responses from the participants. Facilitator should then transit the discussion on protection against deceit or outright lies and will explain how to guess/try to understand the BATNA for other parties.</p> <p>Facilitator will then explain to the participants about the concept of ZOPA and how to evaluate ZOPA. He will also inform them that ZOPA can be evaluated correctly only after a reasonable estimate of own RV and that of the other party is known.</p> <p>Facilitator will display the result sheet on the screen and ask the participants to observe that the distribution is skewed towards the seller's RV. Ask why and take some responses.</p> | <p>Presentation 2 Let's Negotiate (Slide No. 9)</p> <p>Let's Negotiate (Slide No. 10 - 14)</p> <p>Let's Negotiate (Slide No. 15 - 17)</p> <p>Let's Negotiate (Slide No. 18–22)</p> | |
| Making the Deal | | |
| <p>Facilitator should ask the following questions to the participants and hear both sides of the arguments-</p> <p>What if they ask tough questions?</p> | <p>Presentation 2 Let's Negotiate (Slide No. 23 - 25)</p> | |

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| <p>Take some responses. Facilitator will explain to the participants the importance of preparing the answer to the toughest question in advance.</p> <p>Ask the participants: Should you make the first offer?</p> <p>Facilitator will then direct the discussion and inform to the participants that there is no single answer to this and that it depends and will discuss on what it depends on.</p> <p>Facilitator will ask how aggressively you can anchor. Take responses from the participants and explain them that they should make offer which they can justify. Also they should set high but realistic aspirations while negotiating.</p> <p>Now facilitator will ask how to respond to aggressive offers? Let the participants have a small group discussion on the question and the facilitator will help to come on a conclusion.</p> <p>Discuss with the participants about the various approaches for responding to offers they love but highlight that the correct understanding of ZOPA is important.</p> <p>Facilitator to discuss on various tactics and their impact on managing negotiation outcomes and relationships.</p> <p>Facilitator to observe for time allotted to the session and ensure that the time-line is strictly followed.</p> | <p>Let's Negotiate (Slide No. 26)</p> <p>Let's Negotiate (Slide No. 27)</p> <p>Let's Negotiate (Slide No. 28)</p> <p>Let's Negotiate (Slide No. 29)</p> <p>Let's Negotiate (Slide No. 30)</p> | |
| Closing the Deal | | |
| <p>Facilitator will discuss with the participants the useful tactics for closing a deal. Ask the participant if they used any of the following mentioned tactics while negotiating. Facilitator will then explain about the hardball tactics and why to use these tactics while negotiating. Ask the participants what can be the typical hardball tactics used by the negotiators.</p> <p>Ask the participants how they will deal if the other party is using such tactics on them. Take some responses and</p> | <p>Presentation 2 Let's Negotiate (Slide No. 31-33)</p> <p>Let's Negotiate (Slide No. 34-35)</p> <p>Let's Negotiate (Slide No. 36)</p> | |

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| then explain each point in detail. <i>Note: If time is short, close the session by explaining BATNA, ZOPA and P.V. Point.</i> | | |
| Instructor's Guide | Reference | Negotiation Competencies |
| Conclude the Session | | |
| <p>Facilitator will conclude the session by informing the participants that till now we have illustrated single issue distributive negotiation. In further sessions we will be considering two-party multi-issue and multi-party multi-issue negotiations also.</p> <p>Quickly revise the learning from the session. Facilitator can ask each of the participants to share one such negotiation instance (Two party - Single issue) that they have come across during their work. (This part shall be done only if time permits).</p> | Let's Negotiate (Slide No. 37) | |

Session 1.4

Session 1.4

Session Title: Briefing on the Case: Bollywood-Hollywood (Or Similar: Two party Multi Issues), and actual simulation in pairs

Timings: 1400 – 1500

| Instructor's Guide | Reference | Negotiation Competencies |
|---|---|---------------------------------|
| Introduction to the Case | | |
| <p>Inform the participants that the purpose of this exercise is to help them learn some of the key techniques for what is known as 'integrative negotiation'. It will also help the participants to learn the importance of win-win, trust and building a relationship, how to share and elicit information and prioritize.</p> <p>The facilitator should describe the simulation exercise to the participants as Two Party Multi Issue (11 issues in this case) between a Film Producer and a Director. The 11 issues are as below-</p> <ul style="list-style-type: none"> Child Star Production Designer Pre-Production Budget Post-Production Schedule Male Lead Female Lead Location Editorial Control Director's Salary Base Director's Bonus: % Gross Personal Location Budget | Presentation 3 Bollywood-Hollywood (Slide No. 1 – 5) | |
| Instruction for the Simulation Exercise | | |
| <p>Facilitator will assign the role of either Director or Producer to each participant. He can use chit system or assigning Director to even role numbers and Producer to odd role numbers or vice versa to assign the roles. He should also ensure that half of the participants are Directors and half are Producers. Any odd number may result into one participant left who can be made an observer.</p> | | |

| Instructor's Guide | Reference | Negotiation Competencies |
|--|---|--------------------------|
| <p>Distribute Participants' Note</p> <p>Distribute the copies of the simulation (Director copy to the Directors and Producer copy to the Producers) and other stationery required.</p> <p>Facilitator will inform the participants that the simulation copies contain information about the preference of the party and payoff matrix. Ensure that the participants keep the role information confidential and does not share the information and point schedule with the any other participant/counterparts.</p> | <p>Annexure 4: Bollywood-Hollywood (Director)</p> <p>Annexure 5: Bollywood-Hollywood (Producer)</p> | |
| <p>Additional Instruction</p> | | |
| <p>Timings</p> <p>Inform the participants that they will get 20 minutes to read the role information and prepare for the negotiation.</p> <p>30 minutes to negotiate (on all the 11 issues discussed above).</p> <p>Let the two parties negotiate and come to a conclusion. Let each of the party calculate their scores according to the payoff matrix provided at the end of the simulation copy.</p> <p>Facilitator should also ensure that the participants are allowed to say anything but should not disclose the confidential role information with the other party.</p> | | |
| <p>Closing the Session</p> | | |
| <p>Let the two parties calculate their individual scores based on the payoff matrix provided at the end of the simulation copies.</p> <p>Facilitator will ask the participants to inform their scores which can be entered in excel sheet or written on the white board. Inform the participants that the debriefing of this simulation exercise will be in the next session.</p> | | |

TEACHING NOTES (ONLY FOR THE REFERENCE OF FACILITATOR)

Bollywood-Hollywood

Introduction

The purpose of this exercise is to help participants learn some of the key techniques for integrative negotiation. The exercise is to allow participants to assess their skills on both the integrative and distributive dimensions. The exercise requires participants to learn the importance of win-win trust and building a relationship, how to share and elicit information, prioritize issues and look for logrolling solutions. In addition, one can discuss the dangers of bluffing, the benefits of a balanced agreement and negotiating in a multi-issue environment.

The Exercise

The exercise is a two-party 11 issue scorable negotiation between a producer and director. There are 2 compatible (participants want the same outcome), 6 integrative (participants have differential preferences that can be traded off; e.g., male lead is more important to the director than the female lead and vice versa for the producer), and 3 distributive issues (participants want opposing outcomes for the same issue; e.g., director wants a large salary and producer wants to give a more meager salary). The points for each party are not perfectly symmetrical across issues. As a result, one party will almost always score higher than the other. The highest number of points that can be obtained is 16,200. This point total is calculated by adding up the highest number of points each party could receive for each of the 11 issues. The highest number of points the two parties can hope to achieve together is 14,000. The combination of the Director's and Producer's scores indicates how well they created value (integrative skills) in the exercise (the closer to 14,000 the better) and the amount of points contributed by each party to the total indicates how the participants divided the value (distributive skills.) In order to achieve a high integrative score, both parties must be willing to trade off entire issues. For example, the Director would cast his least favorite choice of Kareena Kapoor for the female lead in order to get his first choice of Salman Khan as the male lead, which is much more important to him than the female lead. Although the final scores will usually not be perfectly equal, you may wish to argue that for reasons associated with the ease of future negotiations, an outcome relatively balanced between the participants (e.g., one party does not have twice as many points as the other 5,000 and 6,300 points) is better than a highly skewed one. Less than 3000 points apart would be a non-detectable difference between the parties which would preserve the relationship.

Integrative Issues

- Pre-Production Budget and Post-Production Schedule
- Male Lead and Female Lead
- Location and Editorial Control

Distributive Issues

- Director's Salary Base
- Director's Bonus: % Gross
- Personal Location Budget

Compatible Issues

- Child Star
- Production Designer

Running the Exercise

Individuals are assigned to the role of either the Producer or the Director. The role contains information about the preferences of the party and a payoff matrix. Participants can be handed the material prior to the beginning of class or can be given 30 minutes of in-class preparation time. The participants should be told that under no circumstances should they physically exchange any information with their counterpart nor should they discuss their preferences in terms of points. The participants should be given 50-60 minutes to complete the exercise.

Debriefing the Exercise

To debrief the exercise, the instructor should draw a chart where the participants will indicate how many points they achieved (e.g., the Director's Points, the Producer's Points, their combined total) and for a more detailed debrief, a list of what they chose for each one of the alternatives in the exercise (e.g., Director's Salary, Pre-Production Budget, etc.) The instructor can then discuss how each participant's individual score indicates performance on the distributive dimension while the participants' combined score indicates performance on the integrative dimension. Participants can then analyze how they could have made more optimal trade-offs and discuss why they think their outcomes differed from others with the same role. The instructor can also discuss how to create value in a negotiation by prioritizing issues and looking for trade-offs. (Win-Win) The key to increasing the integrative score is for both parties to ask questions and share information reciprocally. Many are afraid to reveal information because they fear being taken advantage of. A good lesson for students is that they can't get what they want if the other side does not know what is important to them because of a lack of information sharing or obfuscation of their priorities on issues.

Some participants do not discover the compatible issues. The instructor can discuss the reasons why participants settle for suboptimal solutions. For example, some participants assume that if an option is good for them such as Daisy Irani then it must be bad for the other. This is referred to as fixed pie thinking. As a result of this fixed pie thinking, the participant may offer

what he sees as a compromise choice such as Mili Pandit and the other party also suffering from fixed pie thinking may accept this without question. In addition, sometimes a suboptimal choice is made on the compatible issues because one party bluffs. For example, one party indicates that she prefers Daisy Irani and the other party counters with Danesh Rana because he thinks that he can pretend to give up the “preference” of Daisy later for another option. If the first party agrees to Danesh, it is difficult for the second party to claim he really wants Daisy because the lie would become apparent. As a result, the suboptimal choice remains in place. Another danger of bluffing is that in a multi-issue negotiation, it is difficult for the participants to keep track of the bluff. Keeping track of the bluff also takes away cognitive energy from the rest of the negotiation.

The instructor should also discuss the importance of setting an aspiration point. An aspiration point should be set for the entire package, not each individual issue. If an aspiration point is set for each issue, this limits trade-offs and thus the ability to find integration. By setting an aspiration point for the entire package, it acts as a goal where the parties will try hard to continue looking for creative trade-offs to achieve the goal. A reasonable aspiration point for the exercise should be between 6,000-8,000 points. The resistance point of 3,000 has been set for both participants. Often, the students will set their aspiration at their resistance point. This tends to cause the participants to settle for compromise solutions rather than look for other ways to create more value (such as through trade-offs.)

Participants should try to negotiate using packages rather than negotiating issue by issue. Negotiating one issue at a time limits trade-offs of priorities. It may be difficult to keep all 11 issues on the table at a time. Participants may want to use mini packages but leave all options open until the end to reassess some of the trade-offs. Often students will want to package like items, however, some trade-offs may not be from a like package such as Editorial Control and Personal Location budget. Tradeoffs between issues should be based on each party’s priorities and not on what “appears” logical in terms of issue similarity. If participants trade off on the integrative issues, agree on the compatible and roughly split the distributive issues, they will obtain a high integrative outcome that is relatively balanced. It is important for participants to learn that both sides must be satisfied with the agreement. If the scores are too imbalanced (such as 3,500 and 7,000) then the relationship may be harmed. Some participants claim that the other side was happy until they found out the point differential. The instructor can discuss how in real life it is difficult to conceal such an imbalanced agreement and that such information (i.e., how one side benefited much more than the other) eventually becomes revealed.

Participants may be hesitant to share information. If information is not shared, it is difficult to find the optimal trade-offs. Techniques for creating a free flow of information include: (1) sharing information yourself first (though not too much without reciprocity); (2) asking questions; 3) making a proposal (if/then). (4) It is also helpful to understand each other’s priorities on the issues prior to discussing the more specific preferences within the issues (e.g., how

important is female lead in comparison to male lead prior to arguing the merits of Katrina Kaif as an actress). Often too much time is spent negotiating for a specific preference within an issue without understanding how important the issue is to the two parties. The female lead is not nearly as important as the male lead for the director and the opportunity to trade male for female lead can be lost by too narrow a focus.

The debriefing should finally bring the focus on an important issue in Negotiation i.e. Win-Win which should be the focus of every negotiation.

Win-Win

What is Win-Win? In most conflicts the parties have or believe they have incompatible goals. But this may be reality always. There is a possibility that both parties perceive each other as adversaries and hence both keep trying to get the larger share of the pie, which may make the Negotiation a *status quo*. (Win-Lose) However, by trying to understand clearly what one really wants & at the same time understanding what the other party wants, it is possible to reach a solution that may keep both parties to get what they really want (completely or at least satisfactorily) resulting a win-win situation.

Most of the times, the participants does not focus on one's own and other's real 'interest' but keep debating & negotiating on the 'position' that both parties take. By asking questions about why the other party wants what they want, the real interest behind a demand can be understood. One needs to explore (and help other party explore) how interest of both parties can be met. (Expanding & then sharing the pie)

**** For more detailed understanding of what Win-win is, please refer to the article "What is win-win Negotiation?" by Steve Roberts. Facilitators are strongly advised to go through the article by Steve Roberts to be able to discuss the concept of Win-Win with the participants.(Enclosed in this module)***

Session 1.5

Session 1.5

Session Title: Debriefing on simulation and Session on Integrative Bargaining Strategy and Tactics

Timing: 1515 – 1615

| Instructor's Guide | Reference | Negotiation Competencies |
|--|--|--------------------------|
| Overview | | |
| The facilitator will inform the participants that while debriefing the simulation on “Bollywood-Hollywood”, we will also be simultaneously discussing on the concept of Integrative Bargaining Strategy and Tactics on how to create win-win and value in negotiation, planning for negotiation and negotiation checklist. | | |
| Debriefing the Simulation | | |
| <p>Let the facilitator prepare an Excel sheet or a chart to show how many point the participants scored in total (of all 11 issues), i.e., Director's Scores, Producer's Scores and their combined scores.</p> <p>Discuss with the participants how their individual score indicate the performance on the distributive dimension and their combined score indicates performance on Integrative dimension.</p> <p>Ask each group to analyze and discuss regarding their experience and take some responses. Also take some responses as to how they could have made this negotiation more optimal trade-offs and discuss why they think their outcomes differed from others with the same role.</p> <p>The facilitator should also make aware to the participants with the idea that they can't get what they want if the other side does not know what is important to them which may happen because of a lack of information sharing or sharing of their priorities on issues.</p> | Presentation 3 Bollywood- Hollywood (Slide No. 1-9) | |

| Instructor's Guide | Reference | Negotiation Competencies |
|--|---|--------------------------|
| Setting an Aspiration | | |
| <p>The facilitator should discuss with the participants the importance of setting an aspiration point. Inform the participants that the aspiration point should be set for entire package and not for each individual issue.</p> <p>Explain to the participants that setting an aspiration point for the entire package acts as a goal where the parties will try hard to continue looking for creative trade-offs to achieve the goal.</p> | | |
| Integrative Bargaining Strategy | | |
| <p>Inform the participants that the objective of the simulation was to</p> <ul style="list-style-type: none"> To understand the importance of <u>integrative bargaining</u> To assess skills on both distributive and integrative bargaining Use of concepts such as BATNA, Aspiration Point & Resistance Point To appreciate importance of trust To elicit and share information To prioritize issues and look for logrolling solutions To explore the benefits of balanced agreement To understand win-win <p>Remind them that the negotiation was two-party multi-issue scorable exercise. The maximum possible points from this exercise were 16200.</p> <p>Also remind the participants that the <u>integrative issues</u> that they have negotiated are</p> <ul style="list-style-type: none"> Pre-Production Budget and Post-Production Schedule Male Lead and Female Lead Location and Editorial Control <p>Tell the participants the difference between Distributive and Integrative Negotiation. Emphasis that in Integrative negotiation goals are mutually exclusive (win-win) and it allows both sides to achieve objectives, unlike the distributive negotiation where both parties are trying to get maximum share out of the pie (win-loose).</p> | <p>Presentation 3 Bollywood-Hollywood (Slide No. 10-18)</p> <p>Teaching Notes Bollywood-Hollywood</p> | |

| Instructor's Guide | Reference | Negotiation Competencies |
|--|---|--------------------------|
| Integrative Negotiation | | |
| <p>Let the facilitator discuss with the participants the characteristics of Integrative Negotiation and distinguish between position and interest.</p> <p>Explain to the participants the concept of Dual Concerns model. Inform the two concerns associated with the model, i.e., Relationship and Substantive outcomes.</p> <p>Let the facilitator ask the participants to give their inputs on how they can create value to the negotiation by prioritizing issues and looking for trade-offs. Discuss the issue briefly with the participants and inform them the techniques that can be used for sharing information between the two parties.</p> <p>Towards the end of the session let the facilitator inform the participants the four key determinants to settle the conflict arising during negotiation and factors that facilitate successful integrative negotiation.</p> <p>Have a discussion on the concept of Win-win which should be the prime focus in all negotiations.</p> | <p>Presentation 3 Bollywood-Hollywood (Slide No. 19-32)</p> <p>-Teaching Notes Bollywood-Hollywood</p> <p>-Paper on Win-Win by Steve Roberts</p> | |
| Conclude the Session | | |
| <p>Conclude the session by reminding the participants that the negotiation exercise they performed was a two party multi issue exercise. Advise the participants to create value (i.e. expand the pie), to focus on the interest and not on position, to create multiple offers in packages. Remind them that communication is often the most important key. Emphasize on the concept of Win-Win. Close the session.</p> | | |

Session 1.6

Session 1.6

Session Title: Discussion on important factors in Negotiation

Timing: 1615 – 1700

| Instructor's Guide | Reference | Negotiation Competency |
|---|---|-------------------------------|
| <p>Inform participants that there are some important factors which must be discussed and understood to understand negotiation better. Almost every research on negotiation has highlighted the importance of these factors. These factors are:</p> <p>Trust Fairness Consistency Knowledgeability Power</p> <p>There are two ways to handle this session. First one is to 'tell' participants about these factors. However, in telling, there is a possibility of boredom setting in the participants. The second and better way to handle this session is to ask the participants to share their thoughts on these factors. Distribute one factor to each group in the class. Following questions may be given to each group to ponder upon and come up with their thoughts. They should be asked to do small group discussion on each of these factors and then make a presentation to the class.</p> | <p>Write ups on Trust, Fairness, Consistency and Knowledgeability</p> | <p>-Contextual Astuteness</p> |
| <p>Group 1. Trust What is trust? Why trust is important in negotiation? How trust can be build? How to repair trust if broken?</p> | <p>Note on Trust The simplest way to build trust - David DeSteno (hbr.org) Six ways to build trust in Negotiation ... Harvard Business School article.</p> | |

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| Group 2. Fairness What is fairness? How to measure fairness? Why fairness is important in Negotiation? | – Paper on “Fairness: it is all about Perception” by Phyllis Pollack – Perception of Fairness in Negotiation | |
| Group 3. Consistency What is consistency? Why consistency is important in Negotiation? | – Paper on “Importance of Consistency in Negotiation”. | |
| Group 4. Knowledgeability What is knowledgeability? Why knowledge is respected in Negotiation? How knowledge can be improved? | | |
| Group 5. Power Where does my power come from? Does power help you to get what you want? Does a weak party in negotiation also have power? | Paper on “How to Negotiate with someone more powerful than you” by Carolyn O’ Hara. – The Role of Power in Negotiation by Peter Stark | |
| The facilitator may share/distribute various articles/write-ups on each of these topics to concerned groups for reference. The group may refer to these resources as initial anchoring of thoughts. They should however brain storm within their groups on the topic and come up with independent thinking on the topic given to them which they should present to the class. | | |
| Ensure sufficient time for presentation by each group so that there is general understanding of each of these factors among the group. | | |

Session 1.7

Session 1.7
Check out the Mood Meter
Timings: 1700-1715

Before ending the day work, facilitator should inform the participants that they would like to have feedback on the day's proceedings. For this purpose, facilitator should draw the Mood Meter on a chart paper in advance and display it for the participants. Ask the participants to tick mark their response/feedback, one each for I, WE and IT.




Explain the mood meter to the participants by telling them that-

"I" is the mood of the individual (how he feels about the day's proceedings),

"WE" is the mood of the class (as perceived by an individual with respect to the day's program)

"IT" is the mood of the individual with respect to the subject matter that was discussed for the day.

Facilitator should move away/out of the class so that participants can give feedback without any hesitation.

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| I | | | |
| WE | | | |
| IT | | | |

Day 2



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| Session 2.1 Recap | Session 2.2 Introduction to Style and Instrument | Session 2.3 Briefing on Case: <u>Dilemma at Nasik /</u> <u>Similar</u> and actual simulation |
| Session 2.4 Debriefing on Case and Session on Three Party Negotiations | Session 2.5 Watching Video on Simulation | Session 2.6 Principles of Influencing and Lateral Influence (Understanding Human Psychology) |
| Session 2.7 Introduction to Communication and persuasion tactics in negotiations, Non-verbal communication | Session 2.8 Distribution of Communication and Influence work sheets and group work by participants | Session 2.9 Check out and Mood Meter |

Session 2.1

Session 2.1

Session Title: Recap of Previous Day Timings: 0915 – 0930

| Instructor's Guide | Reference | Negotiation Competencies |
|--|-----------|--------------------------|
| <p>Facilitator to welcome the participants to the second day of the training. Instruct the participants to sit in around in their small group, where each participant will get 2 minute to recall and discuss about one issue from the yesterday's training (total of 8-10 minutes may be given for this).</p> <p>Innovative methods for recap can be used. A long ribbon can be laid on the ground. One side of the ribbon, timings of last day's session may be written on small chart papers cut in circular/oval/rectangular shapes. Allot yesterday's session timings to various groups. Participants may be asked to work in their small groups for 5 min. to discuss and recollect what happened yesterday in the session timing allotted to them. Participants may be asked to recall what was discussed yesterday during a particular session & what was the methodology used. They should be asked to write their responses on two different oval/circular/rectangular chart papers & to put on the other side of the ribbon. Once every group has placed their remarks, the entire class can see the whole thing thereby recap of previous day is done.</p> | | |
| Conclude the Session | | |
| Facilitator may conclude the session by informing the participants about the sessions of the day. | | |

Session 2.2

Session 2.2

Session Title: Introduction to Style and Instrument

Timings: 0930 – 1100

| Instructor's Guide | Reference | Negotiation Competencies |
|---|--|-----------------------------------|
| Introduction to Negotiation Styles | | |
| <p>Facilitator to ask participants as to what do they understand by the term 'Style'. Take some responses. Inform participants that the word Style has a deeper meaning as far as Negotiation is concerned. Explain what style means and different types of styles. Style is how one behaves (reacts) when in conflict/negotiation. Inform participants that it is possible to measure one's style in Negotiation through an instrument. Ask them if they would like to know their preferable style in Negotiation. Administer the Style Questionnaire. Distribute the style questionnaire to the participants. Facilitator need to instruct and help the participants for filling up the questionnaire. Ask participants about their opinion on the effectiveness of each of the styles. Take some responses (charting). Show PPT on Styles. Let participants understand what negotiation styles are and explain the Thomas and Kilmann argument related to negotiation style. Let the facilitator inform the participants about the two dimensions of personal behavior that an individual can show while dealing with conflicts. Facilitator to emphasis that we all have one or two preferred styles when in Negotiation. This makes us rigid and inflexible if the situation demands responses other than our preferred styles/s. Hence, it is important to know other styles and one should try to develop deliberately other styles as well and use those whenever one's preferred style is not</p> | <p>Presentation 4 Negotiation Style (Slide No. 1-3)</p> <p>Annexure 6 &7: Style Questionnaire</p> <p>Negotiation Style Slide 4 & 5</p> <p>Presentation 4 Negotiation Style Slide 6 - 14</p> <p>Thomas Kilmann argument on Style and their effectiveness</p> | <p>Rigidity and Inflexibility</p> |

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| yielding the result. Rigidity & inflexibility on one's part will only bring frustration & anger & result into a failed Negotiation. | | |
| Conclude the Session | | |

Session 2.3

Session 2.3

Session Title: Briefing on Case: Dilemma at Nasik /Similar and actual simulation

Timings: 1100 – 1145

| Instructor's Guide | Reference | Negotiation Competencies |
|---|---|---------------------------------|
| Brief on the Case - Dilemma at Nasik/ Similar and actual simulation | | |
| Facilitator should brief the case to the participants and inform that it's a three party negotiation case. The case is about the negotiation of the manpower distribution for the three districts as the police from the 3 districts together perform bandobust for a major festival under the overall guidance of the DIG. The negotiation demands that the manpower (121 Constables) will be allotted only if the consortium is formed between two or more districts. | | |
| Instructions for the simulation process | | |
| The facilitator will instruct the participants to form groups of three each and will play the role of the SPs of the three different districts. Alternatively one observer per group can also be nominated. For this the facilitator can use the chit system to allocate the roles or let the participants decide for themselves. Tell the participants that you are to perform the negotiation to get the maximum constables for your district. The SPs should formally meet to initiate the negotiation process. If any of the two wants to talk in private, the other may keep quit for one minute & no more than that. | Presentation 8 Three Party Negotiation (Slide No. 1 - 3) | |
| Distribute Participants' Note Distribute the copy of the Nasik Range Dilemma to all the participants and other required stationery | Annexure 8: Nasik Range Dilemma | |
| Other Instructions | | |
| Timing Inform the participants that they will get 5 minutes for | | |

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| <p>reading and 30 minutes to reach an agreement. Also inform that if any agreement is reached, it must last for at least three minutes before negotiation concludes.</p> <p>If no consortium is formed, i.e., no agreement is reached, the entire manpower will be allotted to Ahmednagar.</p> <p>Possibility</p> <p>The negotiation can be concluded if two of the three SPs settle to an agreement.</p> | | |
| Conclusion | | |
| <p>Let the facilitator inform the participants that if the consortium is reached, they can conclude the negotiation and information can be entered in the space provided at the end of the negotiation sheet.</p> <p>Inform the participant that they can disperse for the tea break and return for the next session for debriefing of the case.</p> | | |

Session 2.4

Session 2.4

Session Title: Debriefing on Case and Session on Three Party Negotiations

Timings: 1145 – 1230

| Instructor's Guide | Reference | Negotiation Competencies |
|---|--|---------------------------------|
| Debriefing of the Simulation Exercise | | |
| <p>Let the facilitator welcome back the participant from the tea break and ask the participants to form the same group of three as in the last session.</p> <p>Ask each group what happened during the simulation exercise?</p> <p>Discuss the various key issues in the simulation exercise.</p> | <p>Presentation 8 Three Party Negotiation (Slide No. 4)</p> | |
| Three Party Negotiation | | |
| <p>Discuss with the participants the difference between multi-party and two-party negotiation exercise.</p> <p>Let the facilitator ask the participants to give their views on how to approach a three party negotiation.</p> <p>Discuss issues as per slides 5-8.</p> | <p>Three Party Negotiation (Slide No. 5 - 8)</p> | |
| Power and Influence in Coalition Situation | | |
| <p>Let the facilitator discuss about the power in coalition situation</p> <p>Let the participants give their views on how power and perception of power affect result in this situation.</p> <p>Talk about positional power and personal power.</p> <p>Facilitator should also introduce the concept of 'Power in weakness.' Sometimes even a weak person/party becomes powerful as in this case. Ask them if they ever experienced 'Power in weaknesses' in them or someone else. Discuss 'how to negotiate with a person more powerful than you.'</p> | <p>Presentation 8 Three Party Negotiation (Slide No. 9 - 16)</p> <p>The role of power in Negotiation</p> | |

| Instructor's Guide | Reference | Negotiation Competencies |
|--|-----------|--------------------------|
| Conclusion | | |
| <p>Let the facilitator conclude the session by discussing how increasing number of parties in negotiation brings in complexity. Also once again emphasize on the importance of understanding power and perception of power.</p> <p>Close the session</p> | | |

Session 2.5

Session 2.5

Session Title: Watching of Video on Simulation

Timings: 1230 – 1315

In this session, the participants will be shown the video of recently concluded simulation. Normally, recording of one group be shown to the whole class. However, if infrastructure permits, then individual groups can be shown their recordings separately.

Ask participants to take down notes while watching the video. They may consider the following points to note their observations:

1. Communication skills of self and others
2. Body language of self and others
3. First Offer-who gave?
4. Any trap laid by the other party?
5. How did you come out of it?
6. What did you do correctly?
7. What did you do wrong?
8. How did the other person behaved during Negotiation?
9. Areas where you can improve your Negotiating ability?
10. Any innovative/on the spot thinking

After watching the video recording, the facilitator may initiate an open house discussion. The session will give individual participants an opportunity to learn and also help in peer learning.

Session 2.6

Session 2.6

Session Title: Principles of Influence & Lateral Influence (Understanding Human Psychology) Timings: 1415 – 1515

| Instructor's Guide | Reference | Negotiation Competencies |
|---|--|--------------------------------|
| Group Discussion | | |
| <p>Ask participants about their understanding of influence.</p> <p>Define Influence</p> <p>Explain that Negotiation is largely about influencing the other party. It is about understanding and taking advantage of Human Psychology. One who knows the art of influence can get the other party do what he wants.</p> <p>Discuss 6 Principles of Influence by Robert Cialdini which are derived by understanding the human psychology through a number of research works. (Show Animation video)</p> <p>Ask participants if they have influenced someone through somebody else? You can do a small group discussion by allocating one principle to one group.</p> <p>Introduce the concept of lateral influence. It is useful when you cannot influence the other party using all the available measures. You need to go round and look for a person who can influence the person you want to influence.</p> | <p>-Paper on Principles of Influence by Robert Cialdini</p> <p>- Animation Video on Cialdini's Principles of Influence</p> | <p>Effective Communication</p> |

Session 2.7

Session 2.7

Session Title: Communication and persuasion in negotiations

Timings: 1515 – 1630

| Instructor's Guide | Reference | Negotiation Competencies |
|---|---|---------------------------------|
| Introduction | | |
| <p>Facilitator to inform the participants that if one word that is synonymous with negotiation then it is communication. Influencing other party(s) is possible only through proper communication.</p> <p>Communication is effective in influencing the listeners if three important factors, viz.</p> <p>Ethos</p> <p>Pathos</p> <p>Logos</p> <p>are kept in mind.</p> <p>Explain the terms ethos, pathos and logos. (Aristotle's Rhetoric)</p> | Presentation 5 Communication Skills | |
| Introduction to Communication | | |
| <p>Let the facilitator play the video (Gandhi (1982) Protest speech).</p> <p>Give participants about two (2) minutes to individually think on how ethos, pathos and logos were used by Gandhi to influence the crowd.</p> | Video on Gandhi (1882) Protest speech | |
| Communication and Persuasion | | |
| <p>Facilitator to convey to the participants that communication is the most important skill of negotiation. Show another video 'The great debater'. Let participants give comments on the Ethos, Pathos and Logos they saw in the video.</p> <p>Also inform them about sequence of Ethos, Pathos and Logos which depends upon the situation.</p> <p>Run the remaining presentation on 'communication in negotiation'. Discuss the process, obstacles and methods of effective communication.(If time is a constraint, the second half of this presentation i.e. actual method of communication, can be given as a handout for self reading)</p> | <p>(Slide No. 3 - 7) Video "The Great Debater"</p> <p>(Slide No 8-25)</p> | |

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| Non-verbal Communication | | |
| <p>Facilitator will play another presentation on non-verbal communication and will explain the difference between verbal and non-verbal communication. He will also explain the model of communication.</p> <p>Facilitators will emphasis on the importance and power of non-verbal communication.</p> <p>Discuss with the participants the two types of non-verbal communication and explain the difference between Intentional and Unintentional non-verbal communication.</p> <p>Facilitator will ask the participants about the different forms of non-verbal communication. Note down their responses on the board and have a brief discussion on the different forms.</p> | <p>Presentation 6 Non-verbal Communication (Slide No. 1 – 6)</p> <p>Non-verbal Communication (Slide No. 7 – 8)</p> <p>Non-verbal Communication (Slide No. 9) Presentation 6</p> <p>Non-verbal Communication (Slide No. 10 - 16)</p> | |
| Concluding the session | | |
| <p>To conclude the session, facilitator to recall the session and inform that the discussed strategies will be used in the next session to perform a group work by the participants.</p> <p>Also ask and encourage the participants to use various forms of non-verbal communication in their presentations.</p> | | |

Session 2.8

Session 2.8

Session Title: Distribution of Communication and Influence work sheets and group work by participants **Timings: 1630 – 1700**

| Instructor's Guide | Reference | Negotiation Competencies |
|---|---|---------------------------------|
| Introduction | | |
| <p>Facilitator to inform the participants that this is group exercise and is the extension of the previous sessions on Communication, Influence and persuasion in negotiations.</p> <p>Facilitator to ask the participants to make group of five. Distribute one (1) caselet out of the four caselets to each group.</p> <p>If there are more participants left after forming the groups, then remaining participants can be formed into more groups of 5 each and they will be given one caselet each.</p> | <p>Caselets on Communication</p> <p>Annexure 9 Annexure 10 Annexure 11 Annexure 12</p> | |
| Preparation for the Presentation | | |
| <p>Ask the participants to go through the caselets and prepare their speech/arguments conforming to the presentation using Ethos, Pathos and Logos.</p> <p>They should also be reminded to use appropriately various forms of non-verbal communications.</p> <p>Facilitator should ensure that the participants are made to sit in the classroom for the indicated time for the preparation and not allowed to go anywhere.</p> | | |

Teaching Notes

Instruction to be communicated by the Facilitator to all the participants

Caselets for Communication and Influencing presentation

Please study the case given to your Group. Develop your strategy, do any 'research' needed, make any reasonable assumptions*. Recall the discussions on Influencing and Communication-verbal and non-verbal and use the same in preparing your presentation/speech. Do not forget to use the correct sequence of Ethos, Pathos and Logos as discussed earlier.

Please take the pre-presentation planning seriously because poor planning is the major cause of poor presentations.

**If you are making any assumptions, you can share them with the audience before your presentation starts. Balance the assumptions both ways-be realistic.*

Session 2.9

Session 2.9

Check out the Mood Meter

Timing: 1700 – 1715

Before ending the day work, facilitator should inform the participants that he would like to have feedback on the day's proceedings. For this purpose, facilitator should draw the Mood Meter on a chart paper in advance and display it for the participants. Ask the participants to tick mark their response/feedback, one each for I, WE and IT.




Explain the mood meter to the participants by telling them that-

"I" is the mood of the individual (how he feels about the day's proceedings),

"WE" is the mood of the class (as perused by an individual with respect to the day's program)

"IT" is the mood of the individual with respect to the subject matter that was discussed for the day.

Facilitator should move away/out of the class so that participants can give feedback without any hesitation.

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| I | | | |
| WE | | | |
| IT | | | |

Day 3



| | | |
|---|---|---|
| Session 3.1 Check in and Recap | Session 3.2 Communication Presentation by groups | Session 3.3 Understanding Human Emotions |
| Session 3.4 MBTI | | Session 3.5 Politics in Negotiation |

Session 3.1

Session 3.1

Session Title: Check in and Recap
Timings: 0930-0945

| Instructor's Guide | Reference | Negotiation Competencies |
|---|------------------|---------------------------------|
| Facilitator to welcome the participants to the third and the final day of the training. Instruct the participants to sit in their small groups, where each participant will get 1 minute to recall and discuss about one issue from the yesterday's training. Think of any other innovative recap method if you can. | | |
| Conclude the Session | | |
| Facilitator may conclude the session by informing the participants about the sessions of the day. | | |

Session 3.2

Session 3.2

Session Title: Communication Presentation by groups

Timings: 0945 – 1115

| Instructor's Guide | Reference | Negotiation Competencies |
|--|-----------|--------------------------|
| Instructions | | |
| <p>Each group will nominate one or two presenters on behalf of the group to make presentation on the given caselets.</p> <p>The facilitator to keenly observe the presentation and provide instant feedback immediately after the presentation is over. The feedback shall cover whether all the three factor of effective communication, i.e., Ethos, Pathos and Logos have been covered and covered in the sequence as prescribed on the day 2.</p> <p>Also whether effective use of any influencing tactics and non-verbal communication was made or not.</p> | | |
| Conclusion | | |
| <p>To conclude, (depending on the availability of the time), facilitator may encourage few remarks (feedback) from other participants also.</p> | | |

Session 3.3

Session 3.3

Session Title: Understanding Human Emotions

Timings: 1130 – 1300

| Instructor's Guide | Reference | Negotiation Competencies |
|---|---|--------------------------|
| Introduction to Emotional Intelligence | | |
| <p>Facilitator to initiate the discussion by informing the participants that human emotions play a very important role in negotiation process.</p> <p>Ask the participants if they are aware of the concept of Emotional Intelligence. Take few responses.</p> <p>Ask the participants how important is Emotional Intelligence? Facilitator may ask the participants to have small table group discussion and see what understanding they have about Emotional Intelligence.</p> <p>Let the participants share their views.</p> <p>Thereafter the facilitator should brief the participants about the importance of understanding and managing one's own emotions as well as emotions of other parties in negotiation. Human Psychology plays an important role in the way a person behaves/responds in Negotiation. Hence some understanding of Human Psychology is a must for a successful Negotiation.</p> <p>Facilitator should run the presentation on Emotional Intelligence.</p> | <p>Presentation 9</p> <p>Emotional Intelligence</p> <p>(Slide No. 1 -5)</p> <p>Paper "Make your Emotions work for you in Negotiation"</p> | |

| Instructor's Guide | Reference | Negotiation Competencies |
|---|---|---------------------------------|
| Basic Interactions | | |
| Facilitator should briefly discuss all the four types of Emotional Intelligence Competencies, i.e., Self-Awareness Self-Management Social Awareness Social Skills Explain to the participants how to improve emotional intelligence. | Presentation 9 Emotional Intelligence (Slide No. 5-11) | |
| The Tasks | | |
| Facilitator should ask the participants in their table group about the three questions given on slide 12 for about 5 minutes and then give 2-3 minutes for sharing their thoughts with others (approximately 20 minutes). Thereafter, facilitator to ask the groups to work as per slide 13 and prepare their response on flip chart. | Emotional Intelligence (Slide No. 12-13) | |
| Summing up the Session | | |
| Conclude the session by quickly revising the topics discussed in the session. If time permits, a questionnaire on measuring Emotional Intelligence can be administered to the participants. | Questionnaire on Emotional Intelligence | |

Session 3.4

Session 3.4

Session Title: MBTI

Timings: 1400 – 1600

Teaching Notes

The session is basically to highlight the importance of Psychology in Negotiation. There are many aspects of Psychology that can affect Negotiation. But in this session, the aspect of understanding one's own and that of other party's Personality has been highlighted. By understanding personality of self and that of the others, one can negotiate better. Understanding psychology is a complex and difficult task. However, one simple method to do this is to administer a MBTI questionnaire and discuss how it help participants to understand their own personality, different personality types, the behavior/characteristics associated with each personality type and how it affects the decision making process of an individual.

Show initial slides. (Slide 1-6). These are self explanatory. These serves as background to MBTI.

Administer the MBTI questionnaire. The instructions given on page 1 of the questionnaire be read over to all the participants. Ensure that everyone understands the questions and reply appropriately. There may be some participants who may need help-they should be helped by the facilitator. Ask participants to circle the highest score in all 4 attributes to make their personality type.

There after run slide 8 to explain the different preferences as given in MBTI.

Slide 9 is about some common situations where people behave differently. Ask one question to at least 2-3 people and let all the participants understand that every person has a unique personality.

Thereafter run slides 10-13 to explain the first differentiator in personality i.e. Extroversion v. Introversion.

Thereafter do the activity given at slide 14.

Divide the participants based on their scores on Extraversion. Five groups can be made as: Very High E, High E, Medium E(E =I), Low E and Very Low E.

Let people draw the class room on chart papers places in different parts of the room. After every group has drawn, let everyone gather in front of the Very High E and Very Low E chart and see the difference. In probability, the group with very High E would have drawn a spacious class room with lot of other details like corridor, garden, water point etc. whereas the group with Very Low E would have drawn a relatively small class room only with little outside details.

Go on for next slides (15-18) to discuss the next personality differentiator i.e. Sensing and Intuition.

Run the exercise given on slide 19.

Repeat the same for other two differentiator from slide at 20-29.

Discuss some external pressures each one of us have given at slide 30. Seek opinion from participants.

Thereafter discuss slides 31-33 to close the discussion on importance of Psychology (Personality) in Negotiation. Encourage participants to read more about this topic from references given at slide 34.

Session 3.5

Session 3.5

Session Title: Politics in Negotiation

Timings: 1600 – 1700

| Instructor's Guide | Reference | Negotiation Competency |
|--|---|--|
| <p>Inform participants that though we try to negotiate for our organization, there are people whose personal aspirations are different than the organizational aspirations; Such people may play politics in negotiation by following their own aspirations over the organizations'. There are different people with different motives. Some people may pre-negotiate with their seniors about expected outcomes out of a negotiation. They strike a certain deal with their seniors and get a better deal in actual negotiation. This gives them a better image, credibility and influence in the organization. Many times such people know/estimate what they can get in actual negotiation but they make their seniors to agree to a lower deal.</p> <p>Some other types of employees create a false sense of urgency with their seniors and then go and quickly deal with the situation which is much less serious/urgent than what they project before their bosses. Thereafter they extract some other benefits from their organizations apart from building their own image and impression on their seniors and in the organization.</p> <p>Third type of employees tries to create hurdles for their own colleagues when they are negotiating with outsiders. They may do so because they may feel jealous or competitive with their own colleagues or bosses.</p> <p>Thereafter let participants do a small group discussion on the following questions:</p> <p>1. Have you seen people in their organization</p> | <p>Presentation 7 “Politics in Negotiation” (optional)</p> | <p>Post Negotiation Credit</p> |

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| <p>doing Politics in Negotiation? Can you think of an example?</p> <p>2. What are the impacts on negotiation of politics done by people?</p> <p>3. What are some of the ways in which one can deal with Politics in Negotiation?</p> <p>Let participants do a small group discussion on the above issues and then share their thoughts with the entire class.</p> <p>If time permits, the PPT may be shown.</p> | | |
| <p>Summarize:</p> <p>There is a need to be aware of people in our organizations who may play politics which may be detrimental to the organization. There is a need to prepare plans to identify and check from time to time such people and keep them under control.</p> <p>Sometimes, seniors may get buckle into pressure from their Seniors or politicians and declare the stand to be taken in a Negotiation. In such situations, it is suggested to keep the seniors informed about the process and also to project a likely timeline regarding the same. This will give the senior some idea about the ongoing process and he may desist himself from intervention. Similarly, there should be complete clarity on who will negotiate, who will take a final decision and a request may be made to such seniors and other functionaries to wait till the suggested time line is over and not to intervene before that.</p> | | |

Day 4



Session 4.1

Check in and Recap

Session 4.2

**Stereo typing/Managing
Diversity**

Session 3.3

**Briefing on Case:
*Distribution of the Police
Station or similar* and
actual simulation in
groups**

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| | | |
| Session 4.4 Debriefing on Simulation and Session on Multi Party Negotiation | Session 4.5 Watching Video on Negotiation & discussion | Session 4.6 Goal Setting |
| Session 4.7 Summing UP of the programme & Feedback | Session 4.8 Valediction and Distribution of Certificates | --- |

Session 4.1

Session 4.1

Session Title: Check in and Recap

Timings: 0930-0945

| Instructor's Guide | Reference | Negotiation Competencies |
|---|-----------|--------------------------|
| Facilitator to welcome the participants to the third and the final day of the training. Instruct the participants to sit in their small groups, where each participant will get 1 minute to recall and discuss about one issue from the yesterday's training. Think of any other innovative recap method if you can. | | |
| Conclude the Session | | |
| Facilitator may conclude the session by informing the participants about the sessions of the day. | | |

Session 4.2

Session 4.2

Session Title: Stereo typing/Managing Diversity

Timings: 0945 – 1030

| Instructor's Guide | Reference | Negotiation Competencies |
|--|-----------|-----------------------------|
| Introduction to Stereo typing | | |
| <p>Ask the participants to think, write and do a small group discussion on the following questions. (20 minutes)</p> <p>Do you feel comfortable in negotiating with people from your own caste/tribe, age, gender, native area, etc.?</p> <p>What is it that makes you comfortable or uncomfortable in talking to certain class of people?</p> <p>Do you consider certain class/type of people as rigid, uncompromising, non-cooperative etc. What is it in these kinds of people that make your perception so?</p> <p>Do you think that such perception about certain class/type of people restrict your ability as a leader who has to negotiate with all class/type of stakeholders?</p> <p>What can be done to overcome these issues?</p> <p>Can you recall an incident when you felt that factors mentioned at (2) and (3) above affected the outcome of Negotiation.</p> <p>Thereafter let either groups or individuals do a plenary discussion for 25 min. to discuss on importance of managing diversity or disadvantages of stereotyping for a police officer in effectively Negotiating.</p> | | <p>Familiarity Bias</p> |

Session 4.3

Session 4.3

Session Title: Briefing on Case: Disturbance at the Police Station and actual simulation in groups

Timings: 1030 – 1200

| Instructor's Guide | Reference | Negotiation Competencies |
|---|---|---------------------------------|
| Brief on the case: Disturbance at the Police Station | | |
| <p>Facilitator to inform the participants that in this session they are going to perform a multi-party, multi-issue negotiation exercise.</p> <p>The case is about a couple where the boy belongs to the Mala (SC) and girl belongs to the Brahmin community. The disturbance arose due to caste and societal reasons.</p> | <p>Presentation 10 Multi-party, Multi-issue Negotiations (Slide No. 1) Annexure 13</p> | |
| Instructions for the Simulation | | |
| <p>Facilitator should divide the classroom in groups of five (5) and allocate the venues in advance in order to save time.</p> <p>Each member to represent a party in negotiation.</p> <p>Facilitator to brief the whole case to the participants as per the general brief document provided.</p> | <p>Multi-party, Multi-issue Negotiations (Slide No. 2)</p> | |
| Distributing the Participants' Note | | |
| <p>Facilitator to distribute the individual confidential briefs to each participant in a group and ask them not to show their confidential briefs to other participants.</p> <p>For the ease, the briefs can be printed on different color papers.</p> | <p>Annexure 14 Annexure 15 Annexure 16 Annexure 17 Annexure 18</p> | |
| Other Instruction | | |
| <p>Timing</p> <p>Time allocated for material distribution and briefing is 15 minutes. Give participants 15 minutes to read the case and 40 minutes for negotiation.</p> <p>Facilitator to prepare the Excel sheet well in advance for easy compilation of the simulation results.</p> <p>Agreement</p> <p>The group should agree on all the points in order to reach the agreement. Even a single disagreement on any one point will make the whole Negotiation void and will be considered as Negotiation Failure.</p> | <p>Presentation 10 Multi-party Negotiations (Slide No. 3 & 4)</p> | |

| Instructor's Guide | Reference | Negotiation Competencies |
|--|-----------|--------------------------|
| Conclusion | | |
| <p>Conclude the session by taking back the agreement sheets and see which group reached the agreement. Facilitator can enter the scores of the team in the excel sheet prepared.</p> <p>Inform the participants that we will be debriefing the case in the next session.</p> | | |

Session 4.4

Session 4.4

Session Title: Debriefing on Simulation and Session on Multi Party Negotiation

Timings: 1200 – 1300

| Instructor's Guide | Reference | Negotiation Competencies |
|---|---|---------------------------------|
| Debriefing the Simulation | | |
| <p>Let the participants sit in the same group as in the previous session.</p> <p>Facilitator to display the sheet of scores for each group. He should indicate the highest and the lowest scores of the group. Also mention the groups which did not reached the agreement.</p> <p>Ask some of the groups what happened in the groups during the simulation. Discuss the strategies followed by the members of the team who scored the highest and the lowest scores.</p> <p>Ask the teams what did they learned from this simulation exercise.</p> | <p>Presentation 10</p> <p>Multi-party</p> <p>Multi-issue</p> <p>Negotiation</p> <p>(Slide No. 5)</p> | |
| Multi-party Negotiation | | |
| <p>Facilitator to discuss the key aspects of multi-party multi-issue negotiation and explain the factors which complicate the negotiation process.</p> <p>Briefly explain the complexities arising due to multiple parties and issues involved in the process of negotiation.</p> | <p>Multi-party</p> <p>Multi-issue</p> <p>Negotiation</p> <p>(Slide No. 6 - 11)</p> | |
| Coalitions | | |
| <p>Explain the term coalition and discuss how coalition works in a multi-party negotiation.</p> <p>Facilitator to elucidate the trust/agreement matrix to the participants and explain how to deal with coalition partners.</p> | <p>Presentation 10</p> <p>Multi-party</p> <p>Negotiation</p> <p>(Slide No. 12 - 16)</p> | |

| Instructor's Guide | Reference | Negotiation Competencies |
|--|---|--------------------------|
| Managing multi-party negotiation | | |
| <p>Facilitator to discuss with the participants about how to manage a multi-party multi-issue negotiation. Explain the procedure to be followed during pre-negotiation stage and at the formal negotiation stage.</p> <p>Let the participants recall the session on Distributive Bargaining Strategies & tactics taught on the first day of the training. Ask the participants what they remember about effective negotiation.</p> <p>Facilitator to discuss the points to be kept in mind for effective negotiation in a multi-party multi-issue negotiation. As per availability of time, presentation can be tweaked.</p> | <p>Multi-party Multi-issue Negotiation (Slide No. 17 - 25)</p> | |

Session 4.5

Session 4.5

Session Title: Watching Video on Negotiation & discussion

Timings: 1400 – 1530

Session 4.6

Session 4.6

Session Title: Goal Setting

Timings: 1530 – 1600

| Instructor's Guide | Reference | Negotiation Competencies |
|--|---|---------------------------------|
| Introduction to Goal Setting | | |
| Ask the participants as to what they want to do after this training is over. It is important that they identify one/two areas where they would like to work and improve upon. Facilitator to inform the participants that in next few minutes they are going to understand the importance of goal setting. Facilitator to brief some of the core principals of goal setting. | Presentation 11 Introduction to Developmental Planning: Goal Setting | |
| Introduction to Developmental Planning | | |
| Facilitator to encourage the participants to set a behavioural goal as the training program had a significant focus on being more self-aware. | Introduction to Developmental Planning: Goal Setting | |
| Introduction to Action Planning | | |
| Introduce the participants with the concept of Action Planning and discuss briefly how a goal should be. Facilitator to convey to the participants the tips for a successful Action Planning. Share the four different combinations that an individual can think of to achieve different level of success (most ideal is to have an accountability partners). | Introduction to Developmental Planning: Goal Setting | |
| Goal Planning | | |
| Ask the participants to write their specific goal in their diary. The goal should be set which can be completed within next three months. Success can be measured by asking for feedback from those who have observed you and your behaviors in your goal area. Inform the participants that their goal should have a start date and a realistic deadline (end date). If they don't have an end date they will never complete their goal. | | |

| | | |
|--|--|--|
| Closing the Session | | |
| Close the session by reminding the various learning opportunities and the tips for successful action planning. | | |

Session 4.7

Session 4.7
Session Title: Summing UP
Timings: 1600– 1630

Instructor's Guide

Summing UP

Facilitator to quickly recap the objective of the training and the topics covered in the last three days.

The Round About

Ask the participants to stand in a circle and ask each participant to say one word about the training program.

Session 4.8

Session 4.8

Session Title: Valediction and Distribution of Certificates

Timings: 1630 - 1700

Instructor's Guide

Let the facilitator speak few words on the training and the about the participants and thank them for enthusiastically taking part in the training program.

Facilitator to invite each participant and distribute the certificate.



Handouts

To sell or not to sell? (Gandipet Real Estate)
CONFIDENTIAL ROLE INFORMATION FOR THE CEO OF
RAJA BUILDERS (BUYER)

You are the Director of Raja Builders, a mid-sized real estate developing company that invests primarily in residential properties. You are the premier real estate developer in the region and virtually all of your properties are developed for the construction of luxury condominiums. You have been with Raja Builders since its founding twenty years ago and you have a reputation for finding and maximizing value in the deals that you negotiate. You hope that you live up to this reputation in your upcoming negotiation with the Executive Vice President of Rani Investments.

Rani Investments recently announced its decision to sell a large piece of property in the town of Gandipet. Gandipet is a mid-sized town at the outskirts of Hyderabad area. Raja Builders is interested in purchasing this property and you have contacted the Executive VP at Rani Investments to make your intentions known. Rani Investments seem genuinely interested in speaking with you, but they have made it clear that the negotiation needs to take place immediately. If no agreement is reached in your negotiations this week, they will take their business elsewhere. You can only presume that this means they have another offer with a strict deadline, but then again, they might simply be posturing.

Even if Rani Investments does have other offers, you have no way of knowing what those offers might be. How much a potential buyer will pay for the Gandipet property depends on a number of factors, including the buyer's ability to pay, their degree of desperation, and the planned use for the property. Each of these factors is critical. For example, your experts have estimated that if the land were developed for commercial use (e.g.: a set of office buildings), the land might be worth 1.5 to 2 times as much as if it were developed for residential use (e.g., apartment buildings).

While property value would be maximized if the land were developed for commercial use, there is probably no interest for the property among commercial developers. The reason is that the zoning laws in Gandipet do not allow for commercial development of the property. While there has been some talk among local politicians of allowing commercial development in Gandipet over the last few years, no action has been taken. As a result, Gandipet has fallen off the radar for commercial developers. You expect that if Rani

Investments has any offer at all, it will be from someone interested in developing the land for residential use.

While Raja Builders deals almost exclusively with residential properties, your plans for the Gandipet property are not for residential construction. Instead, you see this purchase as an ideal opportunity to make inroads into the commercial real estate industry. There are a number of reasons for this. First, and most importantly, you have strong and extensive political ties in the local government of Gandipet and you have been carefully monitoring the public discourse related to proposed changes in zoning laws. As a result you are probably among the first to know that rezoning to allow commercial development in Gandipet is only months away from becoming a reality. Second, you believe that the opportunity to enter the commercial real estate industry cheaply (no other commercial builder is likely to be bidding for the Gandipet property) is too good to pass up. Finally, while you have dabbled in commercial real estate before, your prior investments in this industry have been smaller and have had more conservative risk profiles. Gandipet will allow you to make a grand entrance in the market. In short, you are seeking to purchase the Gandipet property for commercial development, and you are absolutely certain that zoning laws will change to allow this to happen.

Over the last few weeks your team has worked to assess exactly how much the property is worth to you if you put it to commercial use. Your analysts have calculated that the value of the property for commercial use can vary widely. Raja Builders may find itself on the lower end of this range due to lack of expertise in commercial development. On the other hand, Raja Builders is the premier developer in the region and has long-standing relationships with local contractors. This translates into significant cost savings. Taking into account the various factors particular to Raja Builders, your analysts have calculated that the property is worth 66 crore in the hands of Raja Builders if you put the land to commercial use. In other words, if you are able to purchase the land for less than 66 crore, you will make a profit on the purchase. If you pay 66 crore, you will breakeven.

If you are unable to negotiate the purchase of the Gandipet property, you will take the funds set aside for this project and invest them in a residential real estate venture where you expect to make 6 crore in profit.

Rani Investments want to try and negotiate an agreement as soon as possible. Fortunately, you are fully prepared to begin discussions immediately. Indeed, you were probably late in approaching Rani Investments because you were waiting to get a firm answer regarding

rezoning to allow commercial development, and because your analysts needed the extra time to work through the intricacies of appraising the property for commercial use. Fortunately, the property was still available. In your discussion with Rani Investments, you were careful to sound confident and enthusiastic about your interest in the real estate, but you did not talk specifics regarding your analysis, your appraisal, or your plans.

Here is what you know about Rani Investments: Rani Investments holding company that specializes in real estate investments. They have recently started to divest land and property in a number of regions. The property in Gandipet may be among the largest pieces of property they are in the process of selling. The Executive Vice President of Rani Investments will be negotiating the sale of the property. Rani Investments is not a competitor of yours.

You will be meeting with the Executive VP shortly. If you are ever going to purchase the Gandipet property, it will have to be now. To prepare for the negotiation, you have collected as much information and data as possible. The following information is public knowledge, and you are sure that the Executive VP of Rani Investments also has this information.

Rani Investments purchased the Gandipet property seven years ago at a price of 27crore. Since the purchase, land value in the town of Gandipet has increased substantially. An evaluation of the sale prices off our somewhat comparable properties that have been recently sold in the area suggests that the Gandipet property could be worth between 36 crore and 44 crore. This assumes that the land is developed for residential use.

If the land is used for the construction of luxury condominiums instead of apartment buildings, it is probably worth an additional 20%.

Your goal in this negotiation is to get the best price possible for Raja Builders. The only issue that you are to negotiate is price.

To Sell or Not to Sell? (GANDIPET REALESTATE)

CONFIDENTIAL ROLE INFORMATION FOR THE EXECUTIVE VP OF RANI INVESTMENTS (SELLER)

You are Executive Vice President of Rani Investments, a holding company that specializes in real estate investments. Earlier in the year, key executives of Rani Investments held a meeting in which a number of strategic initiatives were adopted. Among these was an initiative aimed at divesting land and property in certain geographical regions. Among your many real estate holdings is a large piece of property located in Gandipet, a mid-sized town at the outskirts of a Hyderabad City. The Gandipet property is among those that are to be sold. Because the Gandipet property is by far the largest piece of real estate earmarked for divestment, you are personally responsible for negotiating its sale.

One of the first decisions that you made with regards to the Gandipet property was to sell it in its entirety rather than piecemeal – you will not break it apart and sell separate parcels of land. Virtually very expert appraisal and valuation suggests that the real estate will fetch a higher selling price if the property is sold in its entirety to one buyer. While this is likely to maximize sale price, it also limits the number of potential buyers for the land.

How much a potential buyer will pay for the Gandipet property depends on a number of factors, including the buyer's ability to pay, their degree of desperation, and the planned use for the property. Each of these factors is critical. For example, your experts have estimated that if the land were developed for commercial use (e.g., a set of office buildings), the land might be worth 1.5 to 2 times as much as if it were developed for residential use (e.g., apartment buildings).

While property value would be maximized if the land were developed for commercial use, there is probably no interest for the property among commercial developers. The reason is that the zoning laws in Gandipet do not allow for commercial development of the property. While there has been some talk among local politicians of allowing commercial development in Gandipet over the last few years, no action has been taken. As a result, Gandipet has fallen off the radar for commercial developers.

Over the last few weeks you have entertained offers from a few potential buyers. Every one of the offers has come from someone planning to put the land to residential use. This was expected. However, all but one of these offers has fallen substantially short of your

expectations. The one offer that is of interest to you is from A-1 Developments, a developer who is planning to construct a set of high-end apartment buildings on the Gandipet property. The offer is for 38 crore.

Apart from being the highest offer you have received, this deal is of interest to you because A-1 Developments has a reputation for high quality development. You were the one who championed the purchase of the Gandipet property seven years ago and you would now like to see it divested in a way that ensures it will be put to good use. Furthermore, the developer has been in business for a long time and has a reputation for bargaining in good faith. This gives you some confidence in the reasonableness of the offer. This is not to say that you are ready to accept it as is. You expect that you could negotiate the price up an additional 10 – 15% if you chose to pursue this offer from A-1. (You are virtually certain that A-1 Developments would not go any higher than that.)

For now, however, you are not going to negotiate with A-1 Developments. The reason is that Raja Builders, a premier real estate company in the region, has just sent word that they are also interested in the Gandipet property. While you had anticipated an offer from Raja Builders earlier (they usually move pretty quickly), even their delayed interest in the property is good news. This is because your best estimate is that Raja Builders will develop the property for the construction of luxury condominiums (that is what they do with virtually all of their properties). You should be able to negotiate a higher selling price for the property if the land is to be used for luxury condominiums rather than for apartment buildings. While the call from Raja Builders came surprisingly late, their CEO sounded extremely enthusiastic about the prospect of purchasing the Gandipet property. This is good news.

You have decided that you will meet with the CEO of Raja Builders and try to negotiate a deal for the sale of the Gandipet property. However, you have made it clear that time is of the essence. If you do not reach an agreement by the end of the week, you will take your business elsewhere. You have not given Raja Builders any specific information regarding your other offers, but if the upcoming negotiation with Raja Builders is not successful, you plan to go back and finalize the deal with A-1 Developments. You will not wait for other offers. The deadline is real: A-1 Developments has said that their offer expires at the end of the week.

Here is what you know about Raja Builders: They are a mid-sized real estate company and they invest primarily in residential properties. Indeed, Raja Builders is one of the biggest

names in residential real estate. The CEO of Raja Builders has been with the company since its founding twenty years ago and is known to have an eye for opportunity and for maximizing value potential in every deal. The CEO is also known to be extremely well connected politically, and is linked to knowledge brokers at all levels of state and local government. Raja Builders is not a competitor of yours.

You will be meeting with the CEO of Raja Builders shortly. If you are ever going to sell the Gandipet property to Raja Builders, it will have to be now. To prepare for the negotiation, you have collected as much information and data as possible. The following information is public knowledge, and you are sure that the CEO of Raja Builders also has this information.

- Rani Investments purchased the Gandipet property seven years ago at a price of 27 Crore.
- Since the purchase, land value in the town of Gandipet has increased substantially. An evaluation of the sale prices of four somewhat comparable properties that have been recently sold in the area suggests that the Gandipet property could be worth between 36 crore and 44 crore. This assumes that the land is developed for residential use.
- If the land is used for the construction of luxury condominiums instead of apartment buildings, it is probably worth an additional 20%.

Your goal in this negotiation is to get the best price possible for Rani Investments. The only issue that you are to negotiate is price.

**To sell or not to Sell
Response Sheet**

Agreement Reached

Yes/No

Negotiated Price

_____ **Rs.**

Signature of Buyer

Signature of Seller

Bollywood-Hollywood DIRECTOR

Introduction

You are a talented and well-known Bollywood director. You are very much in demand right now, especially after having received a number of Awards including an Oscar nomination for your last film and a Silver Globe Award for the film before that. You have an idea for a new movie, a romance-Comedy. The plot of the movie is cross between two previous box office hits, 3 Idiots and PK. You have approached one of the most successful Producer in the industry with the idea for your film. He has agreed to produce the picture as long as you can agree on the terms of the deal with him.

You would like to establish a good working relationship with him and want to reach an agreement with him as you have not worked with this producer before. You think your association with this particular Producer will bring you into the Big League in Bollywood. At the same time, as you can see from the attached preference schedule, your goal is to be paid commensurate with your talents and obtain sufficient resources to make a great film. This is particularly important given this is your first film following your Oscar Award nomination.

You care a lot about making this film right. Although your last two movies went significantly over budget, you feel that their success in the box office and the awards and critical acclaim garnered, more than justified such overruns. Film making is a difficult, creative process with many complex elements. You can better contain costs by retaining greater control over as many production elements (e.g., casting decisions, locations and final editing) as possible.

Your goal is thus to reach what you feel is the most satisfactory agreement possible with the Producer with whom you will be negotiating (the points associated with each “payoff” gives you an idea of the relative important of each issue). If you can’t reach an agreement with him, there are other Producers with whom you might deal.

There are eleven issues you will be negotiating described below:

1. ***Director’s Salary:*** In your last film, you were paid Rs 4 Crore. That film became an unexpectedly huge hit, catapulting you into the first-tier of hot new directors in

Bollywood. Accordingly, you would like to get an increase in salary commensurate with your greater status.

2. *Pre-production Budget:* This covers all of the expenses related to preparing to shoot a major motion picture, including script revisions, scouting locations, planning the production schedule, designing sets and costumes, etc. It is important for you to have a generous pre-production budget so that you can iron out any potential problems prior to filming, which will help keep the overall budget in line. With your last film, you started filming without a complete script which led to extensive script rewrites and scenes needing to be re-shot. This caused your movie to go way over budget and be one of the most expensive in history.

3. *Post-production Schedule:* This concerns the time available to complete the film and sound editing, adding the musical score, etc. The Director is often intimately involved in this process and it can be a critical period for the success of a film. Many films are saved in the post-production process by creative editing, etc. As Director, you want to be sure to have the necessary time needed to put all of the pieces together into the final product. You don't want to feel rushed or pressured to release something you think is inferior, just to meet some arbitrary deadlines (e.g., the summer blockbuster months).

4. *Director's Bonus (% of the gross):* While base salary is important to you, the percent of the gross is particularly important. You expect this film to be a very big hit. Accordingly, if you can share in the profits -- as represented by the percentage of the gross -- you have a chance to really make a lot of money on this picture.

5. *Child Star:* Daisy Irani is a "hot" child actor right now. She has won numerous acting awards and is currently the youngest person ever to have been nominated for a Screen Actors Guild Award. She is cute without being obnoxious. Emma Chavla, Juhi Chavla's niece, is an up and coming actress. She has had success on television starring in her own show *Best of Luck Nikki* on Disney Channel and has been recently starred in the *Charlie Ka Dabba*. She has talent and the family name but, unfortunately, does not have a particularly large fan base. Mili Pandit, of the Disney Channel hit show *Aap Ke Diwane*, is a popular singer and actress. Her acting on the big screen, however, is very limited with only a small part in one major film. Danesh Rana, of RK fame, is an excellent actor both on screen and on stage. However, you are concerned that he may already be transitioning from child to adult actor, especially since appearing partially naked briefly for his role in the play *Equal and Equal*.

6. **Male Lead:** Getting a good “box office” star is an important element not only in terms of the success of the film itself but also for indicating your “drawing power” as a director. If you can get someone like Salman Khan, then the Bollywood community will know you are a “player” and take notice. Ranvir Singh is a versatile actor, having gained positive reviews for his work in both dramatic roles and romantic comedies. Although not as big a star as Salman Khan, he has potential as a lead in a romantic thriller. Ranbir Kapoor is very charismatic but you also have reservations about him being a box office draw since his last few films were not considered big box office successes. Shahrukh Khan would be acceptable, but you think that he may be getting a little too old to be a romantic lead but then Anil Kapoor again is 12 years older and has had great success in the genre starring with leading ladies half his age.

7. **Locations:** Exotic locations, especially in other countries, can add a lot to the box office luster on a big film. Ideally, you would like to get as many locations as you can since you envision this as an action movie that spans the globe. You want the movie to have an expensive “blockbuster” look and feel to it on the screen, and you don’t see how that can be done by skimping on locations.

8. **Female Lead:** Katrina Kaif and Deepika Padukone are two of the most popular actresses. Both are also friends of yours. You think Katrina Kapoor is perfect for the part which requires the actress to have an athletic look and psychological toughness. Deepika would also fit the part but you are concerned that she has become more outspoken in her political views (especially when promoting her films) which may alienate some of her fan base or unnecessarily politicize your film. The producer has suggested Kareena Kapoor. You have mixed feelings -- she is extremely popular and multi-talented but you are concerned that she is now focusing on her fashion designing career and is looking for more dramatic roles.

9. **Personal Location (per day):** This covers your personal expenses on a day to day basis (lodging, meals, fancy bottled waters, etc). The more the better from your standpoint, since it can be expensive living on location and you want to be comfortable. You know that you will not be able to do your best work if you cannot afford your usual accommodations.

10. **Production Designer:** The production designer is responsible for the overall look of the film and works very closely with both the producer and director. You would very much like to hire Santosh Kale. Although he has a reputation for being just as much of a

“bean counter” as a creative artist, he is the perfect complement to your easy going style. He keeps you on track and this is important because you know that sometimes you get too caught up in the creative aspects of the film and lose sight of the budgeting. You don’t know much about Rajesh Kher except that he seems to be well-regarded in the industry for his work on low budget art films. You are a little concerned with his ability to handle a big budget picture. Anita Kuruvilla is very competent but you find her personality to be very irritating, likening it to scratching your finger nails down a chalkboard.

11. Editorial Control: Editorial control concerns who has responsibility for the editing of the film, once it is in the “can” and in post-production. From a director’s standpoint, editorial control is critically important. You would like to have full editorial control, including responsibility for the “final cut.” You expect that the producer will try to have some say in the editing, but you would prefer to minimize his involvement if he insist on having involvement. In your view, producers have no training in this area. They don’t always understand aesthetic issues, such as pace and thematic development. Besides, input from too many diverse minds can really screw a film up in your view.

The effectiveness of your negotiation strategy may be improved if you “get into the role” by thinking upcoming reasons/arguments why these particular issues are important to you, and also creatively embellishing on your interests and positions as director.

Note that you are also free to reach no agreement if you feel that doing so is better than accepting an inferior agreement. The only constraint on the agreement you reach is that you must not accept any offer that includes a “Can’t accept” level for an item, as indicated on your payoff sheet.

The highest number of points you can obtain from this negotiation is 16,200. This point total was calculated by adding up the highest number of points you could receive for each of the 11 issues. If you cannot negotiate an agreement worth at least 3,000 points for yourself, another Producer will be more attractive.

IMPORTANT: Do not at any time tell the other negotiator how many points you are getting. Also, do not let the other negotiator see your point schedule. This information is for your eyes only.

Director’s Scoring Sheet: Here is the number of points you receive for each issue in your negotiation. Please think of the points as preferences.

| ALTERNATIVE | PAY OFF | ALTERNATIVE | PAY OFF |
|---------------------------------|---------|---------------------------------|--------------|
| Directors Base Salary | | Male Lead | |
| 4 Crore | 0 | Slaman Khan | 1500 |
| 4.5 Crore | 200 | Ranvir Singh | 300 |
| 5 Crore | 400 | Ranbeer Kapoor | 300 |
| 5.5 Crore | 600 | Shahrukh Khan | -100 |
| 6 Crore | 800 | | |
| 6.5 Crore | 1000 | | |
| 7 Crore | 1200 | | |
| 7.5 Crore | 1400 | | |
| 8 Crore | 1600 | | |
| Pre-Production Budget | | Location | |
| | | Only Bollywood sets | -450 |
| 2.5 Crore | 0 | One Exotic location | 550 |
| 3 Crore | 100 | Two Exotic Locations | 1225 |
| 3.5 Crore | 150 | Three Exotic Locations | 1550 |
| 3.75 Crore | 200 | | |
| 4 Crore | 300 | Female Lead | |
| 5 Crore | 400 | Katrina Kaif | 750 |
| | | DeepikaPaukone | 300 |
| | | Kareena Kapoor | -500 |
| POST PRODUCTION SCHEDULE | | Personal Location Budget | |
| | | 0 | Can't Accept |
| 1 month | 0 | 30 Thousand per day | -800 |
| 2 month | 100 | 40 Thousand per day | -500 |
| 3 month | 200 | 50 Thousand per day | -50 |
| 4 month | 500 | 65 Thousand per day | 350 |
| 6 month | 1000 | 70 Thousand per day | 750 |
| 12 month | 2000 | 80 Thousand per day | 1000 |
| | | 95 Thousand per day | 1550 |
| | | Production Designer | |
| | | Santosh Kale | 250 |
| | | Rajesh Kher | 0 |
| | | Anita Kurilla | -250 |

| | | | |
|---------------------------------|--------------|--|------|
| DIRECTORS BONUS: % Gross | | Editorial Control | |
| 0% | Can't Accept | Producer has no say in editing | 2000 |
| 1% | -1200 | Producer has very limited editorial rights | 100 |
| 2% | -750 | Producer shares equally in all editing | -250 |
| 5% | -500 | Producer gets unilateral editorial control | -500 |
| 7% | 500 | | |
| 10% | 2100 | | |
| 12% | 3000 | | |
| 15% | 4100 | | |
| Child Star | | | |
| Daisy Irani | 500 | | |
| Emma Chavla | 400 | | |
| MiliPandit | 300 | | |
| Danesh Rana | 0 | | |

Bollywood -Hollywood PRODUCER

Introduction

You are a very successful Film Producer in Bollywood. You will be negotiating with a young enormously successful Bollywood director who has approached you with an idea for a new movie. The proposed movie is a romance-Comedy that attempts to be a cross between the two box office hits, *3 Idiots* and *PK*. With this person as your director, the movie could be a very big box- office hit as well. You have decided to produce the picture as long as it can be done under terms you feel are satisfactory. You are meeting with the director to negotiate the terms of the deal.

The outcome of this negotiation is very important to you since this is the first major motion picture deal you will work on after a gap of 6 months. You would like, if at all possible, to reach an agreement so that the Director does not take the film to another Producer.

At the same time, as you can see from the attached preference schedule, your goal is to contain the costs on the production and also retain some control over the major production “elements” (the number of locations, casting decisions, shooting schedule, editing the “final cut” of the film, etc.).

You already know that this director, while talented and currently very “hot “ on the market, has gone significantly over budget on his/her last two movies. Even though the movies were considered a box office success, won a number of awards and attracted critical acclaim, the budget overruns were viewed within the film industry as a serious problem and one that needs to be brought under control. Thus, while you want very much to work with this person, you also want to make sure the agreement makes sense from a financial standpoint.

Your goal is thus to reach what you feel is the most satisfactory agreement possible with the Director (the points associated with each “payoff” shown on the attached payoff schedule give you an idea of the relative importance of each issue to you).

There are eleven issues you will be negotiating described below:

1. **Director's Salary:** This refers to the base salary you agree to pay the director. Obviously, the lower the salary, the better from the studio's standpoint. The director's base salary on the most recent film was Rs 4 Crore.
2. **Pre-production Budget:** This covers all of the expenses related to preparing to shoot a major motion picture including script revisions, scouting, locations, planning the production schedule, designing sets and costumes etc. Given the director's reputation for being a perfectionist who demands constant script rewrites, costume and set changes and excessive travel to scout the "perfect" locations, you would like to discourage this behavior by not giving an overly generous budget. A 2.5 Crore preproduction budget is actually generous in the industry for a film like this.
3. **Post-production Schedule:** This concern the time you allow the director to complete the film including film and sound editing, adding a musical score, special effects, etc. The Director is often intimately involved in this process and it can be very expensive from the Producer's standpoint if it drags on too long. The director took months editing down his last two films and, although both films were huge successes, they missed the summer blockbuster market by several months.
4. **Director's Bonus (% of the gross):** This is the director's participation in the profits of the film. If the film is a success, it can be a huge amount of money. The studio would prefer to give the director a higher base salary in lieu of sharing the profits. It is very important that you keep the bonus as low as possible.
5. **Child Star:** You are very impressed with Daisy Irani. Besides being extremely popular with children and adults, she has appeared in a number of big box office films and has been nominated for several prestigious acting awards. Emma, Juhi's niece, has had success on television starring in her own show *Best of Luck Nikki* on Disney Channel and has been recently starred in the *Charlie Ka Dabba*. Although not as strong an actress as Daisy Irani, she could be a good fit for the part. Mili Pandit, the singer/actress from the Disney channel's *Aap Ke Diwane* show, is extremely popular and has a large fan base. However, you think she may be too perky for the part and you would have to deal with her manager/stage dad Bikram Pandit. Danesh Rana, the star of RK films is an excellent child actor, but you think the part is better for a "daughter" and not a "son."

6. **Male Lead:** You most prefer Shahrukh Khan. He owes you a favor and you can get him at a good price right now. In addition, he seems right for the part and both men and women love him. Ranvir Singh would also be acceptable, but you have some reservations about him being able to do the few comedy scenes in the movie. Ranbir Kapoor would be nice, but his busy schedule would cause significant delay in shooting, since he already has a prior commitment. Salman Khan would cost too much, and besides, you think his acting ability is vastly overrated. You are also concerned that his recent behavior in public and the court cases, which has given fodder to a constant series of media stories, may cause problems for him at the box office.

7. **Locations:** Locations are important, but you view this as a film that can be shot in and around the Mumbai area, with perhaps one exotic location abroad, supplemented by good Bollywood sets. The proposed film is an action piece, but you feel the city provides a lot of potential sites and has been used successfully in other movies such as *Krish* and its sequel.

8. **Female Lead:** You are good friends with Kareena Kapoor and she seems perfect for the part. She is a dynamic and versatile actress. Dipika Padukone has a reputation for being difficult and Katrina Kaif is just too hard to get. With her work as a Goodwill ambassador for the United Nations and her recent commitments to charity works for street children, it is unlikely that she will choose to make more than one film a year (and she already has a wide range of upcoming projects to choose from).

9. **Personal Location (*per diem*):** This is the daily expense allowance for the director which covers housing, meals, fancy bottled water, etc. Since you are planning to use Bollywood sets, you feel there is no need for a personal location budget since the director can live in his/her posh Vanity Van. In addition, the studio's large catering services can easily meet his/her needs. However, if you agree to an exotic location, you will be forced to pay a personal location budget since the director will need a place to stay and may want food not provided by the local catering service. Since this Director has a reputation for excess, you want to limit the size of the budget since these costs can easily add up, especially if the film goes over its shooting schedule.

10. **Production Designer:** The production designer is responsible for the overall look of the film and works very closely with both the producer and Director. You prefer Santosh Kale to be your production designer. He is a savvy and experienced pro in the film industry and is known for being disciplined with respect to the budget and bringing films

in on time. You have a lot of trust in him and you think he would be a real asset on this production, given the Director's reputation for going over budget (Of course, you might not want the Director to know your true feelings about this matter). Rajesh Kher, although less experienced than Santosh, is well-regarded in the industry for his work on low budget art films and seems to have a good track record for keeping films on budget and being easy to work with. However, due to his inexperience, you have some concerns about Rajesh's ability to handle a "big budget" film. Anita Kuruvilla is very competent and is often used by most producers, but due to the start of her potentially lengthy divorce/custody proceedings, you are concerned about her ability to work effectively on the project.

11. ***Editorial Control:*** Editorial control concerns who has responsibility for the editing of the film, once it is in the "can" and in post-production. This includes the right to make the "final cut" that the public ultimately sees. This is a pretty important issue to you. Some Directors spend months editing a film and it is enormously costly to the studio. You therefore prefer to have editing rights, but you recognize that the Director may fight you on this.

The effectiveness of your negotiation strategy may be improved if you "get into the role" by thinking up other convincing reasons/arguments why these particular issues are important to you, and embellishing on your interests and positions in this negotiation.

Note that you are also free to reach no agreement if you feel that doing so is better than accepting an inferior agreement. The only constraint on any agreement you reach is that you must not accept any offer that includes a "Can't accept" level for an item, as indicated on your payoff sheet.

The highest number of points you can obtain from this negotiation is 16,200. This point total was calculated by adding up the highest number of points you could receive for each of the 11 issues. If you cannot negotiate an agreement worth at least 3,000 points for yourself, another Director will be more attractive.

DO NOT AT ANY TIME TELL THE OTHER NEGOTIATOR HOW MANY POINTS YOU ARE GETTING. ALSO, DO NOT LET THE OTHER NEGOTIATOR SEE YOUR POINT SCHEDULE. THIS INFORMATION IS FOR YOUR EYES ONLY.

IMPORTANT: Do not at any time tell the other negotiator how many points you are getting. Also, do not let the other negotiators see your point schedule. This information is for your eyes only.

Producer's Scoring Sheet: Here is the number of points you receive for each issue in your negotiation. Please think of the points as preferences.

ALTERNATIVE PAY OFF ALTERNATIVE PAY OFF

| | | | | |
|---------------------------------|-------|---------------------------------|---------------------|-------|
| Directors Base Salary | | | Male Lead | |
| 4 crore | 1,600 | | Salman Khan | -500 |
| 4.5 crore | 1,400 | | Ranbir Kapoor | 300 |
| 5 crore | 1,200 | | Ranvir Singh | 300 |
| 5.5 crore | 1,000 | | Shahrukh Khan | 750 |
| 6 crore | 800 | | | |
| 6.5 crore | 600 | | | |
| 7 crore | 400 | | | |
| 7.5 crore | 200 | | | |
| 8 crore | 0 | | | |
| Pre-Production Budget | | | Location | |
| Directors Base Salary | | | Only Bollywood sets | 2,000 |
| 2.5 crore | 2,000 | | Exotic location | 100 |
| 3 crore | 1,000 | | Exotic Location | -250 |
| 3.5 crore | 500 | | Exotic Locations | -500 |
| 3.75 crore | 200 | | | |
| 4 crore | 100 | | | |
| 5 crore | 0 | | | |
| POST PRODUCTION SCHEDULE | | | Female Lead | |
| No of Months | | | Katrina Kaif | -100 |
| 1 month | 400 | DeepikaPadukone | 300 | |
| 2 month | 300 | Karina Kapoor | 1,500 | |
| 3 month | 200 | | | |
| 4 month | 150 | | | |
| 6 month | 100 | | | |
| 12 month | 0 | | | |
| | | Personal Location Budget | | |
| | | 0 | 1,250 | |
| | | 30 Thousand per day | 850 | |
| | | 40 Thousand per day | 600 | |
| | | 50 Thousand per day | 200 | |
| | | 60 Thousand per day | -100 | |
| | | 70 Thousand per day | -600 | |
| | | 80 Thousand per day | -900 | |
| | | 95 Thousand per day | Can't Accept | |
| | | | | |
| | | | | |

| | | | |
|---------------------------------|--------------|--|-------|
| DIRECTORS BONUS: % Gross | | Production Designer | |
| 0% | 4,400 | Santosh Kale | 500 |
| 1% | 3000 | Rajesh Kher | 300 |
| 2% | 2000 | Anita Kuruvilla | 0 |
| 5% | 1000 | Editorial Control | |
| 7% | -500 | Producer has no say in editing | -450 |
| 10% | -1800 | Producer has very limited editorial rights | 550 |
| 12% | -5,000 | Producer shares equally in all editing | 1,225 |
| 15% | Can't Accept | Producer gets unilateral editorial control | 1,550 |
| Child Star | | | |
| Daisy Irani | 250 | | |
| Emma Chavla | 100 | | |
| MiliPandit | 0 | | |
| Danesh Rana | -250 | | |

Negotiation Style -Instructions

Consider situations in which you find your wishes differing from those of another person. How do you usually respond in such situations?

The following pages contain 30 pairs of statements describing possible behavioral responses. For each pair, please circle the letter ("A" or "B") of the statement that best characterizes your behavior.

In many cases, neither the "A" nor the "B" statement may be very typical of your behavior; but please select the response you would be more likely to use.

THOMAS-KILMANN CONFLICT MODE INSTRUMENT

1. A. There are times when I let others take responsibility for solving the problem.
 B. Rather than negotiate the things on which we disagree, I try to stress those things on which we both agree.

2. A. I try to find a compromise solution.
 B. I attempt to deal with all of his/her and my concerns.

3. A. I am usually firm in pursuing my goals.
 B. I might try to soothe the other's feelings and preserve our relationship.

4. A. I try to find a compromise solution.
 B. I sometimes sacrifice my own wishes for the wishes of the other person.

5. A. I consistently seek the other's help in working out a solution.
 B. I try to do what is necessary to avoid useless tensions.

6. A. I try to avoid creating unpleasantness for myself.
 B. I try to win my position.

7. A. I try to postpone the issue until I have had some time to think it over
 B. I give up some points in exchange for others.

8. A. I am usually firm in pursuing my goals.
 B. I attempt to get all concerns and issues immediately out in the open.

9. A. I feel that differences are not always worth worrying about.
 B. I make some effort to get my way.

10. A. I am firm in pursuing my goals.
B. I try to find a compromise solution.
11. A. I attempt to get all concerns and issues immediately out in the open
B. I might try to soothe the other's feelings and preserve our relationship.
12. A. I sometimes avoid taking positions that would create controversy
B. I will let the other person have some of his/her positions if he/she lets me have some of mine.
13. A. I propose a middle ground.
B. I press to get my points made.
14. A. I tell the other person my ideas and ask for his/hers.
B. I try to show the other person the logic and benefits of my position.
15. A. I might try to soothe the other's feelings and preserve our relationship.
B. I try to do what is necessary to avoid tensions.
16. A. I try not to hurt the other's feelings.
B. I try to convince the other person of the merits of my position.
17. A. I am usually firm in pursuing my goals.
B. I try to do what is necessary to avoid useless tensions.
18. A. If it makes other people happy, I might let them maintain their views.
B. I will let other people have some of their positions if they let me have some of mine.
19. A. I attempt to get all concerns and issues immediately out in the open.
B. I try to postpone the issue until I have had some time to think it over.
20. A. I attempt to immediately work through our differences.
B. I try to find a fair combination of gains and losses for both of us.
21. A. In approaching negotiations, I try to be considerate of the other person's wishes.

- B. I always lean toward a direct discussion of the problem.
22. A. I try to find a position that is intermediate between his/hers and mine.
B. I assert my wishes.
23. A. I am very often concerned with satisfying all our wishes.
B. There are times when I let others take responsibility for solving the problem.
24. A. If the other's position seems very important to him/her, I would try to meet his/her wishes.
B. I try to get the other person to settle for a compromise.
25. A. I try to show the other person the logic and benefits of my position.
B. In approaching negotiations, I try to be considerate of the other person's wishes.
26. A. I propose a middle ground.
B. I am nearly always concerned with satisfying all our wishes.
27. A. I sometimes avoid taking positions that would create controversy.
B. If it makes other people happy, I might let them maintain their views.
28. A. I am usually firm in pursuing my goals.
B. I usually seek the other's help in working out a solution.
29. A. I propose a middle ground.
B. I feel that differences are not always worth worrying about.
30. A. I try not to hurt the other's feelings.
B. I always share the problem with the other person so that we can work it out.

Scoring and Interpreting

The Thomas – Kilmann Conflict Mode Instrument

**PLEASE DO NOT CONTINUE PAST THIS POINT
UNTIL INSTRUCTED TO DO SO**



SCORING THE TKI

Circle the letters below that correspond to your answers on the questionnaire.

| | Competing (Forcing) | Collaborating (Problem solving) | Compromising (Sharing) | Avoiding (Withdrawing) | Accommodating (Smoothing) |
|----|------------------------|---------------------------------------|---------------------------|---------------------------|------------------------------|
| 1 | | | | A | B |
| 2 | | B | A | | |
| 3 | A | | | | B |
| 4 | | | A | | B |
| 5 | | A | | B | |
| 6 | B | | | A | |
| 7 | | | B | A | |
| 8 | A | B | | | |
| 9 | B | | | A | |
| 10 | A | | B | | |
| 11 | | A | | | B |
| 12 | | | B | A | |
| 13 | B | | A | | |
| 14 | B | A | | | |
| 15 | | | | B | A |
| 16 | B | | | | A |
| 17 | A | | | B | |
| 18 | | | B | | A |
| 19 | | A | | B | |
| 20 | | A | B | | |
| 21 | | A | | | B |
| 22 | B | | A | | |
| 23 | | A | | B | |
| 24 | | | A | | B |
| 25 | A | | | | B |
| 26 | | B | A | | |
| 27 | | | | A | B |
| 28 | A | B | | | |
| 29 | | | A | B | |
| 30 | | B | | A | |

Total number of items circles in each column:

Competing

Collaborating

Compromising

Avoiding

Accommodating

Nasik Range Dilemma

Group#: _____

Nasik Range comprises of four districts viz. Nasik, Jalgaon, Jalna and Ahmednagar. All the Four districts are very heavy in terms of crime, law and order and other problems- except that Jalna has lesser geographical area and lesser number of police stations. The current manpower strength of all the four districts is almost same. Out of these four districts, the first three viz. Nasik, Jalgaon and Jalna have a common border. You are district SP of one of these three districts. A major festival is approaching which is celebrated in all these three districts (Nasik, Jalgaon and Jalna) together by the people of one religion. The processions start from one district and passing through the second district, culminates in the third district. A number of programmes are also held wherein people of the entire three districts participate together. For years together, the police from the 3 districts together perform bandobust for the festival under the overall guidance of the DIG. You have requested your Range DIG many times to increase the manpower strength as the current manpower is not sufficient to handle the work load especially for this month long festival which you think has a major burden on your district. You are in knowledge that other two SPs have also raised similar demand to the DIG. You have come to know that the DGP office has allotted 121 new constables to DIG for distribution among the three districts especially for this festival and thereafter they will become part of the district force permanently. The DIG has invited all the three SPs to his office to discuss distribution of the newly appointed 121 constables.

The range DIG is a humorous person at heart and always comes out with very strange methods of doing work. When the three of you met him to discuss distribution of the Constables, he asked the three of you to discuss among yourself and decide how these 121 Constables will be distributed. But he laid down certain conditions and left the room.

You are the SP of:

- Nasik
- Jalgaon
- Jalna

First condition is that the manpower can be distributed only to a consortium of two or more districts. DIG will not allot any Manpower to any district alone. If no consortium is formed, he will allocate all the 121 Constables to Ahmednagar.

DIG indicated that the following number of Constables would be allotted, depending on the consortium formed.

CONSTABLES TO CONSORTIUM

| | |
|--------------------------|-----|
| Nasik alone | 0 |
| Jalgaon alone | 0 |
| Jalna alone | 0 |
| Nasik and Jalgaon | 118 |
| Nasik and Jalna | 84 |
| Jalgaon and Jalna | 50 |
| Nasik, Jalgaon and Jalna | 121 |

None of the three SPs are initially eager to form a consortium. All have independent thinking and priorities and expect to get as many Constables for their own District as possible. On the other hand, they realize that without some cooperation, they will obtain no Manpower for their districts. Consequently, should any of the SPs choose to collaborate, they will be concerned about their individual shares of the manpower allotted by the DIG.

Your job is to meet with the SPs of the other two Districts, separately or together, to negotiate the best arrangement you can for your District. You must not only agree on a particular consortium (or coalition), but also on your share of the manpower allotted by the DIG.

SPs of all three districts should meet together initially to formally start the negotiations. Once negotiations begin, you will have 30 minutes to try to reach an agreement. If two of three SPs wish to speak privately, the third SP may not interrupt for one minute. If any agreement is reached, it must last for at least three minutes before negotiations can conclude. Two of the three SPs can conclude the negotiations.

Results of Negotiation

Was a consortium/coalition formed? YES / NO

Who joined?

How many Constables did each District receive?

| | |
|---------|-------|
| Nasik | _____ |
| Jalgaon | _____ |
| Jalna | _____ |
| Total | _____ |

Dr. Robert Cialdini and 6 principles of persuasion

SUMMARY: Influencing others isn't luck or magic – its science. There are proven ways to help make you more successful as a marketer and an office politician.

We talked to a renowned expert on the science of influence and pulled excerpts from two of his books to demonstrate ways to make people say “yes” to your messaging and management. Includes links to scientific studies and takeaways to use at work or at home.

Robert Cialdini, Regents' Professor of Psychology and Marketing, Arizona State University, has spent 30 years studying the ways people are influenced. He's whittled his findings down to six key principles, found in the fifth edition of 'Influence: Science and Practice'.

We interviewed Cialdini and also read through 'Yes! 50 Scientifically Proven Ways to Be More Persuasive', a book he co-authored with Noah Goldstein, a professor at the University of Chicago School of Business, and Steven Martin, Director, Influence at Work. The authors “relied entirely on the significant body of research from the study of social influence and persuasion” to suggest ways you can improve outbound messages and office interactions to get the results you want.

Science behind the Principles

“People's ability to understand the factors that affect their behavior is surprisingly poor,” Cialdini says.

Most people can't explain why they made a particular decision. But Cialdini can. And being able to identify the underlying factors that influence decisions means he also understands how to use them to get more positive responses.

Be forewarned, though: The knowledge you're about to receive shouldn't be used to push shoddy goods or set unfair prices. “When these tools are used unethically as weapons of influence ... any short-term gains will almost invariably be followed by long-term losses.”

Below are Cialdini's six principles of persuasion – along with excerpts from real-world experiments. Note: All experiments cited are from 'Yes! 50 Scientifically Proven Ways to Be More Persuasive'.

6 Principles of Influence

Principle #1: Reciprocation Reciprocation recognizes that people feel indebted to those who do something for them or give them a gift.

For marketers, Cialdini says: “The implication is you have to go first. Give something: give information, give free samples, give a positive experience to people and they will want to give you something in return.”

- Experiment conducted

Social scientist Randy Garner published a 2005 experiment that tested whether sticky notes could persuade people to respond to a marketing survey (see hotlinks below). He sent one-third of the surveys with a hand-written sticky note requesting completion, one-third with a blank sticky note, and one-third without a sticky note.

Results:

- Hand-written note: 69% response rate
- Blank sticky note: 43% response rate
- No sticky note: 34% response rate

“[The principle of reciprocation] was born out in the fact that not only did those who received the hand-written note have twice as much compliance, the quality of the answers they gave was significantly better,” Cialdini says.

- Application for Marketers

The reciprocation principle explains why free samples can be so effective. People who receive a free, unexpected gift are more likely to listen to a product’s features, donate to a cause, or tip a waitress more money. The gifts do not have to be expensive or even material; information and favors can work.

Principle #2: Social Proof

When people are uncertain about a course of action, they tend to look to those around them to guide their decisions and actions. They especially want to know what everyone else is doing – especially their peers.

“Laugh tracks on comedy shows exist for this very reason,” Cialdini says.

- Experiment conducted

Cialdini and a team of colleagues ran a soon-to-be published experiment to see which types of signs would most encourage Arizona hotel visitors to reuse towels. They tested four types of signs:

- #1 Cited environmental reasons to encourage visitors to reuse their towels
- #2 Said the hotel would donate a portion of end-of-year laundry savings to an environmental cause
- #3 Said the hotel had already given a donation and asked: “Will you please join us?”
- #4 Said the majority of guests reused their towels at least once during their stay

Percentage of those who reused towels per request:

- Sign #1: 38%
- Sign #2: 36%
- Sign #3: 46%
- Sign #4: 48%

When guests found out that most people who stayed in the same hotel reused their towels, they were more likely to comply with the request.

“What’s most interesting to me,” Cialdini says, “is that the most effective strategy was entirely costless to the hotel. But I’ve never seen it used by any hotel room in any city.”

- Application for marketers

Testimonials from satisfied customers show your target audience that people who are similar to them have enjoyed your product or service. They'll be more likely to become customers themselves.

A similar principle applies to television commercials that say: "If our lines are busy, please call again." Instead of saying "Operators are standing by." The first response implies that other people like your offer so much that the phone lines are busy, which may persuade others to act similarly.

Principle #3: Commitment and Consistency

People do not like to back out of deals. We're more likely to do something after we've agreed to it verbally or in writing, Cialdini says. People strive for consistency in their commitments. They also prefer to follow pre-existing attitudes, values and actions.

- Experiment conducted

In 1987, social scientist Anthony Greenwald approached potential voters on election-day eve to ask whether they would vote and to provide reasons why or why not. 100% said they would vote. On election day, 86.7% of those asked went to the polls compared to 61.5% of those who were not asked. Those who publicly committed to voting on the previous day proved more likely to actually vote.

- Application for marketers

People want to be both consistent and true to their word. Getting customers or co-workers to publicly commit to something makes them more likely to follow through with an action or a purchase.

Ask your team members if they'll support your next initiative and say why.

Getting people to answer 'yes' makes them more powerfully committed to an action, Cialdini says. For instance, don't tell people: "Please call if you have to cancel." Asking "Will you please call if you have to cancel?" gets customers to say yes, and measurably increases their response rates.

- Note: Age matters

The older we get, the more we value consistency. And that makes it harder for older people to make a change.

Researcher Stephanie Brown co-authored a 2005 study titled “Evidence of a positive relationship between age and preference for consistency,” published in the Journal of Research in Personality. The study confirmed the belief that older people become “set in their ways.”

The solution? Praise them for making good past decisions, based on the information they had at the time. Then find ways to stress the consistent values connecting old actions and purchases with values underlying any new actions or purchases.

Principle #4: Liking

“People prefer to say ‘yes’ to those they know and like,” Cialdini says. People are also more likely to favor those who are physically attractive, similar to themselves, or who give them compliments. Even something as ‘random’ as having the same name as your prospects can increase your chances of making a sale.

- Experiment conducted

In 2005, Randy Garner mailed out surveys to strangers with a request to return them. The request was signed by a person whose name was either similar or dissimilar to the recipient’s. For example, Robert James might receive a survey request from the similarly-named Bob Ames. (See hotlinks below.)

According to a study reported in Yes!, “Those who received the survey from someone with a similar-sounding name were nearly twice as likely to fill out and return the packet as those who received the surveys from dissimilar sounding names (56% compared to 30%).”

- Application for marketers

“One of the things that marketers can do is honestly report on the extent to which the product or service – or the people who are providing the product or service – are similar to the audience and know the audience’s challenges, preferences and so on,” Cialdini says.

So, for instance, sales people could improve their chances of making a sale by becoming more knowledgeable about their prospects' existing preferences.

Principle #5: Authority

People respect authority. They want to follow the lead of real experts. Business titles, impressive clothing, and even driving an expensive, high-performing automobile are proven factors in lending credibility to any individual.

Giving the appearance of authority actually increases the likelihood that others will comply with requests – even if their authority is illegitimate.

- Experiment conducted

Stanley Milgram, Psychologist, Yale University, conducted a 1974 experiment where ordinary people were asked to shock 'victims' when they answered questions incorrectly. Those in charge were dressed in white lab coats to give the appearance of high authority. The participants were told that the shocks they gave increased 15 volts in intensity each time the person answered incorrectly. In fact, the shocks were completely imaginary. Respondents were acting.

As participants continued to shock their victims, the respondents feigned increasing discomfort until they let out agonized screams and demanded to be released. Astoundingly, about two-thirds of participants ignored these cries of pain and inflicted the full dose of 450 volts.

“According to Milgram, the real culprit in the experiments was the [participants'] inability to defy the wishes of the boss, the lab-coated researcher who urged and, if necessary, directed them to perform their duties, despite the emotional and physical mayhem they were causing.”

- Note: The participants in Milgram's study were males from a range of age, occupation and education levels. Later research concluded that the subjects' sex was irrelevant to their willingness to shock the victim.

- Application for marketers

When people are uncertain, they look outside themselves for information to guide their decisions. Given the incredible influence of authority figures, it would be wise to incorporate testimonials from legitimate, recognized authorities to help persuade prospects to respond or make purchases.

Principle #6: Scarcity

In fundamental economic theory, scarcity relates to supply and demand. Basically, the less there is of something, the more valuable it is. The more rare and uncommon a thing, the more people want it. Familiar examples are frenzies over the latest holiday toy or urban campers waiting overnight to pounce on the latest iPhone.

- Experiment conducted

In 1985, the Coca-Cola Company made their infamous switch from their traditional formula to the sweeter formula “New Coke.” Their taste tests indicated that 55% preferred the new Coke over the old. Most of those tests were blind, but some participants were told which formula was new and which was the original. Under those conditions, the preference for new Coke increased 6%.

Despite the taste tests, the switch to new Coke triggered incredible backlash against it. Time magazine later dubbed it “the marketing fiasco of the decade.”

“The company must have looked at the 6% difference between blind and non-blind preferences and said to themselves ‘Oh, good, this means that when people know that they’re getting something new, their desire for it will shoot up.’”

“In fact, what that 6% really meant was that when people know what it is they can’t have, their desire for it will shoot up. Later, when the company replaced the traditional recipe with the new one, it was the old Coke that people couldn’t have, and it became the favorite.”

- Application for marketers

Say the authors: “The tendency to be more sensitive to possible losses than to possible gains is one of the best-supported findings in social science.”

Therefore, it may be worthwhile to switch your advertising campaign's message from your product's benefits to emphasizing the potential for a wasted opportunity:

- "Don't miss this chance..."
- "Here's what you'll miss out on..."

In any case, if your product or service is genuinely unique, be sure to emphasize its unique qualities to increase the perception of its scarcity.

Caselet (A)

Presenter: You are the Director General of Police of a State in India also in-charge of State Transport department.

Your Audience: A bench of the State High Court.

Place of Presentation: Courtroom.

Your Objective: To persuade the Bench to allow the state some more time to remove speed breakers from all the State highways.

Background: While your State is known for its progressive stance and economic prosperity, the recent years have seen a spurt in accidents, especially on State Highways'. Some experts have attributed this to increase in speed-breakers over the State highways. On the basis of a PIL filed by an NGO, the High Court had ordered the State to among other measures; remove all the speed breakers on the State Highways by 18th February, 2016. That date is past due by a few days and the High Court has summoned you to ask why contempt proceedings should not be initiated against you.

Caselet (B)

Presenter: You are a relatively new Deputy Director at SVPNPA the Academy that conducts a number of MCTP and In-service training Programmes for the IPS officers.

Your Audience: Director and Joint Directors of SVPNPA. Most of the top bunch at SVPNPA strongly believes in focusing only on outsourcing the sessions to external agencies or faculties

Place of Presentation: SVPNPA's Conference Room

Your Objective: To persuade the Director and other faculty to revise the current policy of depending exclusively on external consultants and faculty members for conducting all MCTP and In service training programmes/

Background: SVPNPA is the only academy that trains the IPS Officers of India. The new Director of SVPNPA is very proactive and open-minded and her ideas are reshaping SVPNPA's culture. Others have normally gone along with her ideas because they have always worked.

SVPNPA conducts regular training programmes in both core policing skills and soft skills areas. But the trainers are always external consultants and outside field officers. You have a good deal of administrative work to do as well; but you seem to be doing nothing substantial as far as training programmes are concerned. You merely arrange for trainers. You are a good trainer in team building and leadership. A few colleagues you spoke to also said they wouldn't mind giving training a go. You know that internal trainers will also bring down the costs.

Caselet (C)

(Note: Each team will work independently of the other team making the presentation on the same caselet.)

Presenter: You are the district SP of Nagpur.

Your Audience: Association of Parents of College going students.

Place of presentation: Your office auditorium.

Your Objective: To get the parents to agree to the order issued by you that no two wheeler rider shall wrap/cover his/her face with the cloth while driving the vehicles in the city.

Background: You have only recently received a memorandum from the parents' association of college going students requesting you to cancel the order issued by you u/s 144 CrPC that disallows any two wheeler rider to wrap/cover his/her face with long cloths. Nagpur has had always faced extreme heat along with heat waves during summer months. Most of the college going students who use two wheelers to commute to the college or coaching classes wrap their faces with those cotton cloths to save themselves from extreme heat. However some criminals have used this as an opportunity to commit crimes like chain snatching or robbery by using these long cotton cloths to wrap/cover their faces so as to avoid identification. There was a hue and cry in the city about these crimes and many organizations gave memorandum to you to take action against these criminals. After lot of thoughts and discussions you have issued the said order u/s 144 CrPC.

While working as SP of the district, you have naturally annoyed many people due to strict action taken by you from time to time. Two such persons who are extremely annoyed with you and have spoken against you in the newspapers in the past are also present in the delegation.

Caselet (D)

(Note: Each team will work independently of the other team making the presentation on the same caselet.)

Presenter: You are the SP of Raipur.

Your Audience: Reporters of English and regional language newspapers in the city at a press conference convened by you. Time: 3 pm

Place of presentation: SP office conference hall.

Your objective: To convince the reporters that the rumour about a number of thefts in a colony adjacent to the police colony is false. As last year some young boys from the police lines were caught by the citizens stealing number plates and logo of expensive cars in the colony adjacent to the police lines, there is a rumour that the latest thefts in the same colony are being committed by those police boys only.

Background: You took charge of SP of Raipur district last year. Just a month after you took over the charge of SP a report of some police boys being caught by the local citizens stealing the number plates and logos of expensive cars was received. You personally intervened into the whole matter. You found that these young boys from police lines are graduates without any jobs. They just keep sitting in the park inside the police lines. They got fascinated with the fancy cars and started collecting the numbers plates and logos by removing those quietly from those cars at night. When you came to know this, you made those boys and their parents' apologies to the owners of the cars and to save the future of these boys, no offence was registered against them. You also had a meeting with local industry association and requested them to give some jobs to them. All the boys were given some kind of minor job which they would do at home and supply to the industries. You have also checked up upon these boys a couple of times in the past. You are convinced that these boys must not have committed these thefts as being reported in the newspapers. However the residents and the newspapers have doubted that these boys must have committed these thefts.

(General Brief)

DISTURBANCE AT POLICE STATION

The Incident

Rajesh, a 22 yr old Mala (SC) boy is in love with Sarita, a 21 yr old girl belonging to the brahmin community. The families of the two are against this relationship due to caste and societal reasons.

On 10-09-2013, Rajesh and Sarita elope. This leads to commotion in the village. Both the caste groups approach the local police station and give complaints to the SHO regarding the following:

- Rajesh's family gives a complaint of boy missing – SHO takes entry into Station Diary.
- Sarita's family gives a complaint of abduction by Rajesh and his family members – SHO registers FIR under relevant sections of Law.

The village panchayat mediates the issue. Sarpanch Dayali Ram speaks to the SHO Inspector Sanjay Sharma and tells him that he will produce the boy and girl once their whereabouts are known.

On 19-09-2013, Rajesh & Sarita return to their native village. They inform their families that they have got married at Arya Samaj Mandir. The families approach the sarpanch who decides to take the boy and girl to the local police station.

On 29-09-13, at around 1000 hr, the sarpanch reaches Rajesh's house to take him to the P.S. Just before leaving for the P.S., Rajesh develops fear that the police may implicate him in a false case. He consumes some quantity of insecticide without the knowledge of his parents / friends. He then accompanies his parents & the sarpanch to the P.S.

The girl's parents also take the girl to the police station.

After handing over the boy and the girl to the SHO, the Sarpanch and others villagers leave. The SHO instructs the duty sentry to put Rajesh in the lock-up and makes Sarita sit in the station writers' room. After this, the SHO leaves for his rounds.

At around 1200 hrs, Rajesh, who is in the lock-up, starts frothing from the mouth. This is noticed by the sentry on duty who informs SI Ravinder who is present in the police station. The SI shifts Rajesh to Govt. hospital where he is given emergency treatment. At around 1400 hrs, Rajesh passes away.

As this, information reaches the village, anger erupts in the community. Rajesh's friends reach the hospital and forcibly take away his dead body. (There was only one constable present on duty at the hospital).

As the information spreads to the neighboring villages, youth from the Mala Community gather and move towards the police station.

They allege that Rajesh had been killed in P.S. custody by making him drink insecticide as the SHO belongs to the Brahmin community.

The angry crowd blocks the main road by placing the dead body and demands the following:

1. Suspension of SHO.
2. Public apology by SHO to community by visiting the village of the deceased.
3. Immediate Enquiry of the incidence.
4. Job for Rajesh's younger brother Suresh.

The SP is informed of this incident and he rushes to the spot to talk to the protestors. The SDPO is already on the spot and is trying to speak to the mob. SP finds a number of young boys from the community who are taking an aggressive stance-shouting and abusing police and Government.

The traffic on the National highway is swelling and there is restlessness among the people. There is information that Mob may pelt stones and may even burn Govt. Property. The DGP office is calling up again and again and asking whether the situation is under control.....

The SP uses the help of Sarpanch Dayali Ram to negotiate in the situation. The SP also requests the local MLA Shri Laddaram to reach the spot to help him diffuse the situation. The MLA and Sarpanch make an appeal to the crowd to remain silent till the negotiations are over. They assured the crowd that justice will be done.

The SP takes the MLA, the Sarpanch and the younger brother of the deceased inside the police station to discuss and negotiate. He is accompanied by the local SDPO.

1. CONFIDENTIAL BRIEF FOR THE SP (PLEASE DO NOT SHOW IT TO ANYONE):

This is your first district as SP. You have always been a very straight forward and unbiased Officer. You have cordial relationship with the local MLA. From your prior observations, you know that the SHO is a responsible and well behaved officer. You are also very particular about morale of your Force and you will do anything to ensure that injustice is not done to anyone including your own Officers.

You have following options (Try to score as much as possible so that your interests are served):

| Issue | Options | Points |
|----------------------|--|--------|
| 1. Suspension of SHO | (i) Immediate Suspension | 0 |
| | (ii) Transfer and enquiry | 5 |
| | (iii) Assurance to take action after enquiry | 10 |
| | (iv) No assurance | 20 |
| 2. Public Apology | (i) Immediate apology by the SHO to the family and the community going personally to the village | 0 |
| | (ii) Apology to select elders and family of deceased at SP's Office in writing | 5 |
| | (iii) Apology to select elders and family of deceased at SP's Office orally | 10 |
| | (iv) No apology | 20 |
| 3. Immediate enquiry | (i) Strongly recommending to Government for judicial enquiry | 0 |
| | (ii) Recommending for Magisterial enquiry (SDM) | 5 |
| | (iii) Inquiry by SDPO of neighboring sub division | 10 |
| | (iv) No assurance on enquiry | 20 |
| 4. Job Assurance | (i) Immediate Assurance to get a job for younger brother in Police | 0 |
| | (ii) SP Getting a job through some contractor etc. within 1 week | 5 |
| | (iii) Helping the younger brother by including him in pre police recruitment training | 10 |
| | (iv) No assurance | 20 |

- **If you do not reach the settlement on all the 4 issues you will get -25 points.**
- **However, if you reach settlement on all the 4 issues you will get 25 extra points.**

2. CONFIDENTIAL BRIEF FOR THE SDPO (PLEASE DO NOT SHOW IT TO ANYONE) :

You are a directly recruited DySP and posted as SDPO for the sub-division. You have spent over 10 years in various districts. You expect your promotion to Additional SP very soon. You happen to know the family of the deceased and you are feeling bad about death of Rajesh and in your opinion the family deserves sympathy and help. This particular SHO has been trying to act too smart on many occasions. He has been passing all the wrong information to the SP against you. You have requested the SP to transfer him on a couple of occasions but SP has not taken any action. You are however aware that the SP is a very straight forward and unbiased officer and you admire this quality of his. You also enjoy very good rapport with both MLA and Sarpanch. If judicial enquiry takes place, you will also face the heat. During Negotiation you should not be seen as against the SP. You need to keep the Hierarchy of the department in mind. So be very tactful.

You have following options (Try to score as much as possible so that your interests are served):

| Issue | Options | Points |
|----------------------|--|---------------|
| 1. Suspension of SHO | (i) Immediate Suspension | 10 |
| | (ii) Transfer and Enquiry | 20 |
| | (iii) Assurance to take action after enquiry | 5 |
| | (iv) No assurance | 0 |
| 2. Public Apology | (i) Immediate apology by the SHO to the family and the community going personally to the village | 5 |
| | (ii) Apology to select elders and family of deceased at SP's Office in writing | 20 |
| | (iii) Apology to select elders and family of deceased at SP's Office orally | 10 |
| | (iv) No apology | 0 |
| 3. Immediate enquiry | (i) Strongly recommending to Government for judicial enquiry | 0 |
| | (ii) Recommending for Magisterial enquiry (SDM) | 5 |
| | (iii) Inquiry by SDPO of neighboring sub division | 10 |
| | (iv) No assurance on enquiry | 20 |

| | | |
|------------------|---|----|
| 4. Job Assurance | (i) Immediate Assurance to get a job for younger brother in Police | 0 |
| | (ii) SP Getting a job through some contractor etc. within 1 week | 10 |
| | (iii) Helping the younger brother by including him in pre police recruitment training | 5 |
| | (iv) No assurance | 20 |

- **If you do not reach the settlement on all the 4 issues you will get -25 points.**
- **However, if you reach settlement on all the 4 issues you will get 25 extra points.**

3. CONFIDENTIAL BRIEF FOR THE SARPANCH (PLEASE DO NOT SHOW IT TO ANYONE) :

You are Sarpanch of the village. You have been Sarpanch of this village for many years. This is a very important time in your political career as many people want you to become MLA in the next elections due after 6 months. Surely, you will not like to spoil your relationship with the police. But this SHO is too strict and straight forward and you want another Officer from your community to be posted in this Police Station. Moreover, this is a serious matter. You must do something which will prove that you are a true leader of your community. The incumbent MLA is also here who is also from your community. You know that he will try to control the situation and he will try to show that it is he who is able to give justice to the people. This is the time for you to act very carefully.

You have following options (Try to score as much as possible so that your interests are served):

| Issue | Options | Points |
|----------------------|--|--------|
| 1. Suspension of SHO | (i) Immediate Suspension | 15 |
| | (ii) Transfer and Enquiry | 20 |
| | (iii) Assurance to take action after enquiry | 5 |
| | (iv) No assurance | 0 |
| 2. Public Apology | (i) Immediate apology by the SHO to the family and the community going personally to the village | 20 |
| | (ii) Apology to select elders and family of deceased at SP's Office in writing | 10 |
| | (iii) Apology to select elders and family of deceased at SP's Office orally | 5 |
| | (iv) No apology | 0 |
| 3. Immediate enquiry | (i) Strongly recommending to Government for judicial enquiry | 5 |
| | (ii) Recommending for Magisterial enquiry (SDM) | 20 |
| | (iii) Inquiry by SDPO of neighboring sub division | 10 |
| | (iv) No assurance on enquiry | 0 |

| | | |
|------------------|---|----|
| 4. Job Assurance | (i) Immediate Assurance to get a job for younger brother in Police | 20 |
| | (ii) SP Getting a job through some contractor etc. within 1 week | 10 |
| | (iii) Helping the younger brother by including him in pre police recruitment training | 5 |
| | (iv) No assurance | 0 |

- **If you do not reach the settlement on all the 4 issues you will get -25 points.**
- **However, if you reach settlement on all the 4 issues you will get 25 extra points.**

4. CONFIDENTIAL BRIEF FOR THE MLA (PLEASE DO NOT SHOW IT TO ANYONE):

You are MLA of this Constituency. This is your second term as MLA and if you win elections this year there are good chances that you will become a Minister in the State Government. You are aware that SHO is a reasonable Officer and was posted on your recommendation. However, you would also like to keep him under pressure as elections are round the corner. You also enjoy cordial relationship with both SP and Collector. Your party men had warned you that your Sarpanch who belongs to your own party is getting too ambitious and wants a ticket in place of you in the next elections. This is a time to prove that it is not the Sarpanch, but you who is the true leader of the people of this Constituency.

You have following options (Try to score as much as possible so that your interests are served):

| Issue | Options | Points |
|----------------------|--|--------|
| 1. Suspension of SHO | (i) Immediate Suspension | 0 |
| | (ii) Transfer and Enquiry | 5 |
| | (iii) Assurance to take action after enquiry | 10 |
| | (iv) No assurance | 20 |
| 2. Public Apology | (i) Immediate apology by the SHO to the family and the community going personally to the village | 0 |
| | (ii) Apology to select elders and family of deceased at SP's Office in writing | 10 |
| | (iii) Apology to select elders and family of deceased at SP's Office orally | 20 |
| | (iv) No apology | 5 |
| 3. Immediate enquiry | (i) Strongly recommending to Government for judicial enquiry | 0 |
| | (ii) Recommending for Magisterial enquiry (SDM) | 10 |
| | (iii) Inquiry by SDPO of neighboring sub division | 20 |
| | (iv) No assurance on enquiry | 5 |

| | | |
|------------------|---|----|
| 4. Job Assurance | (i) Immediate Assurance to get a job for younger brother in Police | 10 |
| | (ii) SP Getting a job through some contractor etc. within 1 week | 20 |
| | (iii) Helping the younger brother by including him in pre police recruitment training | 5 |
| | (iv) No assurance | 0 |

- **If you do not reach the settlement on all the 4 issues you will get -25 points.**
- **However, if you reach settlement on all the 4 issues you will get 25 extra points.**

5. CONFIDENTIAL BRIEF FOR THE YOUNGER BROTHER (PLEASE DO NOT SHOW IT TO ANYONE):

You are the younger brother of Rajesh. You have lost your father when you were very young. You have just completed your graduation but you don't have any job nor you will get a job with the kind of qualification you have. You and other members of your family (your mother, your younger sister etc.) were completely dependent on your elder brother Rajesh. There is also an outstanding loan (taken by your deceased father) against your family. While you are very sad because of untimely demise of your elder brother, but you are also aware of the responsibility on your shoulders, being the eldest brother of the family now. You are desperately in need of a job to take care of your family and also for your future. The SDPO of your area is known to your family and is sympathetic to you and you are expecting him to help you.

You have following options (Try to score as much as possible so that your interests are served):

| Issue | Options | Points |
|----------------------|--|--------|
| 1. Suspension of SHO | (i) Immediate Suspension | 20 |
| | (ii) Transfer and Enquiry | 10 |
| | (iii) Assurance to take action after enquiry | 5 |
| | (iv) No assurance | 0 |
| 2. Public Apology | (i) Immediate apology by the SHO to the family and the community going personally to the village | 20 |
| | (ii) Apology to select elders and family of deceased at SP's Office in writing | 10 |
| | (iii) Apology to select elders and family of deceased at SP's Office orally | 5 |
| | (iv) No apology | 0 |
| 3. Immediate enquiry | (i) Strongly recommending to Government for judicial enquiry | 20 |
| | (ii) Recommending for Magisterial enquiry (SDM) | 10 |
| | (iii) Inquiry by SDPO of neighboring sub division | 5 |
| | (iv) No assurance on enquiry | 0 |

| | | |
|------------------|---|----|
| 4. Job Assurance | (i) Immediate Assurance to get a job for younger brother in Police | 20 |
| | (ii) SP Getting a job through some contractor etc. within 1 week | 10 |
| | (iii) Helping the younger brother by including him in pre police recruitment training | 5 |
| | (iv) No assurance | 0 |

- **If you do not reach the settlement on all the 4 issues you will get -25 points.**
- **However, if you reach settlement on all the 4 issues you will get 25 extra points.**

MBTI Personality Test

Dear Participants:

The following test is designed to measure your MBTI Personality type.

Completing the test should only take 15 minutes or so.

Several hints about how to best complete this survey:

- There are no right answers to any of these questions.
- Answer the questions quickly, do not over-analyze them. Some seem worded poorly. Go with what feels best.
- Answer the questions as “the way you are”, not “the way you’d like to be seen by others”

MBTI Personality Type Test

1. **At a party do you:**
 - a. Interact with many, including strangers
 - b. Interact with a few, known to you
2. **Are you more:**
 - a. Realistic than speculative
 - b. Speculative than realistic
3. **Is it worse to:**
 - a. Have your "head in the clouds"
 - b. Be "in a rut"
4. **Are you more impressed by:**
 - a. Principles
 - b. Emotions
5. **Are more drawn toward the:**
 - a. Convincing b. Touching
6. **Do you prefer to work:**
 - a. To deadlines
 - b. Just "whenever"
7. **Do you tend to choose:**
 - a. Rather carefully
 - b. Somewhat impulsively
8. **At parties do you:**
 - a. Stay late, with increasing energy
 - b. Leave early with decreased energy
9. **Are you more attracted to:**
 - a. Sensible people
 - b. Imaginative people
10. **Are you more interested in:**
 - a. What is actual
 - b. What is possible
11. **In judging others are you more swayed by:**
 - a. Laws than circumstances
 - b. Circumstances than laws
12. **In approaching others is your inclination to be somewhat:**
 - a. Objective b. Personal
13. **Are you more:**
 - a. Punctual b. Leisurely
14. **Does it bother you more having things:**
 - a. Incomplete b. Completed
15. **In your social groups do you:**
 - a. Keep abreast of other's happenings
 - b. Get behind on the news
16. **In doing ordinary things are you more likely to:**
 - a. Do it the usual way
 - b. Do it your own way
17. **Writers should:**
 - a. "Say what they mean and mean what they say"
 - b. Express things more by use of analogy
18. **Which appeals to you more:**
 - a. Consistency of thought
 - b. Harmonious human relationships
19. **Are you more comfortable in making:**
 - a. Logical judgments b. Value judgments
20. **Do you want things:**
 - a. Settled and decided
 - b. Unsettled and undecided
21. **Would you say you are more:**
 - a. Serious and determined b. Easy-going
22. **In phoning do you:**
 - a. Rarely question that it will all be said b. Rehearse what you'll say
23. **Facts:**
 - a. "Speak for themselves"
 - b. Illustrate principles
24. **Are visionaries:**
 - a. somewhat annoying b. rather fascinating
25. **Are you more often:**
 - a. a cool-headed person
 - b. a warm-hearted person
26. **Is it worse to be:**
 - a. unjust
 - b. merciless

- 27. Should one usually let events occur:**
a. by careful selection and choice
b. randomly and by chance
- 28. Do you feel better about:**
a. having purchased
b. having the option to buy
- 29. In company do you:**
a. initiate conversation
b. wait to be approached
- 30. Common sense is:**
a. rarely questionable
b. frequently questionable
- 31. Children often do not:**
a. make themselves useful enough b. exercise their fantasy enough
- 32. In making decisions do you feel more comfortable with:**
a. standards
b. feelings
- 33. Are you more:**
a. firm than gentle b. gentle than firm
- 34. Which is more admirable:**
a. the ability to organize and be methodical
b. the ability to adapt and make do
- 35. Do you put more value on:**
a. infinite
b. open-minded
- 36. Does new and non-routine interaction with others:**
a. stimulate and energize you
b. tax your reserves
- 37. Are you more frequently:** a. a practical sort of person b. a fanciful sort of person
- 38. Are you more likely to:**
a. see how others are useful b. see how others see
- 39. Which is more satisfying:**
a. to discuss an issue thoroughly
b. to arrive at agreement on an issue
- 40. Which rules you more:**
a. your head b. your heart
- 41. Are you more comfortable with work that is:**
a. contracted
b. done on a casual basis
- 42. Do you tend to look for:**
a. the orderly
b. whatever turns up
- 43. Do you prefer:**
a. many friends with brief contact
b. a few friends with more lengthy contact
- 44. Do you go more by:**
a. facts
b. principles
- 45. Are you more interested in:** a. production and distribution b. design and research
- 46. Which is more of a compliment:**
a. "There is a very logical person."
b. "There is a very sentimental person."
- 47. Do you value in yourself more that you are:**
a. unwavering
b. devoted
- 48. Do you more often prefer the**
a. final and unalterable statement
b. tentative and preliminary statement
- 49. Are you more comfortable:**
a. after a decision
b. before a decision
- 50. Do you:**
a. speak easily and at length with strangers b. find little to say to strangers
- 51. Are you more likely to trust your:**
a. experience b. hunch
- 52. Do you feel:**
a. more practical than ingenious
b. more ingenious than practical
- 53. Which person is more to be complimented – one of:**
a. clear reason
b. strong feeling

- 54. Are you inclined more to be:**
a. fair-minded b. sympathetic
- 55. Is it preferable mostly to:**
a. make sure things are arranged
b. just let things happen
- 56. In relationships should most things be:**
a. re-negotiable
b. random and circumstantial
- 57. When the phone rings do you:**
a. hasten to get to it first
b. hope someone else will answer
- 58. Do you prize more in yourself:**
a. a strong sense of reality b. a vivid imagination
- 59. Are you drawn more to:**
a. fundamentals b. overtones
- 60. Which seems the greater error:**
a. to be too passionate
b. to be too objective
- 61. Do you see yourself as basically:**
a. hard-headed b. soft-hearted
- 62. Which situation appeals to you more:**
a. the structured and scheduled
b. the unstructured and unscheduled
- 63. Are you a person that is more:**
a. routinized than whimsical b. whimsical than routinized
- 64. Are you more inclined to be:**
a. easy to approach
b. somewhat reserved
- 65. In writings do you prefer:**
a. the more literal
b. the more figurative
- 66. Is it harder for you to:**
a. identify with others
b. utilize others
- 67. Which do you wish more for yourself:**
a. clarity of reason
b. strength of compassion
- 68. Which is the greater fault:**
a. being indiscriminate b. being critical
- 69. Do you prefer the:**
a. planned event
b. unplanned event
- 70. Do you tend to be more:**
a. deliberate than spontaneous b. spontaneous than deliberate

Scoring

| Col 1 | | | Col 2 | | | Col 3 | | | Col 4 | | | Col 5 | | | Col 6 | | | Col 7 | | | | | |
|---------|---|---|-------|---|---|-------|---|---|---------|---|---|-------|---|---|-------|---|---|---------|---|---|---|--|--|
| | A | B | | A | B | | A | B | | A | B | | A | B | | A | B | | A | B | | | |
| 1 | | | 2 | | | 3 | | | 4 | | | 5 | | | 6 | | | 7 | | | | | |
| 8 | | | 9 | | | 10 | | | 11 | | | 12 | | | 13 | | | 14 | | | | | |
| 15 | | | 16 | | | 17 | | | 18 | | | 19 | | | 20 | | | 21 | | | | | |
| 22 | | | 23 | | | 24 | | | 25 | | | 26 | | | 27 | | | 28 | | | | | |
| 29 | | | 30 | | | 31 | | | 32 | | | 33 | | | 34 | | | 35 | | | | | |
| 36 | | | 37 | | | 38 | | | 39 | | | 40 | | | 41 | | | 42 | | | | | |
| 43 | | | 44 | | | 45 | | | 46 | | | 47 | | | 48 | | | 49 | | | | | |
| 50 | | | 51 | | | 52 | | | 53 | | | 54 | | | 55 | | | 56 | | | | | |
| 57 | | | 58 | | | 59 | | | 60 | | | 61 | | | 62 | | | 63 | | | | | |
| 64 | | | 65 | | | 66 | | | 67 | | | 68 | | | 69 | | | 70 | | | | | |
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| | | | | | | | | | | | | | | | | | |
| E | I | | S | N | | T | F | | J | P | | | | | | | |

1. Copy your answers to this answer key carefully.
2. Count the number of checks in each of the A and B columns, and total at the bottom.
3. Copy the totals for Column 2 to the spaces below the totals for Column 3. Do the same for Columns 4 and 6.
4. Add totals downwards to calculate your totals.
5. Circle the letter with this highest score. This is your type.

Portrait of an ENFJ - Extraverted iNtuitive Feeling Judging (Extraverted Feeling with Introverted Intuition)

The Giver

As an ENFJ, your primary mode of living is focused externally, where you deal with things according to how you feel about them, or how they fit into your personal value system. Your secondary mode is internal, where you take things in primarily via your intuition.

ENFJs are people-focused individuals. They live in the world of people possibilities. More so than any other type, they have excellent people skills. They understand and care about people, and have a special talent for bringing out the best in others. ENFJ's main interest in life is giving love, support, and a good time to other people. They are focused on understanding, supporting, and encouraging others. They make things happen for people, and get their best personal satisfaction from this.

Because ENFJ's people skills are so extraordinary, they have the ability to make people do exactly what they want them to do. They get under people's skins and get the reactions that they are seeking. ENFJ's motives are usually unselfish, but ENFJs who have developed less than ideally have been known to use their power over people to manipulate them.

ENFJ's are so externally focused that it's especially important for them to spend time alone. This can be difficult for some ENFJs, because they have the tendency to be hard on themselves and turn to dark thoughts when alone. Consequently, ENFJs might avoid being alone, and fill their lives with activities involving other people. ENFJs tend to define their life's direction and priorities according to other people's needs, and may not be aware of their own needs. It's natural to their personality type that they will tend to place other people's needs above their own, but they need to stay aware of their own needs so that they don't sacrifice themselves in their drive to help others.

ENFJ's tend to be more reserved about exposing themselves than other extraverted types. Although they may have strongly-felt beliefs, they're likely to refrain from expressing them if doing so would interfere with bringing out the best in others. Because their strongest interest lies in being a catalyst of change in other people, they're likely to interact with others on their own level, in a chameleon-like manner,

rather than as individuals.

ENFJs have definite values and opinions which they're able to express clearly and succinctly. These beliefs will be expressed as long as they're not too personal. ENFJ is in many ways expressive and open, but is more focused on being responsive and supportive of others. When faced with a conflict between a strongly-held value and serving another person's need, they are highly likely to value the other person's needs.

The ENFJ may feel quite lonely even when surrounded by people. This feeling of aloneness may be exacerbated by the tendency to not reveal their true selves.

People love ENFJs. They are fun to be with, and truly understand and love people. They are typically very straight-forward and honest. Usually ENFJs exude a lot of self-confidence, and have a great amount of ability to do many different things. They are generally bright, full of potential, energetic and fast-paced. They are usually good at anything which captures their interest.

ENFJs like for things to be well-organized, and will work hard at maintaining structure and resolving ambiguity. They have a tendency to be fussy, especially with their home environments.

In the work place, ENFJs do well in positions where they deal with people. They are naturals for the social committee. Their uncanny ability to understand people and say just what needs to be said to make them happy makes them naturals for counseling. They enjoy being the center of attention, and do very well in situations where they can inspire and lead others, such as teaching.

ENFJs do not like dealing with impersonal reasoning. They don't understand or appreciate its merit, and will be unhappy in situations where they're forced to deal with logic and facts without any connection to a human element. Living in the world of people possibilities, they enjoy their plans more than their achievements. They get excited about possibilities for the future, but may become easily bored and restless with the present.

ENFJs have a special gift with people, and are basically happy people when they can use that gift to help others. They get their best satisfaction from serving others. Their genuine interest in Humankind and their exceptional intuitive awareness of people makes them able to draw out even the most reserved individuals. ENFJs have a strong

need for close, intimate relationships, and will put forth a lot of effort in creating and maintaining these relationships. They're very loyal and trustworthy once involved in a relationship.

An ENFJ who has not developed their Feeling side may have difficulty making good decisions, and may rely heavily on other people in decision-making processes. If they have not developed their Intuition, they may not be able to see possibilities, and will judge things too quickly based on established value systems or social rules, without really understanding the current situation. An ENFJ who has not found their place in the world is likely to be extremely sensitive to criticism, and to have the tendency to worry excessively and feel guilty. They are also likely to be very manipulative and controlling with others.

In general, ENFJs are charming, warm, gracious, creative and diverse individuals with richly developed insights into what makes other people tick. This special ability to see growth potential in others combined with a genuine drive to help people makes the ENFJ a truly valued individual. As giving and caring as the ENFJ is, they need to remember to value their own needs as well as the needs of others.

Jungian functional preference ordering:

Dominant: Extraverted Feeling

Auxiliary: Introverted Intuition Tertiary: Extraverted Sensing Inferior: Introverted Thinking

ENFJs generally have the following traits:

- Genuinely and warmly interested in people
- Value people's feelings
- Value structure and organization
- Value harmony, and good at creating it
- Exceptionally good people skills
- Dislike impersonal logic and analysis
- Strong organizational capabilities
- Loyal and honest
- Creative and imaginative
- Enjoy variety and new challenges
- Get personal satisfaction from helping others
- Extremely sensitive to criticism and discord
- Need approval from others to feel good about themselves

ENFJ Relationships

ENFJs put a lot of effort and enthusiasm into their relationships. To some extent, the ENFJ defines

themselves by the closeness and authenticity of their personal relationships, and are therefore highly invested in the business of relationships. They have very good people skills, and are affectionate and considerate. They are warmly affirming and nurturing. They excel at bringing out the best in others, and warmly supporting them. They want responding affirmation from their relationships, although they have a problem asking for it. When a situation calls for it, the ENFJ will become very sharp and critical. After having made their point, they will return to their natural, warm selves. They may have a tendency to "smother" their loved ones, but are generally highly valued for their genuine warmth and caring natures.

Most ENFJs will exhibit the following strengths with regards to relationship issues:

- Good verbal communication skills

- Very perceptive about people's thoughts and motives

- Motivational, inspirational; bring out the best in others

- Warmly affectionate and affirming

- Fun to be with - lively sense of humor, dramatic, energetic, optimistic

- Good money skills

- Able to "move on" after a love relationship has failed (although they blame themselves)

- Loyal and committed - they want lifelong relationships

- Strive for "win-win" situations

- Driven to meet other's needs

Most ENFJs will exhibit the following weaknesses with regards to relationships issues:

- Tendency to be smothering and over-protective

- Tendency to be controlling and/or manipulative

- Don't pay enough attention to their own needs

- Tend to be critical of opinions and attitudes which don't match their own

- Sometimes unaware of social appropriateness or protocol

Extremely sensitive to conflict, with a tendency to sweep things under the rug as an avoidance tactic.

Tendency to blame themselves when things go wrong, and not give themselves credit when things go right

- Their sharply defined value systems make them unbending in some areas

They may be so attuned to what is socially accepted or expected that they're unable to

assess whether something is "right" or "wrong" outside of what their social circle expects.

What does Success mean to an ENFJ?

ENFJs are motivated by external human situations, primarily by other people; their talents, their needs, their aspirations and their cares forming the world in which an ENFJ lives. They thrive when able to “make things right” for others, to enable and empower their co-workers, friends and family through valuing their human strengths and abilities. When gifted with the added ENFJ ability to intuitively adapt their feelings to the way they are affected by others, the ENFJ has a positive drive to find co-operative pathways leading to the best possible outcome for all. Success for an ENFJ comes through involvement in the process of making things happen for people; through the accomplishments and satisfactions of those they have helped to enrich the human world with greater value, and through finding that their efforts on behalf of others have fulfilled their own life as well.

Allowing Your ENFJ Strengths to Flourish

As an ENFJ, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and be more content with your role.

Nearly all ENFJs will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

- Making others feel valued and important
- Quickly seeing the positive and negative aspects of a human situation
- Expressing their feelings clearly
- Offering loyalty and commitment to partners, family and work mates
- Trying to always find the solution which works for everyone
- Encouraging humor and self expression in others
- Finding ways to help others fulfill their needs
- Affirming positive community values
- Naturally falling into leadership roles in their community

ENFJs who have developed their Introverted Intuition to the extent that they can see the possibilities within their perceptions will enjoy these very special gifts:

- Understanding and empathizing with the feelings of others; realizing “where

they are coming from”.

A talent for creative expression which can turn ordinary things and situations into something magical.

An enhanced feeling of connection with and sensitivity to the world around them.

The ability to see many facets of a problem and the many ways it might be resolved for the best.

The ability to make creative and valuable use of time spent alone.

Openness to the spiritual connections between all things

They become increasingly creative, visionary and empathetic, and are therefore effective and kind managers of businesses, people, and various situations that life presents.

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good". Without "difficult", there would be no "easy". We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

Most of the weaker characteristics found in ENFJs are due to their dominant Extraverted Feeling overvaluing what they see as objective values in the external world and thereby judging too much by the needs of others, or by appearances. This is primarily due to the ENFJ having not fully adapted their Introverted Intuitive function sufficiently for them to be able to discern the vast range of ways in which they might be being missing the underlying needs within themselves and being misled by such appearances. The ENFJ naturally looks outward to find value and satisfaction, and whilst it is essential that this direction be taken to fulfill their primary needs of relation and comfort, without the supportive balance of a well developed Intuitive function, ENFJs can overvalue the external world to the point where they lose sight of themselves, becoming fixed in their judgments about people and the world. In such cases, the ENFJ will tend to live in a rigid - and to others, somewhat surreal - world of definite values which often seems “overstated” or obsessively connected to other people or human situations.

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed in various degrees to the common ENFJ problem of wanting to find the “proper” value in everything. If the ENFJ does not learn how to see beneath the appearance of what they quickly judge as good or bad about the people and situations in their external environment, they will only use their introverted intuition to support those judgments they feel are good for them and disregard not only other possibilities but their own quality of inner life as well. The consideration of these less obvious possibilities and their own needs requires that the ENFJ recognize that their own value judgments are indeed subjective, and that it is not appropriate or effective to apply them across the board to all civilized people. The practice of standing back and looking objectively at their own value system is not something that the ENFJ is accustomed to doing; trying to avoid abstract rationalization of problems and the feelings they engender is a natural survival technique for the ENFJ personality. The main driver to the ENFJ personality is Extraverted Feeling, whose purpose is above all to find and discriminate the values in people and human situations. If their ability to find a specific and worthy value in a person or situation is threatened, the ENFJ shuts out the threatening force. This is totally natural, but unfortunately the individual who exercises this type of agenda protection regularly will become more and more rigid in their judgments and expectations of people, but even less concerned with the effect such conditions have upon themselves. Where the unbalanced ENFJ does acquiesce to the images of intuition, these will generally be skewed to support the subjective agenda of dominant Feeling. In this way they always find justification for their determinations and their self sacrifices to people, things and situations, and they will be unable locate the reality of another’s true feelings, nor be interested in discovering that their seemingly objective judgments miss the reasons and subjectivities underlying both their own and others lives or worldly situation.

Petulance, pensiveness and a sense of being let down by others can often be the end result of this one sided approach to the world, whilst if the ENFJ is in a strong company or relationship position they might become driven to manipulate others and situations to conform to their own feeling needs and value judgments, irrespective of any true value to the situation or for the other persons involved. In this case, the “big picture” valued for its great worth to all, becomes a dominant drive which seeks to blot out or crush any opposition by claiming the moral high ground, even to the point where the ENFJ sacrifices their own life to the “cause”. The inability to recognize the plethora of subjective possibilities their feelings bring into their lives strip the unbalanced ENFJ

of their access to both a deeper connection with others and the possibility of refining and developing pathways to the kind of self understanding and self nurturing their finer judgments might otherwise lead them to.

Solutions

To grow as an individual, the ENFJ needs to focus on paying attention to their inner images. This means they need to be open to the possibilities that lie beneath their judgments and values, rather than just accepting the appearance of values which accord with their sense of rightness. The ENFJ needs to understand that developing their ability to see the subjective possibilities within themselves and others does not threaten their ability to make correct judgments, but rather enhances it, and enhances their personal chances for achieving a measure of success in their lives.

The ENFJ concerned with personal growth will pay close attention to their motivation for accepting values that come to them. Are they trying to see the background of circumstance behind their own and others value judgments, or are they trying to maintain their own image of how things “ought” to be? The goal is to find a balance between what seems correct and valuable and the many possible ways in which such a judgment might be subjective and not necessarily the best for themselves or a situation. Obviously, this is not entirely possible, but it is the exercise to keep in mind. They need to see the many divergent images of values and their conflicts which affect them, without feeling threatened, and without losing their sense of what is right and wrong.

Living Happily in our World as an ENFJ

As can be seen from the above, some strongly expressed ENFJs can have difficulty fitting into society. Their problems are usually due to their Extraverted Feeling function being so dominant that they are so strongly bound to what they see as objective values that they cannot relate to the world except via the objects of their feeling. In such cases the intensity of their judgments can actually drive others away from them, and the resulting lack of close relationship felt as a personal failing for which the ENFJ feels guilty. Such guilt can drive even more strongly affective behavior which leads the ENFJ to ignore their own needs entirely, or it can become a negative drive to manipulate others to conform to their one-sided vision of the world. The ENFJ who consistently tries to see the underlying possibilities and the scope available in each situation will be able to see the right path to take with each person and situation in their life. This will always lead them to toward closer relationships, happiness and great achievements.

The key to personal growth for the ENFJ is competent execution of Introverted Intuition. Because it is often hard to define what this represents subjectively to each person, here are some action-oriented suggestions that will help lead you down the path towards more effective use of the Introverted Intuitive function.

Specific suggestions:

When confronted by a person or situation which seems to be rejecting or rebuffing your value judgments and your mind filling with all the arguments, images and alternatives to the situation, look closely at those you are immediately rejecting as negative or unsuitable ways to proceed. Within these images often lie paths to understanding and agreement if you look more closely. Some of these images hold the key to seeing another's feelings and point of view more clearly. Remember, what seems positive to you may not be everything or even important to another.

Behind everything of value that you see lies much potential. Try not to be satisfied with just a good result, but let yourself imagine the ways in which a person might fulfill all their creative aspects; the ways in which a situation might become useful to many more than just what it was made for. Try to imagine everything as a source of untapped magic and creative power – let your mind see all the things it might become. Above all, apply this exercise to yourself, as if you were seeing yourself in a mirror: just as you would another person whom you love.

When you are alone try to become fully aware of how it feels to you, try to recognize the emptiness as a place of potential, try to imagine what you might be able to do for others in this empty time, try to realize that you are not truly alone but with this special person who is yourself. What would you do for this person if you could make their private world a better place?

Everything wonderful in life proceeds from the qualities which lie behind it. You can feel these things, these drives and attitudes which seem to come from a place outside, perhaps from the creator expressing himself within people and nature. Letting the sense of these background qualities permeate your drive to life will give you purpose and meaning. Allow yourself to feel the meanings and purposes of the world, let them become a valuable gift which can be expressed in your dealings with others and in the things you strive for.

Ten Rules to Live By to Achieve ENFJ Success

1. **Feed Your Strengths!** Make sure you have opportunities to involve yourself with others in situations where your input is valued.
2. **Face Your Weaknesses!** Realize and accept that some traits are strengths and some are weaknesses. By facing your weaknesses, you can overcome them and they will have less power over you.
3. **Express Your Feelings.** Understand that your feelings are as important as others are in the overall situation. Without your feelings and needs being valued the best result is not realized, so value and speak to your own feelings as much as you value those of others.
4. **Make Decisions.** Don't be afraid to have an opinion. You need to know show others the qualities and potentials you can see are worthy of action.
5. **Smile at Criticism.** Try to see why disagreement and discord indicate the differences between people, and use this as an opportunity to make your value judgments useful for growth, because that's exactly what they are. Try not to feel responsible for another's criticism, but try to hear it and understand the feelings and images it engenders within you. Then you may see a path not only to agreement but to a shared and truly valuable end.
6. **Be Aware of Others.** Remember that there are 15 other personality types out there who see things differently than you see them. Most of your problems with other people are easier to deal with if you try to understand the other person's perspective.
7. **Be Aware of Yourself.** Don't stint your own needs for the sake of others too much. Realize you are an important focus. If you do not fulfill your own needs, how will continue to be effective and how will others know you are true to your beliefs?
8. **Be Gentle in Your Expectations.** It is easy for you to see the value in others, but stressing this too much can drive them away. Try to show that you understand their fears and limitations and lead them gently to see how you feel: lead them gently into understanding and love.
9. **Assume the Best.** Don't distress yourself by feeling that your values are lost upon others – they are not. Perhaps it just has to sit with them too. Let the situation resolve itself and never stop believing that love is the true answer.
10. **When in Doubt, Ask Questions!** Don't assume that the lack of feedback is the same thing as negative feedback. If you need feedback and don't have any, ask for it.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

**Portrait of an ENTJ - Extraverted iNtuitive Thinking Judging
(Extraverted Thinking with Introverted Intuition)**

The Executive

As an ENTJ, your primary mode of living is focused externally, where you deal with things rationally and logically. Your secondary mode is internal, where you take things in primarily via your intuition.

ENTJ's are natural born leaders. They live in a world of possibilities where they see all sorts of challenges to be surmounted, and they want to be the ones responsible for surmounting them. They have a drive for leadership, which is well-served by their quickness to grasp complexities, their ability to absorb a large amount of impersonal information, and their quick and decisive judgments. They are "take charge" people.

ENTJ's are very career-focused, and fit into the corporate world quite naturally. They are constantly scanning their environment for potential problems which they can turn into solutions. They generally see things from a long-range perspective, and are usually successful at identifying plans to turn problems around - especially problems of a corporate nature. ENTJ's are usually successful in the business world, because they are so driven to leadership. They're tireless in their efforts on the job, and driven to visualize where an organization is headed. For these reasons, they are natural corporate leaders.

There is not much room for error in the world of the ENTJ. They dislike seeing mistakes repeated, and have no patience with inefficiency. They may become quite harsh when their patience is tried in these respects, because they are not naturally tuned in to people's feelings, and more than likely don't believe that they should tailor their judgments in consideration for people's feelings. ENTJ's, like many types, have difficulty seeing things from outside their own perspective. Unlike other types, ENTJ's naturally have little patience with people who do not see things the same way as the ENTJ. The ENTJ needs to consciously work on recognizing the value of other people's opinions, as well as the value of being sensitive towards people's feelings. In the absence of this awareness, the ENTJ will be a forceful, intimidating and overbearing individual. This may be a real problem for the ENTJ, who may be deprived of important information and collaboration from others. In their personal world, it can make some ENTJ's overbearing as spouses or parents.

The ENTJ has a tremendous amount of personal power and presence which will work for them as a force towards achieving their goals. However, this personal power is also an agent of alienation and self-aggrandizement, which the ENTJ would do well to avoid.

ENTJ's are very forceful, decisive individuals. They make decisions quickly, and are quick to verbalize their opinions and decisions to the rest of the world. The ENTJ who has not developed their Intuition will make decisions too hastily, without understanding all of the issues and possible solutions. On the other hand, an ENTJ who has not developed their Thinking side will have difficulty applying logic to their insights, and will often make poor decisions. In that case, they may have brilliant ideas and insight into situations, but they may have little skill at determining how to act upon their understanding, or their actions may be inconsistent. An ENTJ who has developed in a generally less than ideal way may become dictatorial and abrasive - intrusively giving orders and direction without a sound reason for doing so, and without consideration for the people involved.

Although ENTJ's are not naturally tuned into other people's feelings, these individuals frequently have very strong sentimental streaks. Often these sentiments are very powerful to the ENTJ, although they will likely hide it from general knowledge, believing the feelings to be a weakness. Because the world of feelings and values is not where the ENTJ naturally functions, they may sometimes make value judgments and hold onto submerged emotions which are ill-founded and inappropriate, and will cause them problems - sometimes rather serious problems.

ENTJ's love to interact with people. As Extroverts, they're energized and stimulated primarily externally. There's nothing more enjoyable and satisfying to the ENTJ than having a lively, challenging conversation. They especially respect people who are able to stand up to the ENTJ, and argue persuasively for their point of view. There aren't too many people who will do so, however, because the ENTJ is a very forceful and dynamic presence who has a tremendous amount of self-confidence and excellent verbal communication skills. Even the most confident individuals may experience moments of self-doubt when debating a point with an ENTJ.

ENTJ's want their home to be beautiful, well-furnished, and efficiently run. They're likely to place much emphasis on their children being well-educated and structured, to desire a congenial and devoted relationship with their spouse. At home, the ENTJ needs to be in charge as much as he or she does in their career. The ENTJ is likely best paired with someone who has a strong self-image, who is also a Thinking type.

Because the ENTJ is primarily focused on their careers, some ENTJ's have a problem with being constantly absent from home, physically or mentally.

The ENTJ has many gifts which make it possible for them to have a great deal of personal power, if they don't forget to remain balanced in their lives. They are assertive, innovative, long-range thinkers with an excellent ability to translate theories and possibilities into solid plans of action. They are usually tremendously forceful personalities, and have the tools to accomplish whatever goals they set out for.

Jungian functional preference ordering:

Dominant: Extraverted Thinking

Auxiliary: Introverted Intuition Tertiary: Extraverted Sensing Inferior: Introverted Feeling

ENTJ's generally have the following traits:

- Driven to turn theories into plans
- Highly value knowledge
- Future-oriented
- Natural leaders
- Impatient with inefficiency and incompetence
- Want things structured and orderly
- Excellent verbal communication skills
- Dislike routine, detail-oriented tasks
- Self-confident
- Decisive

ENTJ's are especially well-suited to be leaders and organization builders. They have the ability to clearly identify problems and innovative solutions for the short and long-term well-being of an organization. Having a strong desire to lead, they're not likely to be happy as followers. ENTJ's like to be in charge, and need to be in charge to take advantage of their special capabilities.

ENTJ Strengths

- Genuinely interested in people's ideas and thoughts
- Enthusiastic and energetic
- Take their commitments very seriously
- Fair-minded and interested in doing the Right Thing
- Very good with money

- Extremely direct and straightforward
- Verbally fluent
- Enhance and encourage knowledge and self-growth in all aspects of life
- Able to leave relationships without looking back
- Able to turn conflict situations into positive lessons
- Able to take constructive criticism well
- Extremely high standards and expectations (both a strength and a weakness)
- Usually have strong affections and sentimental streaks
- Able to dole out discipline

ENTJ Weaknesses

- Their enthusiasm for verbal debates can make them appear argumentative
- Tendency to be challenging and confrontational
- Tend to get involved in "win-lose" conversations
- Tendency to have difficulty listening to others
- Tendency to be critical of opinions and attitudes which don't match their own
- Extremely high standards and expectations (both a strength and a weakness)
- Not naturally in tune with people's feelings and reactions
- May have difficulty expressing love and affection, sometimes seeming awkward or inappropriate
- Can be overpowering and intimidating to others
- Tendency to want to always be in charge, rather than sharing responsibilities
- Can be very harsh and intolerant about messiness or inefficiency
- Tendency to be controlling
- May be slow to give praise or to realize another's need for praise
- If unhappy or underdeveloped, they may be very impersonal, dictatorial, or abrasive
- Tendency to make hasty decisions
- Make explode with terrible tempers when under extreme stress

What does Success mean to an ENTJ?

ENTJ people are realists, in the most basic sense of the word. Not only because their thinking is based upon a clear view of how things actually are in the world around them, but also because their ideas and strategies are structured around those unambiguous, "down to earth", commonsense beliefs which sum up the obvious and undeniable in life. But while ENTJ's might be pragmatic about the immediate situation before them, they are scarcely satisfied with it until it can be made more productive, useful or valuable. The ENTJ's reasoning on such matters is always clear and generally

unemotional. If action can improve an item or a situation then it ought to be taken, and the ENTJ will always be found in the midst of such action, organizing, planning and leading the way forward until the best result possible has been realized. This makes success for an ENTJ something that can be clearly seen, a real world result which can be measured. And whether measured in dollars, bricks, bread or just happy people, the successful ENTJ knows the result is due to their belief that it is just plain commonsense to try and make the best of every situation and get the most out of it for the most people.

Allowing Your ENTJ Strengths to Flourish

As an ENTJ, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and be more content with your role. Nearly all ENTJ's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

Able to cut straight to the chase in any situation and not be sidetracked by non-essential issues.

A propensity for leadership which follows naturally from their ability to control and manage real time/real world situations.

A talent for factual analysis unbiased by prejudice or emotion.

A "can do" approach to life which makes the working environment a positive place for them.

A strong regard for positive social and economic institutions, structure and government.

Second to none time and space management skills, everything organized and in its place.

Able to constantly synthesize and adapt new ideas and concepts into strategies for business, social, financial or environmental development.

ENTJ's who have a well-developed Introverted Intuitive function to complement their dominant.

Extraverted Thinking will enjoy these very special gifts:

A talent for creating great benefits through the addressing of social justice issues.

The ability to recognize and mediate their potentials in accord with the expectations of others.

An approach to life which includes an awareness of the differences between their needs and those of others.

Able to know when to stop and take stock of life and recognize the qualities of the moment.

A talent for showing others the way to get past difficulties in their outer life

A broadening of their own ambitions which includes rather than excludes others from the decision making and the benefits which flow from their achievement.

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good". Without "difficult", there would be no "easy". We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

ENTJ's are strong, right minded and rational people. This should be kept in mind as you read some of the more negative material about ENTJ weaknesses. These weaknesses are natural. We offer this information to enact positive change, rather than as blatant criticism.

Most of the weaker characteristics in the ENTJ stem from their dominant Extraverted Thinking function overtaking their personality, stifling the natural expression and balancing value of the other personality functions. In such cases, an ENTJ may show some or all of the following weaknesses in varying degrees

May be unable to understand other people's needs where these differ from their own.

May unwisely assume their ideas are the only right ones and are therefore being fully implemented by others.

May become childishly petulant or angered when confronted by situations which require feeling judgments.

May become so engrossed in a plan or ambition that personal needs and the needs of others are forgotten.

May take every decision not made in agreement with their rational beliefs as a personal rejection.

May be easily taken in or manipulated by others via agreement with their rational attitudes.

May become obsessed with small obstructions and difficulties to the point where the overall plan is forgotten

May believe natural limitations are actually ailments which ought to be eradicated

May assume others are ever plotting against them.

May believe only their own view of the world or a situation is correct, even to the point that they make it into a kind of dogma which must be followed by those around them.

Explanation of Problems

Most of the problems described above can be seen as a direct result of a too dominant Extraverted Thinking function ruling the personality. In most cases this is exactly what is happening, but it is also worth recognizing that some of the weaknesses in the ENTJ's personality that are more apparent to other Types, flow not so much from the excesses of the ENTJ's dominant function, but from the natural inferiority of their feeling function and its lack of adaptation. We must also recognize that the level of expression of all functions in all people is variable and that some of the problems discussed here apply only to strongly expressing ENTJ's, where the attitude which flows from using Extraverted Thinking exclusively to guide them through life creates its own particular problems.

The over dominance of Extraverted Thinking leads to an intensely intellectual way of seeing the world, where values such as right and wrong, good and bad, useful and useless are judged only by their applicability to an almost mathematically exact - and to the ENTJ - always rational, attitude to life. Without the balance provided by other ways of seeing or judging, the ENTJ is unable to account for actions based upon the inner views or feeling behavior of others, hence such things are always judged negatively, either as irrelevant - or at best - as being of small consequence. Additionally, with their thinking attitude always turned outward and totally subject to the world beyond their senses, without the balance of some internally felt objectivity the ENTJ will often follow their ideas and ambitions without consideration for their own physical and emotional needs. Indeed, the ENTJ often feels that if only his project, his work, his outer reality would just fall into line with his own rational views then all would be well within his world and all his needs would be met. Unfortunately such an attitude can never be satisfied, for the world is not only rational, but also full of situations and human behavior which must be appreciated and understood by quite different, and again - to the ENTJ - often seemingly absurd criteria.

A healthy personality needs to have a good balance between its dominant and auxiliary functions. For an ENTJ, dominant Extraverted Thinking needs to be well-supported by their auxiliary Introverted Intuitive function. If Introverted Intuition exists only to

support the intellectual rationale created by Extraverted Thinking, then neither function is being used to its full potential.

Introverted Intuition is the ENTJ's access to their inner world, to the information that could tell them how the world is affecting them. Because it is introverted, its images arise from the subjective depths of the mind, and contain all that the ENTJ has not considered within their strictly rational and object oriented view of the world. Introverted Intuition provides the personally biased information the ENTJ needs to balance this world view and protect the ENTJ from being totally swallowed up by their selfless and yet single minded attachment to facts, figures and a rationale they accept only from the world outside themselves. Because this inner information is often opposed to the ENTJ's strongly held ideas it is often rejected, or if accepted, turned outward to make negative judgments about external situations or the behavior of others, rather than seen as a corrective balance to the ENTJ's own attitudes and behavior.

Solutions

To grow as an individual, the ENTJ needs to recognize the role Intuition plays in their life, and learn to understand its language. In particular the ENTJ needs to realize that their intuitive function is not directed outward to the world, that its images are personal, subjective and relate directly to the way the ENTJ's inner self is being affected by both the outside world and their own behavior.

Introverted Intuition is not an obvious process to understand, and quite unlike the rational, straightforward thinking the ENTJ is used to. Nevertheless, if understood and fully utilized to support thinking, it can make the ENTJ the most outwardly effective and productive of all the personality types. For this reason it is essential to allow this gift to become what it can be, rather than limiting its talents and allowing it only to speak when it seems to agree with the ENTJ's outwardly focused thinking. Below are a few specific suggestions to help you apply Introverted Intuition.

When confronted by a situation which requires an important decision, try to put it off for long enough to be able to sit quietly with it. In doing so allow yourself to feel and see the images which arise in your mind regarding this situation. Try to set aside those which appear immediately as the products of your own beliefs and thinking, and regard the others closely. If these images and ideas were the opinions of people whose judgment you trusted implicitly, try to question them in your mind and find the reasons why they consider things in such a way.

There are some people around you who always seem to know just which way to go or how things work or what the outcome of a certain situation will be without them seeming to have sufficient information to be able to do so. These people are intuitive types and their world is full of possibilities which they can immediately recognize as apt to certain situations. You also have this talent, but you have a habit of not following it, rather you prefer to think it out and find the options which “ought” to be correct. I placed ought in quotes for a very good reason here, for you know yourself how often things have developed in the direction you had an inkling of, but refused to accept without thinking. Try to let these immediate impressions have their moment and recognize them as true possibilities which ought to be examined more closely. Understand that they are not baseless images and ideas but rely upon valid sources of information which you simply screen out of your life by habit.

Living Happily in our World as an ENTJ

Some ENTJ's have difficulty fitting into our society. Their problems are generally associated with a strongly dogmatic and overly rational approach to life, coupled with an almost total lack of ability to understand the needs of others. Where such a strongly expressing difficulty arises, the ENTJ finds themselves constantly embattled by a world which refuses to conform to their ideals and creates situations in which the ENTJ is out of their depth. Such situations are often met by the ENTJ with such a childish emotionality that others are put off and isolate the ENTJ emotionally. Such ENTJ's often find themselves without friends, and with business partners or employees who are unwilling to engage the ENTJ upon any matter other than strictly task related questions. Such behavior in others only serves to bring out underlying sentiments in the ENTJ which, via their badly adapted intuitive function, speak to them of plots, nastiness and covert obstructive behavior on the part of others. Suffice to say, such suspicions and childish sentiments coupled with dogmatic demands to conform to the ENTJ's own way of seeing the world can soon destroy families and close relationships.

It is incumbent upon the ENTJ to break the circle of such behavior by allowing their Introverted Intuition a place in their life. Through attention to this function the ENTJ can discover a path to understanding and recognizing the effects not only their own behavior has upon others, but also the greater possibilities which lie within themselves for not only a harmonious relationship with others, but also a greater sense of what might be best for themselves.

Understanding the feeling needs and judgments of others is not an easy task for the ENTJ, but through their Intuitive function they can find images and ideas which -

whilst not speaking directly to the feeling judgments of others – might allow them to see outside the strictly rational circle of their world view in such a way as to recognize that there is indeed a different perspective which must be taken account of.

Ten Rules to Live By to Achieve ENTJ Success

1. Feed Your Strengths! Give yourself every opportunity to show others your appreciation of a situation and how you could see it through to a good outcome. Take charge where you can make it count.
2. Face Your Weaknesses! Understand you have limits too. Your careful world view is not the whole deal. How things look and feel may not concern you, but they concern many others. Try and allow such things to be and learn from them.
3. Talk Time to Find Out How Others Really Think. You need to drive past your thoughts with others and let their appreciations of a situation reach you at a deeper level. It will then be possible for you to take account of their needs as real world objectives which if included in your ideas will bring greater harmony and quality to life and relationships.
4. Take Time Out To Let The Whole Situation Speak To You. Don't dismiss those abstract and seemingly hard to understand or bothersome aesthetic and feeling judgments coming from others or from inside yourself. Drop everything for a while, stop thinking and worrying and just relax into those ideas and let them speak to you. Perhaps they can be accommodated, perhaps something is hiding in there which offers a new way
5. When You Get Upset, You Lose. Your energy and rational understandings are strong assets, but can be very harmful if they turn against you and leave you with nothing but emotions you cannot deal with. Remember that others cannot always be expected to fall into your ways of seeing, and when your drive to make them do so fails you will suffer feelings of resentment and even abandonment. You cannot deal with the world like this. Moderate your ideas, allow others their spaces, and you will grow.
6. Respect your need for intellectual compatibility. Don't expect yourself to be a "touchy-feely" or "warm-fuzzy" person. Realize that your most ardent bonds with others will start with the head, rather than the heart. Be aware of other's emotional needs, and express your genuine love and respect for them in terms that are real to YOU. Be yourself.
7. Be Accountable for Yourself. Don't blame the problems in your life on other people. Look inwardly for solutions. No one has more control over your life than you have.
8. Be Humble. Judge yourself at least as harshly as you judge others.

9. Take a Positive Approach to Differences in People. Don't distress yourself and others by dwelling on what seem to be their limitations. They need you to guide them and you need them to see things through. Try and recognize who can perform the most ably within certain fields outside your own competence. Let the feelings of others become a strength rather than a hindrance to you.
10. Don't Get Obsessed! Recognize the value that personal world has to you, your friends, your family, your own inner sense of self worth and life. Take pride in just being a good person and don't allow external situations to control you. Try to relax and let the moment belong to the best things you can find in others and yourself. Nothing out there is more important than your own happiness.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

**Portrait of an ENFP - Extraverted iNtuitive Feeling Perceiving
(Extraverted Intuition with Introverted Feeling)**

The Inspirer

As an ENFP, your primary mode of living is focused externally, where you take things in primarily via your intuition. Your secondary mode is internal, where you deal with things according to how you feel about them, or how they fit in with your personal value system.

ENFPs are warm, enthusiastic people, typically very bright and full of potential. They live in the world of possibilities, and can become very passionate and excited about things. Their enthusiasm lends them the ability to inspire and motivate others, more so than we see in other types. They can talk their way in or out of anything. They love life, seeing it as a special gift, and strive to make the most out of it.

ENFPs have an unusually broad range of skills and talents. They are good at most things which interest them. Project-oriented, they may go through several different careers during their lifetime. To onlookers, the ENFP may seem directionless and without purpose, but ENFPs are actually quite consistent, in that they have a strong sense of values which they live with throughout their lives. Everything that they do must be in line with their values. An ENFP needs to feel that they are living their lives as their true Self, walking in step with what they believe is right. They see meaning in everything, and are on a continuous quest to adapt their lives and values to achieve inner peace. They're constantly aware and somewhat fearful of losing touch with themselves. Since emotional excitement is usually an important part of the ENFP's life, and because they are focused on keeping "centered", the ENFP is usually an intense individual, with highly evolved values.

An ENFP needs to focus on following through with their projects. This can be a problem area for some of these individuals. Unlike other Extraverted types, ENFPs need time alone to center themselves, and make sure they are moving in a direction which is in sync with their values. ENFPs who remain centered will usually be quite successful at their endeavors. Others may fall into the habit of dropping a project when they become excited about a new possibility, and thus they never achieve the great accomplishments which they are capable of achieving.

Most ENFPs have great people skills. They are genuinely warm and interested in people, and place great importance on their inter-personal relationships. ENFPs almost always have a strong need to be liked. Sometimes, especially at a younger age, an ENFP will tend to be "gushy" and insincere, and generally "overdo" in an

effort to win acceptance. However, once an ENFP has learned to balance their need to be true to themselves with their need for acceptance, they excel at bringing out the best in others, and are typically well-liked. They have an exceptional ability to intuitively understand a person after a very short period of time, and use their intuition and flexibility to relate to others on their own level.

Because ENFPs live in the world of exciting possibilities, the details of everyday life are seen as trivial drudgery. They place no importance on detailed, maintenance-type tasks, and will frequently remain oblivious to these types of concerns. When they do have to perform these tasks, they do not enjoy themselves. This is a challenging area of life for most ENFPs, and can be frustrating for ENFP's family members.

An ENFP who has "gone wrong" may be quite manipulative - and very good at it. The gift of gab which they are blessed with makes it naturally easy for them to get what they want. Most ENFPs will not abuse their abilities, because that would not jive with their value systems.

ENFPs sometimes make serious errors in judgment. They have an amazing ability to intuitively perceive the truth about a person or situation, but when they apply judgment to their perception, they may jump to the wrong conclusions.

ENFPs who have not learned to follow through may have a difficult time remaining happy in marital relationships. Always seeing the possibilities of what could be, they may become bored with what actually is. The strong sense of values will keep many ENFPs dedicated to their relationships. However, ENFPs like a little excitement in their lives, and are best matched with individuals who are comfortable with change and new experiences.

Having an ENFP parent can be a fun-filled experience, but may be stressful at times for children with strong Sensing or Judging tendencies. Such children may see the ENFP parent as inconsistent and difficult to understand, as the children are pulled along in the whirlwind life of the ENFP. Sometimes the ENFP will want to be their child's best friend, and at other times they will play the parental authoritarian. But ENFPs are always consistent in their value systems, which they will impress on their children above all else, along with a basic joy of living.

ENFPs are basically happy people. They may become unhappy when they are confined to strict schedules or mundane tasks. Consequently, ENFPs work best in situations where they have a lot of flexibility, and where they can work with people and ideas. Many go into business for themselves. They have the ability to be quite

productive with little supervision, as long as they are excited about what they're doing. Because they are so alert and sensitive, constantly scanning their environments, ENFPs often suffer from muscle tension. They have a strong need to be independent, and resist being controlled or labeled. They need to maintain control over themselves, but they do not believe in controlling others. Their dislike of dependence and suppression extends to others as well as to themselves.

ENFPs are charming, ingenuous, risk-taking, sensitive, people-oriented individuals with capabilities ranging across a broad spectrum. They have many gifts which they will use to fulfill themselves and those near them, if they are able to remain centered and master the ability of following through.

Jungian functional preference ordering for ENFP:

Dominant: Extraverted Intuition

Auxiliary: Introverted Feeling

Tertiary: Extraverted Thinking

Inferior: Introverted Sensing

ENFPs generally have the following traits:

- Project-oriented

- Bright and capable

- Warmly, genuinely interested in people; great people skills

- Extremely intuitive and perceptive about people

- Able to relate to people on their own level

- Service-oriented; likely to put the needs of others above their own

- Future-oriented

- Dislike performing routine tasks

- Need approval and appreciation from others

- Cooperative and friendly

- Creative and energetic

- Well-developed verbal and written communication skills

- Natural leaders, but do not like to control people

- Resist being controlled by others

- Can work logically and rationally - use their intuition to understand the goal and work backwards towards it

- Usually able to grasp difficult concepts and theories

ENFPs are lucky in that they're good at quite a lot of different things. An ENFP can generally achieve a good degree of success at anything which has interested them. However, ENFPs get bored rather easily and are not naturally good at following things through to completion. Accordingly, they should avoid jobs which require

performing a lot of detailed, routine-oriented tasks. They will do best in professions which allow them to creatively generate new ideas and deal closely with people. They will not be happy in positions which are confining and regimented.

Most ENFPs will exhibit the following strengths with regards to relationships issues:

- Good communication skills
- Very perceptive about people's thought and motives
- Motivational, inspirational; bring out the best in others
- Warmly affectionate and affirming
- Fun to be with - lively sense of humor, dramatic, energetic, optimistic
- Strive for "win-win" situations
- Driven to meet other's needs
- Usually loyal and dedicated

Most ENFPs will exhibit the following weaknesses with regards to relationship issues:

- Tendency to be smothering
- Their enthusiasm may lead them to be unrealistic
- Uninterested in dealing with "mundane" matters such as cleaning, paying bills, etc.
- Hold onto bad relationships long after they've turned bad
- Extreme dislike of conflict
- Extreme dislike of criticism
- Don't pay attention to their own needs
- Constant quest for the perfect relationship may make them change relationships frequently
- May become bored easily
- Have difficulty scolding or punishing others

What does Success mean to an ENFP?

ENFPs are motivated in everything that they do by a desire to understand the world around them. They are constantly searching about. Mentally and physically, for input that will help them to better understand the Big Picture. They are open-minded to new people and new experiences; they're eager for the opportunity to understand what the new people and experiences are all about. ENFPs use their understanding of the world to serve the agendas of their value systems. An ENFP's value system often includes respect for the needs and desires of individual people over the needs of a social group. Their respect for the individual makes them dislike controlling others, and being controlled by others. ENFPs are passionate about their beliefs, whatever they may be. They often stubbornly adhere to their

value system regardless of threats to its validity. They are more concerned with keeping true to what they believe than they are with expectations or demands from the social group that they function within. ENFPs dislike personal criticism, because it threatens their validity as an individual and the validity of their value system. ENFPs may internalize anger rather than express it; their respect for other individuals makes it difficult for them to hurt others. An ENFP's feeling of success depends upon the availability of opportunities to grow their understanding of the world, upon feeling that they're living true to their personal value system, and upon the condition of their closest relationships.

Allowing Your ENFP Strengths to Flourish

As an ENFP, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and be more content with your role.

Nearly all ENFPs will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

They're exceptionally perceptive about people and situations. They're often able to quickly and accurately assess where someone is coming from.

They accept and value people as individuals, and are strongly egalitarian. They believe that individuals have the right to be themselves, and are very tolerant and accepting of most people.

They're often deep and intelligent, and may be quite brilliant in their ability to tie things together.

They're wired to look for connections in the external world, and so they may mentally put things together more easily than others.

Their interest in understanding the world usually makes them in tune with what's socially acceptable and what isn't. This may help them to be popular and likeable.

They're highly creative. This ability may be used in an artistic way, or may be used to generate ideas and new ways of thinking.

ENFPs who have developed their Introverted Feeling to the extent that they apply judgment to all of their perceptions will enjoy these very special gifts:

They will have the ability to follow through on projects they've begun.

They will be less gullible and malleable, and generally more able to discern between "good" and "bad", rather than accepting everything without question.

They may be highly artistic.

They will have the ability to focus and concentrate deeply on tasks. This enhanced ability to think and process information internally will make them more capable on many levels.

They will balance out their desire to meet new people and have new experiences with the desire to put their understanding to use in some way.

They will find more meaning and purpose in their lives.

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good".

Without "difficult", there would be no "easy". We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

Most of the weaker characteristics found in ENFPs are due to their dominant Extraverted Intuition overshadowing the personality to the extent that they don't apply judgment to anything. Or, they may use their primary judging function (Introverted Feeling) to support the agenda of Extraverted Intuition, i.e. to rationalize and support the idea of welcoming all experiences and accepting all individuals. In such cases, an ENFP may show some or all of the following weaknesses in varying degree:

May be what many would call a "sucker"; vulnerable to schemers and con artists.

May get themselves into dangerous situations because they're too eager to push the envelope of their understanding, and not willing to apply judgment to anything.

May feel intense anger towards people who criticize them or try to control them. But will be unable to express the anger. Left unexpressed, the anger may fester and simmer and become destructive.

May blame their problems on other people, using logic and reason to defend themselves against the world.

May develop strong negative judgments that are difficult to unseat against people who they perceive have been oppressive to them.

May get involved with drugs, alcohol, or promiscuity, and generally seek mindless experiences and sensations.

May skip from relationship to relationship without the ability to commit.

May start projects but be unable to finish them.

May be unable to stick to a career or job for any length of time.

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed in various degrees to the common ENFP problem of wanting to understand and experience everything at any cost. If the ENFP does not learn how to discriminate things and people in their external environment, the ENFP will begin to use their judging function (Introverted Feeling) as solve a “rubber stamper” to support their agenda to seek out experiences. This is a natural survivalist technique for the ENFP personality. The main driver to the ENFP personality is Extraverted Intuition, whose purpose is to understand the world as one Big Picture, seeking connections and meaning in everything. If their ability to seek understanding is threatened, the ENFP shuts out the threatening force. This is totally natural, but unfortunately the individual who exercises this type of agenda protection regularly will become more and more unable to apply judgment to anything. When the unbalanced ENFP does apply judgment, it will generally be skewed to support their subjective agenda. They will always find justification for their own inappropriate behavior. They will be unable to finish anything that they start, and generally wander through life from experience to experience.

It's very common for ENFPs to resist applying judgment until they feel they truly understand a person or situation. However, part of the understanding process includes using discernment to classify qualities. If the ENFP shuts judgment off entirely, he or she will not achieve their ultimate goal of understanding; rather they will jump from experience to experience in a purposeless fashion.

Anger can be a problem for anybody, but may be especially so for ENFPs who have not sufficiently developed their Introverted Feeling. The desire to keep everything non-judgmental, combined with the tendency to use Introverted Feeling as justification rather than true judgment is a recipe for suppressed anger. These are very contradictory forces. “I hate you for judging me” is an ironic feeling, but is unfortunately common. The inability to apply judgment or to accept negative judgment prevents the ENFP from expressing negative judgment, and therefore causes them to stew in their anger, rather than deal with it.

Solutions

To grow as an individual, the ENFP needs to focus on applying judgment to all of their perceptions. This means they need to decide how they really feel about people, places and things, rather than allowing their feelings to hang open indeterminately. The ENFP needs to understand that developing their ability to discern qualities does not threaten their ability to understand the world, but rather enhances it, and enhances their personal changes for achieving a measure of success in their lives.

The ENFP concerned with personal growth will pay close attention to their motivation for making a judgment. Are they trying to really determine the objective value or merit of something, or are they trying to defend their individual right to not be judged or controlled? The goal when judging something is to not let your personal agenda influence your opinions. Obviously, this is not entirely possible, but it is the exercise to keep in mind. You want to open your mind to judgment without feeling threatened, and without using your own judgment in a defensive, rationalizing mode.

Living Happily in our World as an ENFP

As can be seen from the above, some ENFPs can have difficulty fitting into society. Their problems are often due to feeling different from others because of their dominant Intuition, and being unable to stick to anything long enough to feel a sense of accomplishment. They feel like they don't fit in, and can't find the place where they belong in the world. The ENFP who consistently makes decisions and applies classifications to their ideas will be able to turn their ideas into reality, and experience the feelings of accomplishment and success that accompany being effective.

The key to personal growth for the ENFP is competent execution of Introverted Feeling. It's difficult for most to understand what this means, much less incorporate that directive into your life. I have created some action-oriented suggestions that will help lead you down the path towards more effective use of the Introverted Feeling function. Specific suggestions:

When you feel angry or resistant towards someone who you feel is criticizing you, take this as a cue that you are not judging effectively. When that happens, take a step back from your anger and try to really hear what the person is saying objectively. Rather than expending mental energy in defining how the other person is wrong, try to judge what the person is actually saying.

Periodically make lists of goals and accomplishments. Revisit your goals and accomplishments as often as you'd like to maintain a sense of direction.

Spend time alone regularly for the purpose of thinking through issues in your life.

Ten Rules to Live By to Achieve ENFP Success

1. **Feed Your Strengths!** Make sure you have opportunities to have new experiences to feel your quest of understanding the world.
2. **Face Your Weaknesses!** Realize and accept that some traits are strengths and some are weaknesses. By facing your weaknesses, you can overcome them and they will have less power over you.
3. **Express Your Feelings.** Don't let anger get bottled up inside you. If you have strong feelings, sort them out and express them, or they may become destructive!
4. **Make Decisions.** Don't be afraid to have an opinion. You need to know how you feel about things in order to be effective.
5. **Smile at Criticism.** Try to see disagreement and discord as an opportunity for growth, because that's exactly what it is. Try not to become overly defensive towards criticism; try to hear it and judge it objectively.
6. **Be Aware of Others.** Remember that there are 15 other personality types out there who see things differently than you see them. Most of your problems with other people are easier to deal with if you try to understand the other person's perspective.
7. **Be Aware of Yourself.** Don't stint your own needs for the sake of others too much. Realize you are an important focus. If you do not fulfill your own needs, how will you continue to be effective and how will others know you are true to your beliefs?
8. **Be Accountable for Yourself.** Don't waste mental energy finding blame in other's behavior, or in identifying yourself as a victim. You have more control over your life than any other person has.
9. **Assume the Best.** Don't distress yourself by assuming the worst. Remember that a positive attitude creates positive situations.
10. **When in Doubt, Ask Questions!** Don't assume that the lack of feedback is the same thing as negative feedback. If you need feedback and don't have any, ask for it.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

**Portrait of an ENTP - Extraverted iNtuitive Thinking Perceiving
(Extraverted Intuition with Introverted Thinking)**

The Visionary

As an ENTP, your primary mode of living is focused externally, where you take things in primarily via your intuition. Your secondary mode is internal, where you deal with things rationally and logically.

With Extraverted Intuition dominating their personality, the ENTP's primary interest in life is understanding the world that they live in. They are constantly absorbing ideas and images about the situations they are presented in their lives. Using their intuition to process this information, they are usually extremely quick and accurate in their ability to size up a situation. With the exception of their ENFP cousin, the ENTP has a deeper understanding of their environment than any of the other types.

This ability to intuitively understand people and situations puts the ENTP at a distinct advantage in their lives. They generally understand things quickly and with great depth. Accordingly, they are quite flexible and adapt well to a wide range of tasks. They are good at most anything that interests them. As they grow and further develop their intuitive abilities and insights, they become very aware of possibilities, and this makes them quite resourceful when solving problems.

ENTP's are idea people. Their perceptive abilities cause them to see possibilities everywhere. They get excited and enthusiastic about their ideas, and are able to spread their enthusiasm to others. In this way, they get the support that they need to fulfill their visions.

ENTP's are less interested in developing plans of actions or making decisions than they are in generating possibilities and ideas. Following through on the implementation of an idea is usually a chore to the ENTP. For some ENTP's, this results in the habit of never finishing what they start. The ENTP who has not developed their Thinking process will have problems with jumping enthusiastically from idea to idea, without following through on their plans. The ENTP needs to take care to think through their ideas fully in order to take advantage of them.

The ENTP's auxiliary process of Introverted Thinking drives their decision making process. Although the ENTP is more interested in absorbing information than in making decisions, they are quite rational and logical in reaching conclusions. When they apply Thinking to their Intuitive perceptions, the outcome can be very powerful indeed. A well-developed ENTP is extremely visionary, inventive, and enterprising.

ENTP's are fluent conversationalists, mentally quick, and enjoy verbal sparring with others. They love to debate issues, and may even switch sides sometimes just for the love of the debate. When they express their underlying principles, however, they may feel awkward and speak abruptly and intensely.

The ENTP personality type is sometimes referred to the "Lawyer" type. The ENTP "lawyer" quickly and accurately understands a situation, and objectively and logically acts upon the situation. Their Thinking side makes their actions and decisions based on an objective list of rules or laws. If the ENTP was defending someone who had actually committed a crime, they are likely to take advantage of quirks in the law that will get their client off the hook. If they were to actually win the case, they would see their actions as completely fair and proper to the situation, because their actions were lawful. The guilt or innocence of their client would not be as relevant. If this type of reasoning goes incompletely unchecked by the ENTP, it could result in a character that is perceived by others as unethical or even dishonest. The ENTP, who does not naturally consider the more personal or human element in decision making, should take care to notice the subjective, personal side of situations. This is a potential problem area for ENTP's. Although their logical abilities lend strength and purpose to the ENTP, they may also isolate them from their feelings and from other people.

The least developed area for the ENTP is the Sensing-Feeling arena. If the Sensing areas are neglected, the ENTP may tend to not take care of details in their life. If their Feeling part is neglected, the ENTP may not value other people's input enough, or may become overly harsh and aggressive.

Under stress, the ENTP may lose their ability to generate possibilities, and become obsessed with minor details. These details may seem to be extremely important to the ENTP, but in reality are usually not important to the big picture.

In general, ENTP's are upbeat visionaries. They highly value knowledge, and spend much of their lives seeking a higher understanding. They live in the world of possibilities, and become excited about concepts, challenges and difficulties. When

presented with a problem, they're good at improvising and quickly come up with a creative solution. Creative, clever, curious, and theoretical, ENTP's have a broad range of possibilities in their lives.

Jungian functional preference ordering for ENTP:

Dominant: Extraverted Intuition

Auxiliary: Introverted Thinking Tertiary: Extraverted Feeling Inferior: Introverted Sensing

ENTP's generally have the following traits:

- Project-oriented
- Enjoy generating ideas and theories
- Creative and ingenious
- Bright and capable
- Flexible and Diverse
- Excellent communication skills
- Enjoy debating issues with other people
- Excellent people skills
- Natural leaders, but do not like to control people
- Resist being controlled by people
- Lively and energetic; able to motivate others
- Highly value knowledge and competence
- Logical, rational thinkers
- Able to grasp difficult concepts and theories
- Enjoy solving difficult problems
- Dislike confining schedules and environments
- Dislike routine, detailed tasks

ENTP's are fortunate in that they have a wide range of capabilities. They are generally good at anything which has captured their interest. ENTP's are likely to be successful in many different careers. Since they have a lot of options open to them, ENTP's will do well to choose professions which allow them a lot of personal freedom where they can use their creativity to generate new ideas and solve problems. They will not be completely happy in positions which are regimented or confining.

ENTP Strengths

- Enthusiastic, upbeat, and popular
- Can be very charming

Excellent communication skills
Extremely interested in self-improvement and growth in their relationships
Laid-back and flexible, usually easy to get along with
Big idea-people, always working on a grand scheme or idea
Usually good at making money, although not so good at managing it
Take their commitments and relationships very seriously
Able to move on with their lives after leaving a relationship

ENTP Weaknesses

Always excited by anything new, they may change partners frequently
Tendency to not follow through on their plans and ideas
Their love of debate may cause them to provoke arguments
Big risk-takers and big spenders, not usually good at managing money
Although they take their commitments seriously, they tend to abandon their relationships which no longer offer opportunity for growth

What does Success mean to an ENTP?

ENTP personalities are motivated by possibilities. They love the outside chances; the new or unusual combinations lurking within the ordinary everyday world of things and ideas. For them, something is always on the up, something is always tantalizing their desire to re-orchestrate life into new patterns and shapes; new ways of fulfilling what can be as strong as a never ending desire to beat the odds and win at every game in town, or as mild as a quirky personal need for constant variety and change. With their thinking tied to the myriad possibilities they see in the world, they act swiftly and decisively upon those angles, choices and combinations scarcely noticed by other types, but through which they can build whole new frameworks or completely redefine an existing external situation in such a way that it appears new, revitalized and once again full of promise. Sameness, stasis, conservatism - even daily routine - can be loathsome to fervent ENTP's, whose drive is always to be into something new, different and full of fresh possibilities, and who, given the opportunity, will always be the first to show others a new path to success in a venture, or to find a way of doing something that no-one has done before.

ENTP people measure their success by their "aha" moments, by the sense of satisfaction which comes as they spread their newly written maps before them and contemplate the new adventure, design, investigation or conquest which has now become their road ahead. What has gone before, previous achievements, ways of living - even people met along the way - are often now forgotten or considered passé, mere steps along a path which has now brought a new frontier to be exploited for its gifts.

Whether it is the search for knowledge, money, power, fame or pleasure, the ENTP will be found at the frontline, gazing into the distance and discovering new avenues toward, bigger, better or more satisfying outcomes.

ENTP's are the great problem solvers, discoverers and re-inventors of the world. Their insights into the world around them, their ability to see new ways of putting things together and making them work can bring them great success in virtually any industry or human pursuit that interests them. For this reason the ENTP is happiest in situations where they can use their intuitive powers freely and have the space in which to think upon the aspects and angles which come to them. Without fulfilling work and the freedom to use their mind most productively, ENTP's can quickly tire of a limiting situation. For this reason an open road toward success is an extremely important factor in the ENTP's life. Some, given a little opportunity, will clear one for themselves, but of all the types, it is the ENTP who has most need to be aware of the life and career situations they might commit to without sufficient thought for the future.

Allowing Your ENTP Strengths to Flourish

As an ENTP, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and be more content with your role.

Nearly all ENTP's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

- The ability to hold many points of view in mind and see their differing merits.
- Seeing ways to do things others have not thought of.
- Able to give quick and diverse answers to any question of interest.
- Seeing the other side of a situation and making it known.
- Being able to juggle many differing jobs or processes at the one time.
- Easily capable of holding your own in any argument or discussion.

The ability to quickly find the best or most useful side of others. Seeing the many connections between events and things which are not immediately obvious to others.

ENTP's who have developed their Introverted Thinking to the extent that they regularly and carefully interpret the information their Extraverted Intuition brings to them will enjoy these very special gifts:

The ability to solve puzzles and problems that have no obvious way to resolution.
The ability to define schematically a new structure or design and know it will work.
Knowing and giving to others the very thing they need when they are not sure themselves.

A talent for innovative creation in writing, music or the visual arts.
The gift of knowing which new ideas or changes will enhance rather than detract from their relationships with others

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good".

Without "difficult", there would be no "easy". We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

Most of the weaker characteristics that are found in ENTP's are due to their dominant function of Extraverted Intuition overtaking the personality to the point that the other functions exist merely to serve its purposes. In such cases, an ENTP may show some or all of the following weaknesses in varying degrees:

The inability to maintain a comfortable situation or relationship once its possibilities have been realized or exhausted.

A tendency to consider careful or meticulous thinkers as unworthy plodders or time wasters.

Blindness to the needs and feelings of others not directly involved in the ENTP's current area of interest.

A lack of sensitivity to the feelings and ways of those who might need reassurance, security or commitment.

The inability to deal carefully and calmly with the finer details of a situation or work in progress.

Becoming overly annoyed by minor setbacks or small things that have to be set right before the goal can be realized.

A tendency to be arrogant or boastful, or to demean those who cannot see the same answers.

Can often find themselves in bad situations by too quickly taking a big step forward or by being “too smart for their own good”.

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed in various degrees to the common ENTP problem of being so fascinated with their Extroverted Intuitions that they fail to develop a careful thinking process sufficient to balance it. Leaps of perception, new ideas and strange but fascinating juxtapositions are wonderful for the potential freshness and possible success they might bring. But if not carefully appraised and chosen wisely they can also take us far from the right path in life, take us from our friends, spoil our relationships and even bring personal or financial disaster. Without a well developed thinking function, the ENTP is always in danger of leaping over social, financial and personal constraints for the sake of following a new vision. This might be as simple as arousing the wrath of ones partner by suddenly deciding to by an expensive gadget or change something around the house without being concerned for their input or feelings, or as complex as allowing an ill considered entrepreneurial idea lead them into financial and social disaster, simply because the one sided vision of Extroverted Intuition does not recognize or count the amount of small but important details which need to be right before such ideas can be realized.

Without a solid thinking function, the ENTP can easily discount or fail to notice the essential ethics of social and interpersonal relationship, often considering themselves “above” or untouched by such limiting values and often discounting the possibility that their actions might be or hurtful or seen as unethical by others. It is not that the one sided ENTP is deliberately hurtful, but simply ignorant of the effects which can flow from their often compulsive need for change or need to show how clever or individual they are. In the ENTP, the lack of a well developed Feeling Function means that they must learn to “understand” feeling in both themselves and others and come to terms with its affects. This understanding can only come from thinking carefully about the ways feeling affects not only themselves, but others, and the importance others place on this function. The ENTP has a feeling function more or less global in character and one which does not judge fine differences. This inability to discriminate feelings can allow the ENTP to say and do much that leaves others in the cold, so an effort to think about the feeling process can be essential. Without the understanding this brings, the ENTP can separate themselves from the ground of their life, from the constancy of their friends and family and, without even realizing it, they can easily find themselves in untenable positions where, without support, they wonder why they are suddenly

alone and lost.

Another significant problem arises where the ENTP has grown within or is locked by circumstances to an environment which limits their freedom or their ability to utilize their specific abilities. This forces the ENTP to narrow down their intuitive process to the point where it retains at least some freedom to operate within their life. Under such conditions however, the intuition is free only to range over a small and limited field of vision, a field which usually consists only of the very things the ENTP is normally unconcerned about: the small details of life and its familiar objects. Without the ability to take stock and apply careful thought to the ways they might expand their horizons, the ENTP in such situations can become morose, niggardly and obsessed with the most minor or intangible details – to the point where such minutiae fill their life and each day becomes a frustrating process of eliminating again and again the little problems which ever seem to stand in the way of the “big” picture – a picture which, as those around them know only too well, will never be realized.

Solutions

To grow as an individual, the ENTP needs to focus on carefully analyzing the information they receive via their Extraverted Intuition. They need to allow themselves sufficient time and space to relax with the ideas and possibilities they can see. It is all too easy for the ENTP to assume that what they see is what they need. Careful thinking can allow the ENTP to figure out the best possible ways to proceed out of all the possibilities that come to them. At the same time, even if they are not able to share them, ENTP's need at least to understand the joys and satisfactions that others derive within those situations the ENTP would not normally choose in life. Awareness of the ways and needs of others can be the key to understanding the most life affirming way ahead for the ENTP, for there is always a danger that they might choose paths without regard to the feelings and needs of others close to them. The ENTP learns from analyzing his experience, so the best way for the ENTP to grow as a person is to develop his thinking capacity. Thus, that while the desire to run out and do something "new" is an ENTP pattern of need, this need must be integrated into a whole way of life in which the rest of our human needs and those of others who rely upon our presence are also satisfied. Your task, as a person interested in personal growth, is to understand yourself in a truly objective fashion, and how you can best give to the world, rather than just exploit the possibilities it bring to you.

The ENTP should always pay close attention to why they are acting upon new information. Are they acting out of a carefully considered motive to realize something

truly worthwhile for themselves and others? Are they really seeking to improve life, or concerned with just making the next play, proving the point, showing others the moves or climbing the mountain just because it is there to climb, regardless of the consequences? Living Happily in our World as an ENTP

The problems ENTP's might have fitting into the world are not usually directly related to friends or relationships. Rather, the ENTP has trouble maintaining a stable and consistent lifestyle. While this can affect love relationships, the ENTP usually has such an endearing and capable "way" about them that others tend to follow their lead, even in the most trying of situations. The problems the ENTP generates in life are those associated with their constant need for individuality, excellence and new experiences which test their talents. While this can place great demand upon relationships, tensions are usually only apparent where the ENTP has made a love match with a person whose security needs are greater than their ability to allow their ENTP partner the freedom they need. The self aware ENTP must therefore not only be careful in considering their career choices, but also in choosing a life situation with a partner. Of all the types, the ENTP is most uncomfortable with compromise and ought not to place themselves in situations which demand it. Most importantly the ENTP must become aware, through careful analysis of experience, just what kind of changes for the good or bad have been the direct result of their need for constant refreshment of life. Only through this awareness will the ENTP be able to focus on those perceptions which promise a better and more fruitful life.

Most ENTP's will experience career/life frustration and some relationship difficulties through their lives. The ENTP with well-developed Introverted Thinking will find these times easier to deal with. Accordingly, we offer some general suggestions for dealing with these difficulties, as well as some advice that will help the ENTP develop their Introverted Thinking.

Specific suggestions:

Take time to really listen to the thoughts of others and try to see how they understand the world. Think about the ways in which your view of the world and your needs can mesh with theirs.

Don't expect others to simply follow you or expect that they should see what you can see as a worthy goal. A good exercise is to imagine yourself as a blind or severely disabled person. Try to get the feel of what it would be like to have to organize your life from such a different perspective. Would your goals still be valid? Would they

need re-thinking? Consider the possibility that while your way of thinking leads you to see other types as having limited vision or ability, the truth is that they are no more limited than yourself, but simply have a differing focus in life and differing needs.

Realize and accept that for you a satisfying relationship will require you to attend to the small details of life and show an awareness of your partner's feelings. You might find this difficult, but it will pay the biggest dividends in return for your effort.

Expanding your appreciation of the differences between people will expand your understanding of human expectations. Try to figure out the personality type of people that you know and encounter in your life. Take care to listen to what people express within different social and work situations. Notice the different ways they go about their dealings with others or solving their problems. Do not try to compare or judge their ways against your own, simply try to recognize the many ways it is possible to be at peace in the world.

When having a conversation with a friend or relative, spend at least half of the time talking about them. Concentrate on really understanding where the person is coming from with their concerns. Ask questions. Think of the people who are closest to you. Remember that they have their own passions, satisfactions and needs. Try to visualize what that person is doing, and narrow down to how they are feeling at this moment; to one thing they might be thinking about. Don't pass judgment, just consider and reflect on why they might think or feel in just such a way.

Ten Rules to Live By to Achieve ENTP Success

1. **Feed Your Strengths!** Realize your gift of seeing past the obvious brings you a great capacity to reward yourself and others through your cleverness. Make sure you engage in activities and which can expose this potential at its most valuable level.
2. **Face Your Weaknesses!** We all have weaknesses. Recognizing your weaknesses for what they are (without beating yourself up) will give you the power to change your life for the better.
3. **Talk Through Your Perceptions.** Discussing what you see with others will them understand where you are coming from, and offer you the chance to discover the ways in which their input can balance your ideas.
4. **Relax and Enjoy the View.** Take the time to consider what you have, the gifts life has already brought to you. Try and discover the value and importance of those constant day to day things which support and nourish you.

5. **Be Aware of Others** Understand that everyone has their own lives and their own perspectives. Everyone has something to offer. Try to identify people's personality type.
6. **Recognize Norms and Structures Are Necessary.** Remember that without the support and constancy of others, no-one can follow their dreams. The path you walk was laid by others, each of its stepping stones created to fulfill a different part of the human need for constancy and security. Without this support structure, you cannot go far.
7. **Get Out of Your Comfort Zone** Understand that the only way to grow is to get outside of your comfort zone. If you're feeling uncomfortable in situation because it seems to be going nowhere, that's good! That's an opportunity for growth.
8. **Identify and Express Your Feelings** You may have a hard time understanding your feelings. It's important that you try to figure this out. Don't let people down. If you determine that you value a person, tell them so every time you think of it. This is the best way to make them feel secure in your affections, and so to promote a long-lasting relationship.
9. **Be Accountable for Yourself** Remember that no one has more control over your life than you have. Don't be a victim.
10. **Assume the Best, But Be Wary.** Your positive attitude nearly always creates positive situations. Just remember: to make them lasting and worthwhile you must build them on solid, carefully planned foundations.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

**Portrait of an ESFJ - Extraverted Sensing Feeling Judging
(Extraverted Feeling with Introverted Sensing)**

The Caregiver

As an ESFJ, your primary mode of living is focused externally, where you deal with things according to how you feel about them, or how they fit in with your personal value system. Your secondary mode is internal, where you take things in via your five senses in a literal, concrete fashion.

ESFJ's are people persons - they love people. They are warmly interested in others. They use their Sensing and Judging characteristics to gather specific, detailed information about others, and turn this information into supportive judgments. They want to like people, and have a special skill at bringing out the best in others. They are extremely good at reading others, and understanding their point of view. The ESFJ's strong desire to be liked and for everything to be pleasant makes them highly supportive of others. People like to be around ESFJ's, because the ESFJ has a special gift of invariably making people feel good about themselves.

The ESFJ takes their responsibilities very seriously, and is very dependable. They value security and stability, and have a strong focus on the details of life. They see before others do what needs to be done, and do whatever it takes to make sure that it gets done. They enjoy these types of tasks, and are extremely good at them.

ESFJ's are warm and energetic. They need approval from others to feel good about themselves. They are hurt by indifference and don't understand unkindness. They are very giving people, who get a lot of their personal satisfaction from the happiness of others. They want to be appreciated for who they are, and what they give. They're very sensitive to others, and freely give practical care. ESFJ's are such caring individuals that they sometimes have a hard time seeing or accepting a difficult truth about someone they care about.

With Extraverted Feeling dominating their personality, ESFJ's are focused on reading other people. They have a strong need to be liked, and to be in control. They are extremely good at reading others, and often change their own manner to be more pleasing to whoever they're with at the moment.

The ESFJ's value system is defined externally. They usually have very well-formed ideas about the way things should be, and are not shy about expressing these opinions. However, they weigh their values and morals against the world around them, rather than against an internal value system. They may have a strong moral code, but it is defined by the community that they live in, rather than by any strongly felt internal values.

ESFJ's who have had the benefit of being raised and surrounded by a strong value system that is ethical and centered around genuine goodness will most likely be the kindest, most generous souls who will gladly give you the shirt off of their back without a second thought. For these individuals, the selfless quality of their personality type is genuine and pure. ESFJ's who have not had the advantage of developing their own values by weighing them against a good external value system may develop very questionable values. In such cases, the ESFJ most often genuinely believes in the integrity of their skewed value system. They have no internal understanding of values to set them straight. In weighing their values against our society, they find plenty of support for whatever moral transgression they wish to justify. This type of ESFJ is a dangerous person indeed. Extraverted Feeling drives them to control and manipulate, and their lack of Intuition prevents them from seeing the big picture. They're usually quite popular and good with people, and good at manipulating them. Unlike their ENFJ cousin, they don't have Intuition to help them understand the real consequences of their actions. They are driven to manipulate other to achieve their own ends, yet they believe that they are following a solid moral code of conduct.

All ESFJ's have a natural tendency to want to control their environment. Their dominant function demands structure and organization, and seeks closure. ESFJ's are most comfortable with structured environments. They're not likely to enjoy having to do things which involve abstract, theoretical concepts, or impersonal analysis. They do enjoy creating order and structure, and are very good at tasks which require these kinds of skills. ESFJ's should be careful about controlling people in their lives who do not wish to be controlled.

ESFJ's respect and believe in the laws and rules of authority, and believe that others should do so as well. They're traditional, and prefer to do things in the established way, rather than venturing into uncharted territory. Their need for security drives their ready acceptance and adherence to the policies of the established system. This tendency may cause them to sometimes blindly accept rules without questioning or understanding them.

An ESFJ who has developed in a less than ideal way may be prone to being quite insecure, and focus all of their attention on pleasing others. He or she might also be very controlling, or overly sensitive, imagining bad intentions when there weren't any.

ESFJ's incorporate many of the traits that are associated with women in our society. However, male ESFJ's will usually not appear feminine at all. On the contrary, ESFJ's are typically quite conscious about gender roles and will be most comfortable playing a role that suits their gender in our society. Male ESFJ's will be quite masculine (albeit sensitive when you get to know them), and female ESFJ's will be very feminine. ESFJ's at their best are warm, sympathetic, helpful, cooperative, tactful, down-to-earth, practical, thorough, consistent, organized, enthusiastic, and energetic. They enjoy tradition and security, and will seek stable lives that are rich in contact with friends and family.

Jungian functional preference ordering:

Dominant: Extraverted Feeling

Auxiliary: Introverted Sensing Tertiary: Extraverted Intuition Inferior: Introverted Thinking

ESFJ's generally have the following traits:

Organized

Loyal

Can be depended on to follow things through to completion

Enjoy creating order, structure and schedules

Enjoy interacting with people

Warm-hearted and sympathetic

Tend to put others' needs above their own

Very good at giving practical care

Very cooperative, good team members

Practical and down-to-earth

Value peaceful living and security

Enjoy variety, but work well with routine tasks

Need approval from others

Receive satisfaction from giving to others

Live in the here and now - dislike theorizing about the future

The ESFJ has two primary traits which will help define their best career direction: 1) they are extremely organized and enjoy creating order, and 2) much of their self-satisfaction is gotten through giving and helping others. Accordingly, they will do well at tasks which involve creating or maintaining order and structure, and they will be happiest when they are serving others.

ESFJ Relationships

ESFJ's are warm-hearted individuals who highly value their close personal relationships. They are very service-oriented, and their own happiness is closely tied into the happiness and comfort of those around them. They are valued for their genuine warm and caring natures, and their special ability to bring out the best in others. They usually do not handle conflict well, and may tend to be very controlling or manipulative. Relationships are central to their lives, and they put forth a great amount of energy into developing and maintaining their close interpersonal relationships. They expect the same from others.

ESFJ Strengths

- Put forth a lot of effort to fulfill their duties and obligations
- Warm, friendly and affirming by nature
- Service-oriented, they want to please others
- Take their commitments very seriously, and seek lifelong relationships
- Responsible and practical, they can be counted to take care of day-to-day necessities
- Generally upbeat and popular, people are drawn towards them
- Generally very good money managers
- Traditionally minded and family-oriented, they will make family celebrations and traditions special events

ESFJ Weaknesses

- Generally uncomfortable with change, and moving into new territories
- Extreme dislike of conflict and criticism
- Need a lot of positive affirmation to feel good about themselves
- May be overly status-conscious, and interested in how others see them
- Have very difficult time accepting the end of a relationship, and are likely to take the blame for the failure onto their own shoulders
- Have difficulty accepting negative things about people close to them
- Don't pay enough attention to their own needs, and may be self-sacrificing
- May tend to use guilt manipulation as a way to get what they want

What does Success mean to an ESFJ?

The ESFJ is called the “caregiver”, and for good reason. Caring is the very nature of their personality; a personality driven by feeling judgments and supported by a strong sense of the world around them. The ESFJ not only sees how situations affect themselves and others, they are concerned about it. Everything that makes them feel valued and successful is bound inextricably to the value and concern they need to exchange with others. “Give and ye shall receive” is the motto of the ESFJ, whose gifts serve the most important function in all communal human processes, from the family to the wider world of care giving such as hospitality, primary teaching, nursing, aged care, social services, human resources and so on.

Whilst their judgments might be bound by a somewhat conventional moral code, the ESFJ always stands up for what they are certain is the best for others. In some situations this trait can lead them into disaster, particularly if they are thrust into an unsuitable role. The ESFJ thrives best where they can make the decisions and organize things to suit their own way of seeing the world. Regardless however of their particular station in life, the ESFJ is at their best when it involves caring for and about others, measuring their success by the happiness and gratitude which is reflected back to them from the people in whose lives they play a part.

Allowing Your ESFJ Strengths to Flourish

As an ESFJ, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and how you can better use your talents to achieve your dreams. Nearly all ESFJ's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

- A strong sense of what is right and wrong
- Easily empathizes with another person
- Able to share feelings with other people
- Cares greatly about the welfare of others
- Open, honest and forthright about the way they see things
- Sensitive to the needs of others, particularly those judged to be less fortunate.
- Strongly upholds traditional and safe ways of living

ESFJ's who have a strongly expressed Introverted Sensing function will find they also enjoy these very special gifts:

Very sensitive to how any situation might be inwardly affecting another person

Able to see the potential in any human environment for enabling the comfort and safety of others

A flair for dramatic illustration and story telling which makes them excellent teachers of the young

Able to make strong, people oriented administrative decisions

A skill with fashion and decoration which makes people feel good about themselves

Able to see outside the “square” and adjust their values to the facts of a situation.

Potential Problem Areas

With any gift of strength, there is an associated weakness. The strong expression of any function can overshadow others, whilst at the same time its own associated and unexpressed inferior function can mine the unconscious mind and throw up annoying resistances and unsettling emotions. We value our strengths, but we often curse and - even more limiting to our potential development - ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

ESFJ's are kind, steady and responsible beings with many special gifts. I would like the ESFJ to keep in mind their many positive traits as they read on, and remember that the weaknesses associated with being an ESFJ are natural to your type. Although it can be depressing to read about your type's weaknesses, please remember that we offer this information to enact positive change. We want people to grow into their own potential, and to live happy and successful lives.

Many of the ESFJ's weaker characteristics arise because their dominant and Extraverted Feeling function can overshadow the rest of their personality. This generally results in two notable effects. With their Introverted Sensing function unable to provide sufficient balance to their sharply defined feeling judgments, they often miss the relativities and contingencies of the real world. This very often leads them into conflict with those who believe a situation needs to be properly analyzed before its realities can be seen and acted upon. Secondly, with their sense of the world controlled by feelings alone, the narrowly defined ESFJ will nearly always find themselves at odds with any view of the world that does not see their own clearly held judgments to be primary, or which does not accord them the “feeling toned” responses they expect. This can produce a range of effects, every one of which ends in conflict for the ESFJ,

either with others or with their own feelings.

Without a sound appreciation of the concrete world, an ESFJ may show some or all of the following weaknesses in varying degrees:

May be unable to correctly judge what really is for the best

May become spiteful and extremely intractable in the face of clear logical reasoning.

May be unable to shrug off feelings that others are not “good people”.

May be unable to acknowledge anything that goes against their certainty about the “correct” or “right” way to do things

May attribute their own problems to arbitrary and improvable notions about the way people “ought” to behave.

May be at a loss when confronted with situations that require basic technical expertise or clear thinking.

May be oblivious to all but their own viewpoint, valuing their own certainties to the exclusion of others.

May be unable to understand verbal logic, and quickly cut off other’s explanations

May be falsely certain of the true needs and feelings of others.

May be extremely vulnerable to superstitions, religious cults and media manipulation.

May react too quickly and too emotionally in a situation better dealt with in a more pragmatic fashion.

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed in various degrees to the ESFJ’s externally mapped, feeling based view of the world not being successfully coupled to an appropriate level of Introverted Sensation. Without this internal balance, the ESFJ’s perceptions and ideas are determined by feeling judgments which are not in always a valid basis for understanding.

ESFJ’s are usually stable, certain, reliable and caring in their approach to life, but if unbalanced they are likely to treat any point of view other than their own with a kind of amused indifference or a tendency to keep those with differing attitudes and opinions at a distance. Whilst this is natural survival behavior for the strongly expressed ESFJ personality, if they do not learn how to deal with the wide range of differing viewpoints they come into contact with, ESFJ’s can find themselves waging a self created war against all that opposes their own. This conflict often expresses itself in various unambiguous and simplistic “Us verses Them” generalities, or a penchant for smugly and narrowly defining other people by arbitrary or superstitious belief systems, which often actually symbolize and define their own conflict. At its worst, this conflict with

the obstinate and unfeeling contingent realities of the world creates a situation where the ESFJ retreats to a kind of psychological castle where, not only none but those who have the “right” or “nice” approach can enter, but also where the ESFJ’s feeling based and often tortured logic, attitudes and judgments reign supreme and cannot be questioned; a place where: “give and you shall receive” can ironically twist quickly into: “off with his head!”

The main driver to the ESFJ personality is Extraverted Feeling, whose function is to judge the relative human value of the ideas, behaviors, situations and objects they perceive. The resulting world view is tidy, and ordered according to its worth to the ESFJ’s own particular character: “Everything has its place and everything in its place”. If this picture of the world is threatened by external influences, the ESFJ generally tries to shut such new information out of their lives. This is totally natural, and works well to protect the individual psyche from getting hurt. However, the ESFJ who exercises this type of self-protection regularly will find they can only connect and relate with those who do not actively disturb their increasingly narrow and rigid world view. They will always find justification for their own inappropriate behaviors, and will always find fault with the outside world for problems that they have in their lives. It will be difficult for them to maintain the flexibility needed for a healthy relationship with the messy world outside because the differing ways others value things is a constant affront to their personal judgments.

It is not an uncommon tendency for the ESFJ to support their feeling judgments by selectively using only their immediate perceptions of a situation and how it appears to them. However, if this tendency is given free reign, the resulting ESFJ personality is too self-centered to be happy or successful. The ESFJ’s auxiliary function of Introverted Sensing must be allowed to grow beyond this limit, where it is used only to support Extraverted Feeling judgments. If the ESFJ uses Introverted Sensing only to serve this purpose, then the ESFJ is not using Introversion effectively at all. As a result, the ESFJ does not sufficiently recognize and understand the vast number of contingent and differing ways in which the world is perceived by others. They see nothing but their own perspective, and deal with the world only so far as they need to in order to support their perspective. These individuals usually come across as somewhat illogical and full of fixed and often rather staid or conventional ideas about the world. Other people are often surprised by the simplicity, ambiguity and often unrelenting vehemence of their ideas.

Solutions

To grow as an individual, the ESFJ needs to focus on opening their perspective to include a more accurate picture of the world and its ways. In order to be in a position in which the ESFJ is able to perceive and consider data that is foreign to their value system, the ESFJ needs to recognize that their world view is not threatened by the new information. The ESFJ must consciously tell himself/herself that the judgments of others are not unrelated to reality; that the ideas of others are also just and valid within a wider and less rigorous vision of the world.

The ESFJ who is concerned with personal growth will pay close attention to the way things appear to them. Do they try to find the basic connections between the elements of a situation? Or, do they appreciate only those elements which accord them a feeling of worth? At the moment when some connection or relationship between things is perceived, is the ESFJ only concerned with whether that perception supports something they value? Or is she/he concerned with becoming truly appraised of how things fit together in the world? To achieve a better understanding of others and the world in which they live, the ESFJ should try to put themselves into the minds of others, to locate and recognize how others see things, before making judgments. They should consciously be aware of their tendency to discard anything that doesn't agree with their carefully adjudicated system of relative worth, and work towards lessening this tendency. They should try to see the way others might see situations, without making personal judgments about how others ought to feel. In general, they should work on exercising their Sensation in a truly introverted sense. In other words, they should use Sensation to recognize that all parts of a situation are necessary for its functionality and that valuing one function or objective connection over another narrows their ability to deal with the real world as it truly is. The ESFJ who can successfully envision the world as a realm of functioning and connected parts which are all necessary to its balance can be quite a powerful force for positive change.

Living Happily in our World as an ESFJ

Some ESFJ's have difficulty fitting into our society. Their problems are often a result of an inability understand the connections and relationships necessary to each situation, a too conventional and dogmatic set of values which limits the way others can relate to them, or an unrealistic and illogical view of the world. These issues mostly stem from using Introverted Sensation in a diminished manner: the lack of a strong internally focused viewpoint allowing an often ambiguous and yet strongly defended set of values to control the personality. An ESFJ who attempts to envision a more accurate and impartial view of the world for the sake of understanding the ways of others, rather

than quickly deciding how things alone affect them, will have a clearer, more objective understanding of how society is dependant not only upon adherence to values and care for others, but also how the world relies upon structure and laws which function regardless of their human value. He or she will also be more comfortable and less likely to demand that the world and the behavior of others conform to values of right and wrong, good and bad, worthy and worthless etc. Such well-adjusted ESFJ's will fit happily into our society.

Unless you really understand Psychological Type and the nuances of the various personality functions, it's a difficult task to suddenly start to use Sensation in an unambiguous and totally introverted direction. It's difficult to even understand what that means, much less to incorporate that directive into your life. With that in mind, I am providing some specific suggestions that may help you to begin exercising your Introverted Sensation more fully:

Take care to try and discover how others see things. Try to notice the connections they make between ideas and objects. Don't immediately compare your own vision of things to theirs; simply accept that for them the world fits together in a valid way.

Think of those times and situations in your life when you felt misunderstood or disregarded by others. Now try to understand how one or two other people would see the situation. Don't try to assume they would judge as you do: "she would have to feel the same way if that happened to her", or "he would change his tune if he saw things from my point of view". Rather, try to understand how they would truly see the situation. Would they analyze it through a code of values, or see it as an opportunity to grasp a wider perspective in which a solution can be found? Would it affect them personally or would they view it impartially? Try to determine their point of view without passing judgment or comparing it to your own.

When having a conversation with a friend or relative, dedicate at least half of your time to finding out how the other person sees the world around them. Concentrate on really sensing the relationships within what they describe. Tell them how you see the world and compare. Ask questions about why things seem so to them.

Think of the people who are closest to you. As you think of each person, tell yourself "this person has their own life going on, and they are more concerned with their own life than they are with mine." Remember that this doesn't mean that they don't care about you. It's the natural order of things. Try to visualize what that person is seeing

right now. What connections are they making or enacting, what thoughts are they having? Don't pass judgment, or compare their situation to your own.

Try to identify the personality type of everyone that you come into contact with for any length of time.

Ten Rules to Live By to Achieve ESFJ Success

1. **Feed Your Strengths!** Let your talent for caring and giving spill out into the world around you, show your gifts to the world. Allow yourself to take opportunities to nurture and develop situations in your home and work environments which bring value for yourself and others. Find work or a hobby which allows you to realize these strengths.
2. **Face Your Weaknesses!** Realize and accept that some things are never going to be how you would like them to be. Understand that other peoples need to deal with the world regardless of how it seems. Facing and dealing with discord or differences in others doesn't mean that you have to change who you are; it means that you are giving yourself opportunities to grow. By facing your weaknesses, you honor your true self and that of others.
3. **Discover the World of Others.** Don't let yourself fall into the trap of thinking you always know what is right for others. Open your heart to the possibility of understanding that their true needs are something that must be discovered through recognition that their view of the world might be very different, yet just as valid as your own.
4. **Don't be too hasty.** Try to let things settle before you make a judgment, allowing others to discover the best for themselves while you try to see all the variables and contingencies in a situation.
5. **Look Carefully at the World.** Remember, things are not always what they seem on the surface. You might need to look deeper to discover the truth, particularly when it seems you are sure of your first quick judgment. There are layers of meaning and truth beneath everything.
6. **Try to Let Others Take Some of the Load.** By letting others make their own judgments, you are not letting things get out of control, but are validating their own need to be a part of your life. Remember, it is better to guide another to see your point of view than keeping them out of the picture.
7. **Be Accountable to Others.** Remember that they need to understand you and your needs too. Express your doubts and difficulties as well as your reasons and let them become partners to your goals.

8. Don't Hem Yourself in. Staying in your comfort zone is self defeating in the end. Try to make every day one where you get out and discover a little something different about the world and others. This will broaden your horizons and bring new ideas and opportunities into focus.
9. Assume the Best and Seek for it. Don't wait for others to live up to your expectations. Every person has a goldmine of worth in them, just as every situation can be turned to some good. If you let yourself believe this, you will find yourself discovering ways to make it true for you.
10. When in Doubt, Ask For Help! Don't let your fears leave you on the horns of a dilemma or lead you into disaster. If you are uncertain of something or someone then get input from others who have greater experience in dealing with this difficulty.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

Portrait of an ESFP - Extraverted Sensing Feeling Perceiving (Extraverted Sensing with Introverted Feeling)

The Performer

As an ESFP, your primary mode of living is focused externally, where you take things in via your five senses in a literal, concrete fashion. Your secondary mode is internal, where you deal with things according to how you feel about them, or how they fit with your personal value system.

ESFP's live in the world of people possibilities. They love people and new experiences. They are lively and fun, and enjoy being the center of attention. They live in the here-and-now, and relish excitement and drama in their lives.

ESFP's have very strong inter-personal skills, and may find themselves in the role of the peacemaker frequently. Since they make decisions by using their personal values, they are usually very sympathetic and concerned for other people's well-being. They're usually quite generous and warm. They are very observant about other people, and seem to sense what is wrong with someone before others might, responding warmly with a solution to a practical need. They might not be the best advice-givers in the world, because they dislike theory and future-planning, but they are great for giving practical care.

ESFP is definitely a spontaneous, optimistic individual. They love to have fun. If the ESFP has not developed their Thinking side by giving consideration to rational thought processing, they tend to become over-indulgent, and place more importance on immediate sensation and gratification than on their duties and obligations. They may also avoid looking at long-term consequences of their actions.

For the ESFP, the entire world is a stage. They love to be the center of attention and perform for people. They're constantly putting on a show for others to entertain them and make them happy. They enjoy stimulating other people's senses, and are extremely good at it. They would love nothing more than for life to be a continual party, in which they play the role of the fun-loving host.

ESFP's love people and everybody loves an ESFP. One of their greatest gifts is their general acceptance of everyone. They are upbeat and enthusiastic, and genuinely like almost everybody. An ESFP is unfailingly warm and generous with their friends, and

they generally treat everyone as a friend. However, once crossed, an ESFP is likely to make a very strong and stubborn judgment against the person who crossed them. They are capable of deep dislike in such a situation.

The ESFP under a great deal of stress gets overwhelmed with negatives thoughts and possibilities. As an optimistic individual who lives in the world of possibilities, negative possibilities do not sit well with them. In an effort to combat these thoughts, they're likely to come up with simple, global statements to explain away the problem. These simplistic explanations may or may not truly get to the nature of the issue, but they serve the ESFP well by allowing them to get over it.

ESFP's are likely to be very practical, although they hate structure and routine. They like to "go with the flow", trusting in their ability to improvise in any situation presented to them. They learn best with "hands-on" experience, rather than by studying a book. They're uncomfortable with theory. If an ESFP hasn't developed their intuitive side, they may tend to avoid situations which involve a lot of theoretical thinking, or which are complex and ambiguous. For this reason, an ESFP may have difficulty in school. On the other hand, the ESFP does extremely well in situations where they're allowed to learn by interacting with others, or in which they "learn by doing".

ESFP's have a very well-developed appreciation for aesthetic beauty, and an excellent sense of space and function. If they have the means, they're likely to have many beautiful possessions, and an artfully furnished home. In general, they take great pleasure in objects of aesthetic beauty. They're likely to have a strong appreciation for the finer things in life, such as good food and good wine.

The ESFP is a great team player. He or she is not likely to create any problems or fuss, and is likely to create the most fun environment possible for getting the task done. ESFP's will do best in careers in which they are able to use their excellent people skills, along with their abilities to meld ideas into structured formats. Since they are fast-paced individuals who like new experiences, they should choose careers which offer or require a lot of diversity, as well as people skills.

ESFP's usually like to feel strongly bonded with other people, and have a connection with animals and small children that is not found in most other types. They're likely to have a strong appreciation for the beauties of nature as well.

The ESFP has a tremendous love for life, and knows how to have fun. They like to bring others along on their fun-rides, and are typically a lot of fun to be with. They're flexible, adaptable, genuinely interested in people, and usually kind-hearted. They have a special ability to get a lot of fun out of life, but they need to watch out for the pitfalls associated with living entirely in the moment.

Jungian functional preference ordering:

Dominant: Extraverted Sensing

Auxiliary: Introverted Feeling Tertiary: Extraverted Thinking Inferior: Introverted Intuition

ESFP's generally have the following traits:

- Live in the present moment
- Are stimulated and excited by new experiences
- Practical and realistic
- Warmly interested in people
- Know how to have a good time, and how to make things fun for others
- Independent and resourceful
- Spontaneous - seldom plan ahead
- Hate structure and routine
- Dislike theory and long written explanations
- Feel special bond with children and animals
- Strongly developed aesthetic appreciation for things
- Great people skills

ESFP's are good at many things, but will not be happy unless they have a lot of contact with people, and a lot of new experiences. They should choose careers which provide them with the opportunity to use their great people skills and practical perspective, which will also provide them with enough new challenges that they will not become bored.

ESFP Relationships

ESFP's are fun and delightful to be with. They live for the moment, and know how to make the most of each moment. They are genuinely, warmly interested in people, and love to make others happy. They're usually very kind-hearted and generous, and are always going out of their way to do something nice for someone. Their affection is simple, straight-forward and honest. They dislike theory and complexities. They often resist forming relationships which require them to function on a high Intuitive or

Thinking level. They prefer for things to be light and happy, although their warmth and affection runs deep. Their potential downfall is the tendency to live entirely for the present moment, and therefore to sometimes be unaware of the direction that their relationship is heading, or to be easily distracted from long-term commitments.

ESFP Strengths

- Enthusiastic and fun-loving, they make everything enjoyable
- Clever, witty, direct, and popular, people are drawn towards them
- Earthy and sensual
- Down to earth and practical, able to take care of daily needs
- Artistic and creative, they're likely to have attractive homes
- Flexible and diverse, they "go with the flow" extremely well
- They can leave bad relationships, although it's not easy
- Try to make the most of every moment
- Generous and warm-hearted

ESFP Weaknesses

- May be frivolous and risky with money
- Tend to be materialistic
- Extreme dislike of criticism, likely to take things extremely personally
- Likely to ignore or escape conflict situations rather than face them
- Lifelong commitments may be a struggle for them - they take things one day at a time
- Don't pay enough attention to their own needs
- Tendency to neglect their health, or even abuse their bodies
- Always excited by something new, they may change partners frequently

What does Success mean to an ESFP?

ESFP's can't help but spontaneously grasp the moment, particularly if it offers a new sensation or experience. And while the ESFP might seem to others to only be interested in piling up new experiences, or reliving old ones just to savor the quality of the sensations or lively enjoyment they bring, the ESFP has in fact a far more subtle relationship to life and the world around them. Indeed, with their curious mixture of Extraverted Sensation and Introverted Feeling, the ESFP can show a wealth of complexity in their ways, even if to the ESFP themselves, considering such matters is felt to be a tedious and - to their way of seeing the world - quite unnecessary task. For this reason, just defining what success means to an ESFP requires more than simply assuming that a life filled with satisfying, quality experiences necessarily fulfills this criteria, as the ESFP's true needs

and satisfactions will depend greatly on the strength and refinement of their Sensation and Feeling functions. But there is one thing that defines all ESFP's, and that is their exuberant ability - and need - to engage with other people and express that which grips them. So, whilst success might come through many different paths, and be felt by the ESFP in modes and preferences not necessarily understood as success by other types, the successful ESFP will nevertheless always be found where they can live in full and open engagement with people and able to express their talents, appreciations and joys before the world at large.

Allowing Your ESFP Strengths to Flourish

As an ESFP, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and how you can better use your talents to achieve your dreams.

Nearly all ESFP's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

- A great ability to understand the objective world, its facts and realities.

- A talent for entertaining and pleasing others with words and actions.

- An aptitude for getting the most out of any situation or place.

- Very skilled at finding the best of things for themselves and others.

- A warm and generous attitude both as a giver and receiver.

- Exceptional natural musical and dramatic skills.

- A detailed and finely nuanced appreciation of the outside world.

- Adept at detecting and recognizing the effects of minute changes to their environment.

- A talent for learning to do practically anything by just watching and doing.

- A reassuring and practical sense of the world which supports others.

ESFP's who have developed their Introverted Feeling to the extent that they can integrate the concrete world of their perceptions with a responsive and healthy system of personal values will find that they enjoy these very special gifts:

Their refined tastes will make it a joy for others to be in their company and homes.

Their ability to weigh the value of their actions gives great force to their talent for entertaining people of all tastes.

They will quickly differentiate between those things which are of greater and lesser importance to a situation.

They will not just seek entertainment and things for their own sake, but will seek

always to find that which they feel will provide the most value and reward for themselves and others.

The ESFP who augments their ability to recognize opportunities (Extraverted Sensing) with a strong internal value system (Introverted Feeling) will find themselves more likely to attract, and be attracted into, very rewarding relationships with others - particularly with those of the opposite sex.

They will recognize and promote the talents of others.

They can be counted on to defend the best and most life promoting aspects of the world.

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good". Without "difficult", there would be no "easy". We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

ESFP's are kind and creative beings with many special gifts. I would like for the ESFP to keep in mind some of the many positive things associated with being an ESFP as they read some of this more negative material. Also remember that the weaknesses associated with being an ESFP are natural to your type. Although it may be depressing to read about your type's weaknesses, please remember that we offer this information to enact positive change. We want people to grow into their own potential, and to live happy and successful lives.

Most of the weaker characteristics that are found in ESFP's are due to their dominant Extraverted Sensing function overshadowing the rest of their personality. When this function smothers everything else, the ESFP can't use Introverted Feeling to properly judge the value and propriety of their perceptions or actions. The first ten of the following weaknesses derive in varying degrees from this problem alone, whilst the rest are due to the additional effect of the ESFP's unique make up and result from their diminished capacity to use abstract reasoning:

May be seen by others as unnecessarily coarse in their behavior and life choices.

May be unable to value or may ignore the preferences and needs of others.

May perceive even the most careful and objective criticism as simply a ploy to spoil their enjoyment of life.

May have skewed or unrealistic ideas about the feelings of others.
May be unable to acknowledge or hear anything that would lead to second thoughts or a more careful appreciation.
May blame their problems on the world at large, seeing themselves as frustrated heroes battling against the odds.
May become totally self focused and oblivious to the havoc they wreak on others feelings.
May uncaringly use totally inappropriate social behavior simply to make a point.
May be overbearing in their judgments upon the taste and dress of others.
May come across to others as boastful and rash in their attitudes.
May rationalize the ways of the world in the most inane or simplistic ways.
May believe the most extraordinary things about inanimate objects and their workings.
May feel overwhelmed with tension and stress when driven into a situation which requires deep and careful consideration.

Under great stress, may feel the world around them is alive with dark, unseen influences. Another difficulty, which is not so much a problem for the ESFP but for those around them, particularly if Introverted Thinking or Intuitive types, is that even when joyful or in the midst of life, they may be perceived as coldly self absorbed and oblivious to the feelings of others, even when the truth is quite the reverse. Should it somehow matter, then when in the company of such people, the ESFP should take some trouble to express their feelings and value judgments.

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed in various degrees to the common ESFP problem of being overly absorbed by the sensations and immediate apparent facts of the external world. ESFP's are usually very spontaneous and outgoing people who have little time for analysis of the complexities behind the world they live in. They are likely to treat any point of view other than their own rather shortly, waving away in particular the more intellectual and intuitive understandings of others as irrelevant and totally secondary to the obvious realities of life. If the ESFP does not learn how to deal with the tension that arises between, what to them is the most obvious and satisfying way to deal with the world and those deeper intricacies which lie behind its facade, the ESFP will begin to shut out any incoming information which produces this tension. This is a natural survival technique for the ESFP personality. The main driver to the ESFP personality is Extraverted Sensation, whose purpose is solely to perceive the realities of the external world and by which the ESFP orients themselves towards the things they need or desire. If an ESFP's image of

the world is threatened by demands for careful judgment or reasoning, the ESFP shuts out the demand in order to preserve and honor their world view. This is totally natural, and works well to protect the individual psyche from getting hurt. However, the ESFP who exercises this type of self-protection regularly will become not only more and more careless of other people's needs and perspectives, but also cut off in a world where the facts and realities which they perceive become interwoven with a belief system which supports only the ESFP's desire driven view. Under such circumstances they will justify their own inappropriate behaviors in the most astounding or rationally simplistic ways, and will always find fault with others for trying to complicate and disturb what ought to be a simple and obvious way of life. It will be difficult for them to maintain close personal relationships because they will not only have unreasonable and simplistically concrete expectations, but will be unable to understand why such expectations cannot be easily met.

It's not an uncommon tendency for the ESFP to look to their inner world only for feelings that justify their desires and perceptions. However, if this tendency is given free reign, the resulting ESFP personality is too self-centered to be happy or successful. Since the ESFP's dominant function is Extraverted Sensing, they must balance this with an auxiliary Introverted Feeling function which is sufficiently refined to make reasonably objective judgments about the value of the ESFP's actions and the people and things in their life. The ESFP makes value judgments via Introverted Intuition. This is also the ESFP's primary way of dealing with their own internal subjective world. If the ESFP uses Introverted Feeling only to serve the purposes of Extraverted Sensing, then the ESFP is not using Introversion effectively at all. As a result, the ESFP does sufficiently consider the effects of their actions and perceptions sufficiently for a strong value system to arise in their personality. They see nothing but the joys, satisfactions and sensations of the world outside themselves, and deal with feeling only so far as it supports their need for constant stimulation and gratification. These individuals can often come across as coarse and lustful, although can just as easily seem the complete opposite, as refined and tasteful connoisseurs who, nevertheless, at closer quarters reveal their complete indifference to anything but the satisfaction of their own desires.

At this point, I would like the reader to understand that, as with all personality types, serious problems are usually only encountered by those whose dominant function is unusually strongly expressed against the other functions. Such situations are rare and although the problems discussed here can indeed be felt to some level by all ESFP's, most people regardless of their personality type tend toward a balance within both their

personal and worldly relationships which occurs despite differences in personality preference; a balance driven by the need for comfort in others and the human capacity for love. So whilst it is essential for us to fine tune our relationships through knowledge and understanding of our differences and peculiar needs, it is also good for us to remember that the most simple and childlike longings of the heart can also be most powerful guides to happiness.

Solutions

To grow as an individual, the ESFP needs to focus on increasing their self understanding to allow a rational and more objectively reasoned value system to arise within themselves. In order for the ESFP to more validly judge the value of their desires, actions and the things they allow into their world, the ESFP needs to know that their world view is not being threatened but qualitatively reinforced by the strength and objectivity of their judgments. The ESFP must consciously tell himself/herself that a feeling that does not agree with their desires or perceptions of the world is not an indictment of their character but a clue to greater understanding.

The ESFP who is concerned with personal growth will pay close attention to their motivation for valuing certain actions, interests and possessions over others. Do they attend to their feelings to judge such things according to a strong set of values which accords also with the needs of others? Or, do they judge only to support a personal desire? At the moment when something is felt, is the ESFP concerned with adjusting that feeling to fit in with what appears to them as the most important things in the world? Or is she/he concerned with allowing their feelings to be fully realized? To achieve a better understanding of their feelings, the ESFP should try to allow feelings their full force, before setting them against their strong desires. They should be consciously aware of their tendency to discard anything that doesn't agree with their immediate sense of appearance, and work towards lessening this tendency. They should try to see situations from other people's perspectives, without making personal judgments about the situations or the other people's perspectives. In general, they should work on exercising their Feeling in a truly Introverted sense. In other words, they should use Feeling to understand how the world of their perceptions affects their inner life, using it to discover the values that truly matter, rather than simply to support their wishes. The ESFP who successfully creates a strong value system can be quite a powerful force for positive change.

Living Happily in our World as an ESFP

Some ESFP's have difficulty fitting into our society. Their problems are often a result of an uncaring attitude to anything other than the moment, an unawareness of the needs of others, or too simplistic a set of expectations. All of these issues stem from using Introverted Feeling in a diminished manner. An ESFP who uses feeling to judge the value of their perceptions and actions, rather than one who uses it only to support their desires, will have a clearer, more refined appreciation of the world and what it can offer. He or she will also be more aware of how others may feel, and will have more realistic expectations for others' behavior within a relationship. Such well-adjusted ESFP's will fit happily into our society.

Unless you really understand Psychological Type and the nuances of the various personality functions, it's a difficult task to suddenly start to use Feeling in an Introverted direction. It's difficult to even understand what that means, much less to incorporate that directive into your life. For the ESFP, the most important thing is to recognize and understand that Feelings must not be confused with sensations or the emotions they unleash. Quite often we say "it feels good" when we really mean that the sensation we are experiencing is good. The sense of "Feeling" from a psychological viewpoint is that it underlies that rational, judging factor which discriminates rightness or applicability from wrongness or misapplication, guilt from pride etc. With this in mind, I am providing some specific suggestions that may help you to begin exercising your Introverted Feeling:

When a new prospect enters your life and stirs your appetite, sit with it for a moment in your mind and allow yourself to notice whether you have a lurking judgment about it. Try to allow this judgment to come forward on its own behalf and do not try to rationalize it nor be afraid of it. Imagine that you are hearing this judgment from the lips of another person, or perhaps from God, anything to let it be felt objectively within your mind. What is your Feeling function saying about what your exciting new prospect really means to you?

Think of a situation in your life in which you are sharing your joys and enthusiasms with others, perhaps entertaining them. Perhaps you are an entertainer. Watch the looks and body language of others as you speak or perform and notice that not all seem to be offering the same emotional responses to your words or actions. Each one is feeling you a different way, judging you a different way. Try to notice the same function within yourself now, the responsive person within you who is also judging your words and actions. How is he/she reacting to you?

When having a conversation with a friend or relative, dedicate at least half of your time to discovering their values and reasons. Concentrate on really understanding why they feel as they do. Ask questions, and take some time later to ask those same questions of yourself.

Think of the people who are closest to you. As you think of each person, tell yourself "this person has their own life going on, and they are more concerned with their own life than they are with mine." Remember that this doesn't mean that they don't care about you. It's the natural order of things. Try to visualize what that person is doing right now. What are they feeling, what judgments are they possibly making about what is happening to them? Don't compare their situation to your own; just try to discover how you would feel in their situation.

Try to identify the personality type of everyone that you come into contact with for any length of time.

Ten Rules to Live By to Achieve ESFP Success

1. **Feed Your Strengths!** Encourage your natural expressive abilities and hands-on talents. Nourish your appreciation of the world. Give yourself opportunities to enjoy life to the full.
2. **Face Your Weaknesses!** Realize and accept that some traits are strengths and some are weaknesses. Facing and dealing with your weaknesses doesn't mean that you have to change who you are; it means that you want to be the best you possible. By facing your weaknesses, you are honoring your true self, rather than attacking yourself.
3. **Express Your Feelings.** Don't let worries build up inside of you. If you are troubled by doubt or fear, tell those close to you who will listen and offer counsel. Don't make the mistake of "blipping over it" or "sorting it out" some quick fix way.
4. **Listen to Everything.** Try not to accept everything at face value. Let everything soak in and listen to your feelings.
5. **Smile at Criticism.** Remember that people will not always agree with you or understand you, even if they value you greatly. Try to see disagreement and criticism as an opportunity for growth. In fact, that is exactly what it is.
6. **Be Aware of Others.** Remember that there are 15 other personality types out there who see things differently than you see them. Try to identify other people's types. Try to understand their perspectives.

7. Be Accountable for Yourself. Remember that your every word and action affects those around you, so it is important for you to be fully responsible for your self, and to the values you hold.
8. Be Gentle in Your Expectations. You will always be disappointed with others if you expect too much of them. Being disappointed with another person is the best way to drive them away. Treat others with the same gentleness that you would like to be treated with.
9. Assume the Best. Don't distress yourself by assuming the worst. Remember that a positive attitude often creates positive situations.
10. When in Doubt, Ask Questions! If something seems to be wrong and you can't put your finger on it, maybe someone else can. Remember, there are many ways of seeing the world, and perhaps someone else's way will reveal the truth.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

Portrait of an ESTJ - Extraverted Sensing Thinking Judging
(Extraverted Thinking with Introverted Sensing)

The Guardian

As an ESTJ, your primary mode of living is focused externally, where you deal with things rationally and logically. Your secondary mode is internal, where you take things in via your five senses in a literal, concrete fashion.

ESTJ's live in a world of facts and concrete needs. They live in the present, with their eye constantly scanning their personal environment to make sure that everything is running smoothly and systematically. They honor traditions and laws, and have a clear set of standards and beliefs. They expect the same of others, and have no patience or understanding of individuals who do not value these systems. They value competence and efficiency, and like to see quick results for their efforts.

ESTJ's are take-charge people. They have such a clear vision of the way that things should be, that they naturally step into leadership roles. They are self-confident and aggressive. They are extremely talented at devising systems and plans for action, and at being able to see what steps need to be taken to complete a specific task. They can sometimes be very demanding and critical, because they have such strongly held beliefs, and are likely to express themselves without reserve if they feel someone isn't meeting their standards. But at least their expressions can be taken at face-value, because the ESTJ is extremely straight-forward and honest.

The ESTJ is usually a model citizen, and pillar of the community. He or she takes their commitments seriously, and follows their own standards of "good citizenship" to the letter. ESTJ enjoys interacting with people, and likes to have fun. ESTJ's can be very boisterous and fun at social events, especially activities which are focused on the family, community, or work.

The ESTJ needs to watch out for the tendency to be too rigid, and to become overly detail-oriented. Since they put a lot of weight in their own beliefs, it's important that they remember to value other people's input and opinions. If they neglect their Feeling side, they may have a problem with fulfilling other's needs for intimacy, and may unknowingly hurt people's feelings by applying logic and reason to situations which demand more emotional sensitivity.

When bogged down by stress, an ESTJ often feels isolated from others. They feel as if they are misunderstood and undervalued, and that their efforts are taken for granted. Although normally the ESTJ is very verbal and doesn't have any problem expressing themselves, when under stress they have a hard time putting their feelings into words and communicating them to others.

ESTJ's value security and social order above all else, and feel obligated to do all that they can to enhance and promote these goals. They will mow the lawn, vote, join the PTA, attend home owner's association meetings, and generally do anything that they can to promote personal and social security.

The ESTJ puts forth a lot of effort in almost everything that they do. They will do everything that they think should be done in their job, marriage, and community with a good amount of energy. He or she is conscientious, practical, realistic, and dependable. While the ESTJ will dutifully do everything that is important to work towards a particular cause or goal, they might not naturally see or value the importance of goals which are outside of their practical scope. However, if the ESTJ is able to see the relevance of such goals to practical concerns, you can bet that they'll put every effort into understanding them and incorporating them into their quest for clarity and security.

Jungian functional preference ordering:

Dominant: Extraverted Thinking Auxiliary: Introverted Sensing Tertiary: Extraverted Intuition Inferior: Introverted Feeling

ESTJ's generally have the following traits:

- Natural leaders - they like to be in charge
- Value security and tradition
- Loyal
- Hard-working and dependable
- Athletic and wholesome
- Have a clear set of standards and beliefs which they live by
- No patience with incompetence or inefficiency
- Excellent organizational abilities
- Enjoy creating order and structure
- Very thorough
- Will follow projects through to completion
- Straight-forward and honest

Driven to fulfill their duties

ESTJ's have a lot of flexibility in the types of careers that they choose. They are good at a lot of different things, because they put forth a tremendous amount of effort towards doing things the right way. They will be happiest in leadership positions, however, because they have a natural drive to be in charge. They are best suited for jobs which require creating order and structure.

ESTJ Relationships

ESTJ's are very enthusiastic people who are driven to fulfill their obligations and duties, especially those towards their families. Their priorities generally put God first, family second, and friends third. They put forth a tremendous amount of effort to meet their obligations and duties, according to their priorities. They are dedicated and committed to their relationships, which they consider to be lifelong and unalterable. They like to be in charge, and may be very controlling of their mates and children. They have high esteem for traditions and institutions, and expect that their mates and children will support these as well. They have little patience and need for dealing with people who see things very differently from the ESTJ.

ESTJ Strengths

Generally enthusiastic, upbeat and friendly

Stable and dependable, they can be counted on to promote security for their families

Put forth a lot of effort to fulfill their duties and obligations

Responsible about taking care of day-to-day practical concerns around the house

Usually good (albeit conservative) with money

Not personally threatened by conflict or criticism

Interested in resolving conflict, rather than ignoring it

Take their commitments very seriously, and seek lifelong relationships

Able to move on after a relationship breaks up

Able to administer discipline when necessary

ESTJ Weaknesses

Tendency to believe that they are always right

Tendency to need to always be in charge

Impatient with inefficiency and sloppiness

Not naturally in tune with what others are feeling

Not naturally good at expressing their feelings and emotions

May inadvertently hurt others with insensitive language
Tendency to be materialistic and status-conscious
Generally uncomfortable with change, and moving into new territories

What does Success mean to an ESTJ?

People with the ESTJ personality type have a high value for social order and structure. Throughout his or her life, the ESTJ develops a set of judgment standards that they use to order events and impressions that exist in the world. These standards are essentially social principles. The ESTJ believes very strongly in their principles, and strongly disapproves of any violation. The ESTJ believes that their principles define appropriate behavior and attitudes, and therefore should be followed unconditionally. Just as they naturally create rules, and are therefore natural leaders, ESTJ's also believe in following existing social rules. They often lead, but can follow easily if they trust the authority of the system they're following. The ESTJ can be quite harsh about the violation of a principle. It is more important to the ESTJ that the principle is honored than that they consider the position or feelings of the individual who transgressed against the principle. Their harshness of manner may damage personal relationships, until the ESTJ incorporates standards for behavior within personal relationships into their system of social rules. The ESTJ truly enjoys being around other people, and wants to promote traditional relationships. An ESTJ may feel successful if they are able to live their lives within their defined system of principles, but their true and lasting success will come from the ability to create and sustain good and lasting principles, and thus to address all situations in their life adequately and consistently.

Allowing Your ESTJ Strengths to Flourish

As an ESTJ, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and be more content with your role.

Nearly all ESTJ's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

They believe strongly in doing their duty, and perform out of a sense of duty, rather than an expectation of getting something in return.

They usually have a good memory.

They're natural leaders.

They are usually good strategists and "game" players.

They are generally law-abiding and hard working.

They are Loyal -- to their family, friends, country, etc.

ESTJ's who have developed their Introverted Sensing to the extent that they regularly use their tremendous inner stores of data when forming their principles for behavior enjoy these very special gifts:

They understand and create effective and fair principles that are unconditional, and in so doing, they perform a great social service.

They may make outstanding Judges and Politicians.

They live their life in a highly ethical and moral manner.

They are great strategists, and may make great military commanders.

They're able to create systems for behavior to meet all of the needs that they encounter in life. In such a way, they are satisfied because their world is organized in a principle-centric way that is effective and enduring.

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good".

Without "difficult", there would be no "easy". We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

Most of the weaker characteristics that are found in ESTJ's are due to Extraverted Thinking taking over the personality to the extent that other functions work only to serve Extraverted Thinking's agenda. In such cases, an ESTJ may show some or all of the following weaknesses in varying degrees:

May be unaware or uncaring of how they come across to others.

May deliberately bully people into behaving a certain way (with the justification that they're enforcing a principle.)

May quickly dismiss input from others without really considering it.

May have difficulty communicating their thoughts and feelings to others.

Maybe have difficulty understanding the importance of considering people's feelings, and trying to meet their emotional needs.

May hold grudges, and have difficulty forgiving people.

May have an intense and quick temper.

May be highly controlling towards others.

May be unable to place value on individual life.

May be unable to see the long-term impact of their behavior.

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed to the common problem of Extraverted Thinking overtaking the ESTJ personality to the point that all other personality functions exist only to serve Thinking's needs. A healthy and successful personality needs to have a good balance between its dominant and auxiliary functions. For an ESTJ, dominant Extraverted Thinking needs to be well- supported by the auxiliary Introverted Sensing function. If Introverted Sensing exists only to support the agenda of Extraverted Thinking, then neither function is living up to its potential, and the subject ESTJ is not reaching their potential in their job or their personal relationships.

In the case where auxiliary Sensing is underused, the ESTJ will live entirely within the boundaries of their existing principles. They will hold up their own set of principles as an inalienable representation of the Right Thing To Do, and apply everything they encounter in life to this principle system. If they perceive behavior that does not fit into their set of principles, they will ruthlessly judge it and shut down any alternative view of the violation. In being so tied to their Extraverted Thinking process, they lose the ability to truly consider incoming information, and therefore lose the ability to synergize with other people and solve problems in an effective way. Perhaps most importantly, the ESTJ loses the ability to connect with their own Self. They become out of touch with their own personal needs, and dissociated from their core self. The net effect of these happenings is an ESTJ leader who expects absolute adherence to his or her demands; who lacks the ability to see long-range implications associated with these demands; who is unwilling to consider alternate solutions or plans; and who is dissociated from any personal priorities or value system. Such a leader is unlikely to be effective and successful in their job or personal life, although are likely unaware of the reasons for their problems.

It is quite common for people to allow their dominant function to overrule their personality. In the case of the Extraverted Thinker, allowing Thinking to dominate without counter-balance can have great impact on the social interactions of the ESTJ. Female ESTJ's may be viewed as overbearing, controlling, or masculine, and may not be as readily accepted by social standards. This may cause low self- esteem in the female ESTJ. Male ESTJ's are somewhat worse off, because social stereotypes may encourage them that they are entitled to be domineering. They may have no interest in growing beyond their limited outlook.

Extraverted Thinking is a personality function that creates structure by identifying and adhering to logical principles. It is a social form of judgment, in that it is defined by the external world, rather than by an inner sense of right and wrong. The true strength of Extraverted Thinking is its highly ethical nature. It is not swayed by individual appeals -- it believes wholeheartedly in the merit of the Principle. If the Principle exists, then it should be followed. Once the Extraverted Thinking type has identified the principle, it is their business to enforce that principle. The Extraverted Thinker does not expect anything back for living by that principle. It expects that the principle should be respected without condition. In other words, the ESTJ believes that you should do what's right because it is what's right, rather than doing what's right because you want something in return. In this ideal sense, Extraverted Thinking judgment is the cornerstone of laws and legal systems. Extraverted Thinking has much to offer our society, in its purity of intention. Introverted Sensing, the auxiliary function of the ESTJ, is the means of observing data and storing it for future reference. Introverted Sensing is capable of considering and storing huge amounts of data. When this data is fed into the dominant Thinking function, the personality uses real data to form principles and enforce structure upon the world. In the case where the ESTJ has an overly-dominant Thinking function, the importance of the auxiliary Sensing function is reduced. Data cannot be seen outside of its context within a principle. The ESTJ will not be able to see beyond the fact that a principle has been violated. They will be unable to see the data objectively.

Solutions

An ESTJ who is interested in coming into his or her own potential should consciously try to suspend judgment until all of the facts are known. An effective ESTJ is not afraid to redefine principles when information cannot be understood or dealt with effectively within their known systems. Practicing this sort of behavior will help auxiliary Introverted Sensation to flourish, and thereby allow the entire personality to become a more effective and positive force.

For example, an ESTJ friend recently told me that he was convinced that his mother's cleaning lady was a con-artist. I asked him why he thought so, and he said "because she takes money and does absolutely nothing." Apparently the house was not being cleaned to his standards. He believed that the cleaning lady was paid to do a certain job, and he expected that it would be completed to a certain standard for a certain fee. This was his principle. She violated that principle by not doing the job well enough. The fact that she took money for a job that she didn't do was nothing less than criminal behavior to

him. When I asked him if the cleaning lady had been given directions on what specifically to clean, he said he didn't know, but that she was a cleaning lady so she should know what to do (another principle.) We soon discovered that the cleaning lady was paid about half the going rate for her job. When I explored this situation a bit further (out of concern for my friend's mother) I discovered that the cleaning lady had almost no guidance on what to clean, but that she was busy the entire time that she hired, and that she was perhaps not the cleanest of cleaning ladies. When she was given more direction, she performed to a better standard. My assertion that the cleaning lady kept busy the whole time that she was hired was flatly rejected by my ESTJ friend. He would not consider that piece of information, nor would he consider the fact that she was paid much less than the standard rate for cleaning ladies. Within his principle system, she was a con-artist, and he did not consider data that might offer an alternate explanation.

Rather than simply rejecting the new information that became available, my ESTJ friend could have altered his principles slightly to allow for differences in personal capabilities and results amongst individuals, and to allow for the fact that the cleaning lady getting a lower rate of pay did offset the lower quality of service at some level. Using the new data (made available by Introverted Sensing) to tweak and redefine his principles would allow him to create a more effective system of principles that would be better able to handle similar future challenges.

In general, developing Introverted Sensing is the ESTJ's key to optimizing the effectiveness and resiliency of their principles. It will also improve their general balance of character, and therefore open the door to growth within other aspects of their psyche.

Living Happily in our World as an ESTJ

Some ESTJ's have difficulty fitting into our society. Their problems are often associated with being controlling of others, having unreasonable expectations for others' behaviors, failing to consider others' needs and ideas, and generally coming across too strongly. These issues stem primarily from the common ESTJ habit of using Extraverted Thinking in a mode in which it quickly and automatically applies existing principles against the external world, rather than taking the time to weigh their inner data against their principles for behavior. ESTJ's need to be able to use their rich store of internal data to feed their principles. Insisting on adherence to steadfast principles while ignoring factual information is a recipe for trouble, such as we have seen with various dictatorships throughout history. In order to flourish in a healthy way, the ESTJ

has to recognize the importance of their inner data stores, and needs to use all available data to form good principles. In order to accomplish this, the ESTJ needs to recognize the importance of Introversion, and develop the use of their highest introverted function, Introverted Sensing.

Specific suggestions:

Try to gather all available facts before you pass judgment. Ask questions if necessary. Make sure that you understand the idea that is being communicated. After you understand the idea, figure out how it fits into your principle system.

Be willing to create new principles and change existing principles based on new facts.

If you become angry, walk away. When you allow anger to control your actions, you lose, and quite possibly somebody else loses too. After you have dealt with your anger and calmed down, continue with what you were doing.

Try to identify the personality type of everyone that you encounter frequently in your life.

Remember that Intuitives sometimes speak in an indirect, wandering way. Try to have patience with this, and remember that everyone has something to offer.

Remember that you have the most to learn from those people who are very different from you.

They have something to offer you, no matter how difficult it may be for you to see it at first.

Ten Rules to Live By to Achieve ESTJ Success

1. Feed Your Strengths! You have been given the great ability to create logical, ethical principles that transcend personal experience. Allow these principles to be as good as they can be by creating them with consideration for all available data.
2. Face Your Weaknesses! See your weaknesses for what they are, and seek to overcome them. Especially, resist the tendency to judge too quickly, and remember the importance of considering other people's feelings.
3. Talk Through the Facts or write them down. You need to step through the facts in order to define good principles to live by. Verbalizing them or putting them down on paper may be a valuable tool for you.
4. Take in Everything. Don't dismiss ideas prematurely because you think you already know the answer. Seek first to understand, and then to be understood.
5. When You Get Angry, You Lose. Your passion for your principles is admirable, but becomes destructive when you fall into the "Anger Trap." Remember that Anger is destructive to personal relationships, and can be extremely hurtful to

others. Work through your anger before you unleash it upon others. Disagreements and disappointments can only be handled effectively in a non- personal and dispassionate manner.

6. Be Yourself in Relationships Don't expect yourself to be a "touchy-feely" or "warm fuzzy" person. Realize that your most ardent bonds start with the head, rather than the heart. You expect your actions to speak for themselves to your loved ones. This may not be enough for some. Be aware of other's emotional needs, and express your genuine love and respect for them in terms that are real to YOU. Be yourself.
7. Be Accountable for Yourself. Don't blame the problems in your life on other people. Look inwardly for solutions. No one has more control over your life than you have.
8. Be Humble. Judge yourself at least as harshly as you judge others.
9. Resist the Urge to Control Others. You can't force others to adhere to your ways of thinking. You may think that you know what's best for others, but you really only know how they can best act according to your ideas of what is right. Just as you are entitled to live as you see fit, so are they. Instead of judging and controlling others, focus on using your judgment to create better impartial principles.
10. Spend Some Time Alone. Encourage the development of your introverted side. You'll find many tangible benefits to becoming a better-rounded person.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

Portrait of an ESTP - Extraverted Sensing Thinking Perceiving (Extraverted Sensing with Introverted Thinking)

The Doer

As an ESTP, your primary mode of living is focused externally, where you take things in via your five senses in a literal, concrete fashion. Your secondary mode is internal, where you deal with things rationally and logically.

ESTP's are outgoing, straight-shooting types. Enthusiastic and excitable, ESTP's are "doers" who live in the world of action. Blunt, straight-forward risk-takers, they are willing to plunge right into things and get their hands dirty. They live in the here-and-now, and place little importance on introspection or theory. They look at the facts of a situation, quickly decide what should be done, execute the action, and move on to the next thing.

ESTP's have an uncanny ability to perceive people's attitudes and motivations. They pick up on little cues which go completely unnoticed by most other types, such as facial expressions and stance. They're typically a couple of steps ahead of the person they're interacting with. ESTP's use this ability to get what they want out of a situation. Rules and laws are seen as guidelines for behavior, rather than mandates. If the ESTP has decided that something needs to be done, then their "do it and get on with it" attitude takes precedence over the rules. However, the ESTP tends to have their own strong belief in what's right and what's wrong, and will doggedly stick to their principles. The Rules of the Establishment may hold little value to the ESTP, but their own integrity mandates that they will not under any circumstances do something which they feel to be wrong.

ESTP's have a strong flair for drama and style. They're fast-moving, fast-talking people who have an appreciation for the finer things in life. They may be gamblers or spendthrifts. They're usually very good at story telling and improvising. They typically make things up as they go along, rather than following a plan. They love to have fun, and are fun people to be around. They can sometimes be hurtful to others without being aware of it, as they generally do not know and may not care about the effect their words have on others. It's not that they don't care about people; it's that their decision-making process does not involve taking people's feelings into account. They make decisions based on facts and logic.

ESTP's least developed area is their intuitive side. They are impatient with theory, and see little use for it in their quest to "get things done". An ESTP will occasionally have strong intuitions which are often way off- base, but sometimes very lucid and positive. The ESTP does not trust their instincts, and is suspicious of other people's intuition as well.

The ESTP often has trouble in school, especially higher education which moves into realms where theory is more important. The ESTP gets bored with classes in which they feel they gain no useful material which can be used to get things done. The ESTP may be brilliantly intelligent, but school will be a difficult chore for them.

The ESTP needs to keep moving, and so does well in careers where he or she is not restricted or confined. ESTP's make extremely good salespersons. They will become stifled and unhappy dealing with routine chores. ESTP's have a natural abundance of energy and enthusiasm, which makes them natural entrepreneurs. They get very excited about things, and have the ability to motivate others to excitement and action. They can sell anyone on any idea. They are action-oriented, and make decisions quickly. All-in-all, they have extraordinary talents for getting things started. They are not usually so good at following through, and might leave those tasks to others. Mastering the art of following through is something which ESTP's should pay special attention to.

ESTP's are practical, observant, fun-loving, spontaneous risk-takers with an excellent ability to quickly improvise an innovative solution to a problem. They're enthusiastic and fun to be with, and are great motivators. If an ESTP recognizes their real talents and operates within those realms, they can accomplish truly exciting things.

Jungian functional preference ordering:

Dominant: Extraverted Sensing

Auxiliary: Introverted Thinking Tertiary: Extraverted Feeling Inferior: Introverted Intuition

ESTP's generally have the following traits:

- Action-oriented

- Live in the present moment

- Dislike abstract theory without practical application

- Like to see immediate results for their efforts

- Fast-paced and energetic

- Flexible and adaptable

Resourceful
Seldom work from a plan - make things up as they go
Fun to be around
Highly observant
Excellent memory for details
Excellent people skills
Good-natured
Excellent ability to see an immediate problem and quickly devise a solution
Attracted to adventure and risk
May be flashy or showy
Like initiating things - not necessarily following them through to completion

ESTP's have some advantageous traits which are unique to their personality type. Their skills of observation make them extremely good at correctly analyzing and assessing other peoples' motives or perspectives. Their people skills allow them to use this knowledge to their advantage while interacting with people. For this reason, ESTP's are excellent salespeople. They also have a special ability to react quickly and effectively to an immediate need, such as in an emergency or crisis situation. This is a valuable skill in many different professions, perhaps most notably in action-oriented professions, such as police work. ESTP's enjoy new experiences and dealing with people, and dislike being confined in structured or regimented environments. They also want to see an immediate result for their actions, and don't like dealing with a lot of high-level theory where that won't be the case. For these reasons, they should choose careers which involve a lot of interaction with people, and do not require performing a lot of routine, detailed tasks.

ESTP Relationships

ESTP's are gregarious and fun-loving individuals who want to make the most of every moment. They love action, and always seem to be doing something. This enthusiasm is carried over to their personal relationships, which they approach with the desire to make the most of their relationships on a daily basis. They tend to get bored easily, and may be prone to switching relationships frequently unless they find an outlet for their boredom elsewhere. They approach life on a day-by-day basis, so long-term commitments are not naturally comfortable for the ESTP. They may feel tremendously committed, but they want to take their commitments day by day.

ESTP Strengths

- Can be quite charming
- Witty, clever, and popular
- Earthy and sensual
- Not personally threatened by conflict or criticism
- Excellent and clear-headed dealing with emergency situations
- Enthusiastic and fun-loving, they try to make everything enjoyable
- As "big kids" themselves, they're eager, willing and able to spend time with their kids
- Likely to enjoy lavishing their loved ones with big gifts (both a strength and a weakness)

ESTP Weaknesses

- Not naturally in tune with what others are feeling
- Not naturally good at expressing feelings and emotions
- May inadvertently hurt others with insensitive language
- May be very good with money, but highly risky with it as well
- Living in the present, they're not usually good long-range planners
- May fall into the habit of ignoring conflict, rather than solving it
- Don't naturally make lifelong commitments - they take things one day at a time
- Prone to get bored easily
- More likely than other type to leave relationships quickly when they get bored
- Likely to enjoy lavishing their loved ones with big gifts (both a strength and a weakness)

What does Success mean to an ESTP?

With a dominant function of Extraverted Sensing, and an auxiliary function of Introverted Thinking, people with the ESTP personality type have a heightened need for sensory experience and for tactile engagement with their physical environment. The ESTP is most comfortable when they can treat life as a big game in which they must be quick to use their skills in order to win. In such a game-playing scenario, the ESTP is most likely to be the winner, as no other personality type is as quick on their feet as the ESTP.

ESTP's have an amazingly ability to size up people in an instant and come up with an accurate ballpark understanding of where they are coming from. The ESTP cannot help using this skill, it is natural for them, but it brings them great satisfaction to be able to use this skill to enact some personal gain, or to "win the game." The ESTP is

also strongly driven to tangibly interact with their immediate physical environment. This need manifests itself in many ways, most commonly as an attraction to sports or physical challenges, and as a desire to always be doing something. ESTP's are the great Doers. If you want to make something happen quickly, ask an ESTP. These inherent skills make the ESTP likely to find success professionally as salespeople or professional athletes. However, any career that capitalizes on their people skills or their ability to maneuver within their physical world AND gives them immediate feedback is likely to be a good fit for the ESTP.

The ESTP's need to be engaged with their immediate, external world makes success on a personal level more challenging. They feel happiest when they are outside of themselves, but personal success requires going within to get to know the self. However, once these needs are recognized, they are not mutually exclusive. The ESTP who feeds their constant drive for new sensory experiences as well as their need for real reflection upon those experiences and impressions will find a deeper level of personal satisfaction than the ESTP who allows his immediate needs for sensory experiences to yank him about.

However, even those ESTP's who have developed their ability to reflect on matters will always be connected at some base level to the strong desire for new experiences, and will get their "bread and butter" feelings of success from conquering challenges in their physical environment. ESTP's need to know they've got the goods, won the moment, done the job. Once given a task that intrigues them, or having discovered something new to be tried, very little will stop them from doing all they can to meet the challenge, and thereby achieve what they consider to be a personal success. Success to an ESTP is usually not measured in ongoing terms, but in transient moments of achievement, moments which bring the ESTP the needed feeling of having won the day.

Allowing Your ESTP Strengths to Flourish

As an ESTP, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and be more content with your role.

Nearly all ESTP's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

A great talent for reading people and knowing "where they're at" by just watching their

behavior and mannerisms.

The ability to draw upon an extremely detailed and ready knowledge of the physical world around them at a moment's notice.

A competitive flair which drives them to win out in difficult situations. ESTP's love to have the odds stacked against them, which makes them great troubleshooters or the type of salespeople who can cold canvass a winning deal from the hardest client.

A mental toughness which makes them extremely hard to beat. In any contest, the ESTP will almost always be the last man standing.

A strong, "get after it" mentality that causes them to get things done.

ESTP's who have developed their Introverted Thinking to the extent that they consider what their perceptions mean to them and discriminate carefully between the options available rather than simply flowing with the process of the moment, will enjoy these very special gifts:

The ability to recognize when others are uncomfortable or in trouble and deal with their problems.

The ability to realize that there is value in meeting other people's needs in a real way.

An understanding that other people may have a different perspective on life, and those other perspectives may be useful and valid.

An ability to make the most of their winning capabilities over a long term.

A special talent for showing others how to make the most of situations. Such ESTP's can be extraordinary teachers of positive life skills.

A knack for showing not only how certain things can be done, but how they can be done in a far more valuable or efficient way. Such ESTP's are an asset to any company involved in manufacturing.

A skill for understanding the behavior of people and predicting patterns. ESTP's can make very good detectives or analysts.

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good". Without "difficult", there would be no "easy". We value our strengths, but we often curse or simply ignore our weaknesses. To grow as a person and get what we want out of life, we must certainly exploit our strengths, but we must also face our weaknesses and deal with them. That means taking a hard look at the potential problem areas in our personality type.

It is important to realize that type weaknesses are just the blind spots behind our stronger character traits, and that the more undesirable characteristics specific to a type are usually limited to those people whose type is heavily expressed, and then only if

circumstances have combined to narrow or circumvent that person's natural development. So in reading what follows, it is worth remembering that, in describing these typical tendencies and the negative patterns of behavior which can flow from them, we are building an understanding for positive development. Every person is differently made, and we must always remember that these so called "weaknesses" are the unavoidable, understandable and natural characteristics of our type.

Most of the weaker characteristics found in ESTP's result from Extraverted Sensing dominating their personality and co-opting the usefulness of their other functions, whilst some other difficulties stem directly from the ESTP's inability to use their less adapted functions of Extraverted Feeling and Introverted Intuition. Either singly or in combination, these ESTP traits cause most or all of the following weaknesses in varying degrees:

Can become morose or even antagonistic in situations offering little promise of advantage or the possibility to "do something."

May be manipulative, taking advantage of other people's weaknesses for their own gain.

May be unwilling or unable to plan anything in advance themselves, or to follow other's careful plans.

Can be overconfident of their own cunning or ability, ignoring problems which eventually catch up with them on their blind side.

May find it difficult or be actually unwilling to follow through where an ongoing commitment is expected.

In relationship situations may be overbearing, demanding and/or uncaring of the feelings of their partner.

When alone or in reduced circumstances may be subject to dark or morbid feelings about themselves.

May be unable to maintain employment for any length of time, losing credibility with potential employers or clients by job hopping.

May become so engrossed in challenging activities that they lose all sense of proportion, neglecting themselves and their relationships.

Without challenges of their own, may become focused on the behavior of others, particularly that of family or employees, insisting that they live up to what the ESTP sees as the proper code or level of accomplishment.

Explanation of Problems

Because the ESTP is driven to experience the world through concrete sensation, their need for sensual experience combines with the possibilities of the moment to provide

everything they feel is necessary to life. Using Introverted Thinking only to justify or enhance their sensual needs, the ESTP can easily flow with the world in a reckless manner, their own behavior mapped and justified by a ruling grid locked only to the objective action of the moment. Many of the difficulties described above flow from this common ESTP trait of attending only to the world and the people around them for the sake of satisfying their constant need for fresh experiences and new conquests. For the ESTP who lacks the support of a well adapted rational, judging function, the objective world remains an endlessly fascinating playground, where the constantly changing rules of the game often provide the only real codes of conduct they live by.

Without a well developed Introverted Thinking function enabling the ESTP to reflect upon the consequences of their actions and desires, the feelings and needs of others can seem of little concern to them. Often, those who cannot match the ESTP round for round are considered persons of little consequence, or valued only as useful pawns in an endless game of one-upmanship where the gratification of the ESTP's needs is the only object. In addition to this, because Feeling is the ESTP's tertiary function, its judgments tend to be colored by the unconscious background, which means that it is often used negatively. In responding to the ESTP's sense driven thinking assessments, such a feeling function plays down empathy and enhances the maintenance of negative feelings about others, particularly when they do not "go along" with the ESTP's primary function driven ways and needs.

Under such conditions the strongly expressing ESTP, whose auxiliary Introverted Thinking function serves only to make biased, supportive, "correct" judgments about their own behavior, will often "stand outside the circle", their biased judgments reducing others to a mere audience, expected to support the ESTP's notions without question. In relationships this can be a danger, for it means the ESTP will rarely accede to the feeling based demands of others, nor give credit to those ideas which arise from an intuitive outlook on life. Their behavior in this regard often borders on outright contempt or a sullen refusal to accept anything outside their own purview.

Such strongly expressing ESTP's can sometimes find themselves without any truly close relationships, for their behavior often provides a strong signal to others, who sense that "here be dragons", and consequently offer as little as possible of their personal feelings or worldly knowledge as grist to the ESTP's one-upmanship mill. Under these circumstances, whilst the ESTP may have lots of acquaintances and partners in fun, there will be very few who will befriend them at any truly supportive, emotional level.

Apart from the reasons given above, some narrowly expressing ESTP's can sometimes find themselves isolated because of the unusual things they believe about people and the world - particularly in regard to the reasons they believe certain things happen. The ESTP is extremely familiar with the workings of the immediate, rational world of the senses, but because their Intuition is a virtually unconscious function, their ideas about things outside their ken can quite often be extraordinarily quaint, superstitious or just downright bizarre, and their thinking can weave some amazing logic to support these beliefs. This rarely affects their day to day life, for these ideas and superstitions quite often support their keenness and abilities, but in a situation where truly intuitive or theoretical notions are considered relevant and important, the ESTP can find themselves very much the odd man out.

Of all the personality types, the strongly expressing ESTP can be the hardest to convince that their world view is not the only valid one; that it does not necessarily spring from the best and only way to be; that everyone else in the world that is "normal" does not approach life in the same way as the ESTP.

Solutions

To grow as an individual, the ESTP needs to focus on freeing their thinking from the control of Extraverted Sensing and allow them the space to make careful, rational judgments. Not only about the immediate, external situation, but also about the ways in which it can be managed to create a more valuable, long term result. The ESTP's capacity to do this is innate; it hides just beneath the surface and takes only a few deliberate moments to allow it to work. All the ESTP needs to do is to recognize the difference between thinking with the moment, with the subject of their immediate sense impressions, and the thinking they do when nothing else grasps their attention. The ESTP needs to recognize that the second kind of thinking, this "alone with self" space, is full of potential for careful judgment of their actions and consideration of the best course for the future. Introverted Thinking is in truth the ESTP secret weapon. It is Introverted Thinking working in the background of their life which makes the ESTP such a potent personality. Bringing it into the foreground, allowing its power to be no longer a secret to them is the key to ESTP development.

I want to offer the ESTP some specific suggestions and advice here, for bringing the value of introspection into focus it isn't just a matter of flipping a switch in the head. One of the reasons for this is that, when uncoupled from the fascinations of the outer world and reality, the ESTP's Introverted Thinking tends to get caught up in the

negative judgments and images which flow from their feeling and intuitive functions; all too easily falling into a cloudy, uncertain world of anxieties and sinister implications. The ESTP's inner space needs to be cleared of this often childish and ill-informed miasma of negativity. So it is necessary to reassure yourself, to calmly and decisively insist upon quiet in your inner mind, and have faith that all concerns will be taken care of by the "adult of the household" (the mature version of Introverted Thinking.)

Turning off the world and getting into your own space can be difficult at the beginning, but it provides the greatest rewards. For the ESTP doesn't need to learn how to think, they already do it extremely well – they just need to turn their thinking upon themselves. They need to measure and evaluate their usefulness, their actions, their relationships in ways that look for quality, and in ways to offer value to all things and people in their lives.

Challenge yourself. Challenges are simple stuff for the ESTP, and all it really takes is a few moments of reflection each day. Ask yourself regularly: "What am I doing? Why am I doing it? Who benefits from it?" Ask these questions in every type of situation, and discover how the answers begin showing a path toward not only greater understanding of self and others, but also show ways to include others in a relationship with your whole self. Soon you will discover your feelings and intuitions coming on board with a more positive and inclusive force. Growing yourself soon becomes easy, because it just takes the simple routine of letting your innate power of considered thought work upon your own life, rather than only using it to support what's going on outside. Think about it.

Living Happily in our World as an ESTP

ESTP's usually have a strong group of supporters, both at work and socially. They are often popular, their appeal is magnetic and they attract those who would like to do the things they can do. The problems the ESTP has fitting into the world tend to be related to the flip side of this attractive and challenging exterior, for the deeper and more intimate side of people tends to avoid them, just as the ESTP tends to avoid the deeper connections. ESTP's have no trouble attracting lovers and admirers, they simply have trouble keeping them, for once relationships begin to demand constancy and deep, feeling based connections, the ESTP is often left wondering what the fuss was about. Their inadequacy in this regard can often make others feel they are lacking any real feelings or desire for commitment, whilst the truth is that they simply do not know the path to such things without a long and difficult learning period. They are more

frightened of feelings rather than unable to feel, they are more timid of commitment rather than unable to commit. In relationships the ESTP needs reassurance, but all too often their needs are unspoken and interpreted as inabilities.

Specific Suggestions:

Ask yourself what you want from a long term relationship. Now turn this around and see how your requirements compare with others. Are you being realistic? Have you forgotten to include the needs of others in your ideal relationship? Are you afraid of the things you need to offer, or are you just afraid that in offering them you will lose something?

Always remember, that a relationship which adds to your personal skills and life is a valuable one, while a relationship which limits your ability to be yourself is not going to work. Now try to see how your own demands and needs might add to another, and what they might take away from them.

Don't be afraid of letting your feelings show, even if they frighten you for their weakness or showing your own vulnerability. More often than not, such honesty is the beginning of the kind of relationship that can lead you to grow.

Your best partner is going to be the one who fills your private space, your thinking space, as well as your senses. Try to talk to others about what you think. Discover yourself in your thoughts and let relationships grow through your letting the other person into your inner world. Discuss your fears and limits and discover the strength available to you from the support of another who may have what you need.

Ten Rules to Live By to Achieve ESTP Success

1. **Feed Your Strengths!** Give yourself every opportunity to show your innate skills. If you are not in a relationship or a job which allows this to happen, it might be time to discover ways to change this. Remember, your strengths derive from being able to deal with the world, with situations where getting things done, where opportunities to surmount difficulty exist.
2. **Face Your Weaknesses.** Try to be straight up with yourself. You have limitations others find as strengths. So what? You don't have to hide behind a curtain of fear just because you have difficulty with feelings or sorting out your inner perceptions. Allow yourself to be who you are and at the same time let others help you be more honest with your limitations.

3. **Talk About Your Thoughts.** Discussing your ideas and perceptions with others will help you to develop your separate, inner reality, make you a “real” person to them even without all that external activity. How well you use your auxiliary function is very important to your overall health and happiness.
4. **Don't Be Afraid to Show Emotion.** Your inferior functions want you to be still a child inside, and that makes you run, that makes you want to prove yourself even more. You don't have to prove anything to anyone in this regard. Everyone feel emotion and everyone is a little child inside. Find those people whose eyes tell you that you are not alone, and let them hear your child's voice.
5. **Respect Your Need for Action.** Understand that you need to be actively working with your environment to be "in the groove" with life. Don't chastise yourself for not being the sort to sit around and read a book or watch a movie. Choose a partner and companions who value active lifestyles, but remember to allow yourself time out to consider how their input into your life will change it. Don't just follow your nose – life is not an endless party or expedition.
6. **Recognize the Differences in Others.** Realize that everyone is different, not just a little different, but very different. Everyone has their place and value. You need to notice those values and places, places where you cannot easily fit. You can learn from these people, for they have gifts you can use, gifts they offer simply by being who they are. Try figuring out their psychological type for yourself and notice how certain types can lift you out of negative feelings just by being who they are.
7. **It's OK to Get Out of your Comfort Zone.** Understand that the only way to grow is to get outside of your comfort zone. If you're uncomfortable with an idea or situation because you're not sure how to act, that's good! That's an opportunity for growth.
8. **Identify and Express Your Feelings.** You may have a hard time figuring out exactly how you feel about someone that you're involved with. It's important that you do figure this out. Don't lead someone on with your ambivalence. If you determine that you value the person, tell them so every time you think of it. This is the best way to make them feel secure in your affections, and so to promote a long-lasting relationship.
9. **Be Aware that You can Fail, and that it is OK.** Not every mountain can be climbed, not every customer will be satisfied, no matter how hard you try or no matter what tricks you bring to bear. Getting beaten is an opportunity to reflect upon what is important, what really matters in life. Next time you will take up a challenge more worthy of your skills, and more valuable to others. You can be a champion, and it will be at your own game. Try to let it be a game of life, where everyone wins if you do.

10. Assume the Best. Don't distress yourself with fear and dark imaginings. Expect the best, and the best will come.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

Portrait of an INFJ Introverted iNtuitive Feeling Judging (Introverted Intuition with Extraverted Feeling)

The Protector

As an INFJ, your primary mode of living is focused internally, where you take things in primarily via intuition. Your secondary mode is external, where you deal with things according to how you feel about them, or how they fit with your personal value system.

INFJ's are gentle, caring, complex and highly intuitive individuals. Artistic and creative, they live in a world of hidden meanings and possibilities. Only one percent of the population has an INFJ Personality Type, making it the rarest of all the types.

INFJ's place great importance on having things orderly and systematic in their outer world. They put a lot of energy into identifying the best system for getting things done, and constantly define and re-define the priorities in their lives. On the other hand, INFJ's operate within themselves on an intuitive basis which is entirely spontaneous. They know things intuitively, without being able to pinpoint why, and without detailed knowledge of the subject at hand. They are usually right, and they usually know it. Consequently, INFJ's put a tremendous amount of faith into their instincts and intuitions. This is something of a conflict between the inner and outer worlds, and may result in the INFJ not being as organized as other Judging types tend to be. Or we may see some signs of disarray in an otherwise orderly tendency, such as a consistently messy desk.

INFJ's have uncanny insight into people and situations. They get "feelings" about things and intuitively understand them. As an extreme example, some INFJ's report experiences of a psychic nature, such as getting strong feelings about there being a problem with a loved one, and discovering later that they were in a car accident. This is the sort of thing that other types may scorn and scoff at, and the INFJ themselves does not really understand their intuition at a level which can be verbalized. Consequently, most INFJ's are protective of their inner selves, sharing only what they choose to share when they choose to share it. They are deep, complex individuals, who are quite private and typically difficult to understand. INFJ's hold back part of themselves, and can be secretive.

But the INFJ is as genuinely warm as they are complex. INFJ's hold a special place in the heart of people who they are close to, who are able to see their special gifts and depth of caring. INFJ's are concerned for people's feelings, and try to be gentle to avoid

hurting anyone. They are very sensitive to conflict, and cannot tolerate it very well. Situations which are charged with conflict may drive the normally peaceful INFJ into a state of agitation or charged anger. They may tend to internalize conflict into their bodies, and experience health problems when under a lot of stress.

Because the INFJ has such strong intuitive capabilities, they trust their own instincts above all else. This may result in an INFJ stubbornness and tendency to ignore other people's opinions. They believe that they're right. On the other hand, INFJ is a perfectionist who doubts that they are living up to their full potential. INFJ's are rarely at complete peace with themselves - there's always something else they should be doing to improve themselves and the world around them. They believe in constant growth, and don't often take time to revel in their accomplishments. They have strong value systems, and need to live their lives in accordance with what they feel is right. In deference to the Feeling aspect of their personalities, INFJ's are in some ways gentle and easy going. Conversely, they have very high expectations of themselves, and frequently of their families. They don't believe in compromising their ideals.

INFJ is a natural nurturer; patient, devoted and protective. They make loving parents and usually have strong bonds with their offspring. They have high expectations of their children, and push them to be the best that they can be. This can sometimes manifest itself in the INFJ being hard-nosed and stubborn. But generally, children of an INFJ get devoted and sincere parental guidance, combined with deep caring.

In the workplace, the INFJ usually shows up in areas where they can be creative and somewhat independent. They have a natural affinity for art, and many excel in the sciences, where they make use of their intuition. INFJ's can also be found in service-oriented professions. They are not good at dealing with minutia or very detailed tasks. The INFJ will either avoid such things, or else go to the other extreme and become enveloped in the details to the extent that they can no longer see the big picture. An INFJ who has gone the route of becoming meticulous about details may be highly critical of other individuals who are not.

The INFJ individual is gifted in ways that other types are not. Life is not necessarily easy for the INFJ, but they are capable of great depth of feeling and personal achievement.

Jungian functional preference ordering:

Dominant: Introverted Intuition

Auxiliary: Extraverted Feeling Tertiary: Introverted Thinking Inferior: Extraverted Sensing

INFJ's generally have the following traits:

Intuitively understand people and situations

Idealistic

Highly principled

Complex and deep

Natural leaders

Sensitive and compassionate towards people

Service-oriented

Future-oriented

Value deep, authentic relationships

Reserved about expressing their true selves

Dislike dealing with details unless they enhance or promote their vision

Constantly seeking meaning and purpose in everything

Creative and visionary

Intense and tightly-wound

Can work logically and rationally - use their intuition to understand the goal and work backwards towards it

The INFJ is a special individual who needs more out of a career than a job. They need to feel as if everything they do in their lives is in sync with their strong value systems - with what they believe to be right. Accordingly, the INFJ should choose a career in which they're able to live their daily lives in accordance with their deeply-held principles, and which supports them in their life quest to be doing something meaningful. Since INFJ's have such strong value systems, and persistent intuitive visions which lend them a sense of "knowing", they do best in positions in which they are leaders, rather than followers. Although they can happily follow individuals who are leading in a direction which the INFJ fully supports, they will very unhappy following in any other situation.

INFJ Relationships

INFJ's are warm and affirming people who are usually also deep and complex. They're likely to seek out and promote relationships that are intense and meaningful. They tend to be perfectionists, and are always striving for the Ultimate Relationship. For the most part, this is a positive feature, but sometimes works against the INFJ if they fall into the habit of moving from relationship to relationship, always in search of a more perfect

partner. In general, the INFJ is a deeply warm and caring person who is highly invested in the health of their close relationships, and puts forth a lot of effort to make them positive. They are valued by those close to them for these special qualities. They seek long-term, lifelong relationships, although they don't always find them.

INFJ Strengths

- Warm and affirming by nature
- Dedicated to achieving the ultimate relationship
- Sensitive and concerned for others' feelings
- Usually have good communication skills, especially written
- Take their commitments very seriously, and seek lifelong relationships
- Have very high expectations for themselves and others (both a strength and weakness)
- Good listeners
- Are able to move on after a relationship has ended (once they're sure it's over)

INFJ Weaknesses

- Tendency to hold back part of themselves
- Not good with money or practical day-to-day life necessities
- Extreme dislike of conflict and criticism
- Have very high expectations for themselves and others (both a strength and weakness)
- Have difficulty leaving a bad relationship

What does Success mean to an INFJ?

People with the INFJ personality type are intense and often are perfectionists. They have deep insights into many aspects of life, and usually have very high standards for their own understanding and accomplishments, as well as those of others. They are service-oriented and empathetic to other individuals. The INFJ strives for the ideal in every aspect of their life. An INFJ's feeling of success is centered on their own level of understanding and accomplishment, their usefulness or service to others, and the condition of their personal relationships. The INFJ feels successful when they have used their very deep understanding of something to do a real service for someone. We often see INFJ personality types as counselors and teachers, or in the medical and health fields.

Allowing Your INFJ Strengths to Flourish

As an INFJ, you have gifts that are specific to your personality type that aren't natural

strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and be more content with your role.

Nearly all INFJ's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

They're extremely insightful, and see things that are not obvious to others. This ability to see patterns and meanings in the world can help the INFJ in many different ways. INFJ's usually have a great deal of insight into different people and situations.

When given a goal or context, an INFJ is able to generate all kinds of possibilities. They're able to see the problem from many different angles.

They understand how others are feeling, and are genuinely concerned with others. This natural empathy and caring helps to be really effective at helping others through problems. In this manner, they make great friends, counselors, teachers, and mates.

An INFJ has a "stick to it" attitude. They're not afraid of hard work, and will put forth a great deal of effort towards something that they believe in. This persistence will help the INFJ to achieve an identified goal.

Perfectionistic and idealistic, they always strive for the best.

Usually intelligent and able to concentrate and focus, the INFJ can usually grasp difficult ideas and concepts.

INFJ's who have a well-developed Extraverted Feeling function to complement their dominant Introverted iNtuition will enjoy these very special gifts:

They can turn their insightful understanding about a situation into a successful plan of action.

The INFJ with well-developed judgment will be able to grasp and process concepts that are beyond what their natural intelligence appears to be able to handle.

They may achieve a level of understanding that makes them appear wise.

The INFJ's perfectionism and idealism, when combined with their empathy and genuine concern for others, can cause them to be true servants for people in some fashion. They may be great doctors or ministers or counselors. If they have also achieved a good amount of life wisdom, they can become powerful forces.

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good".

Without "difficult", there would be no "easy". We value our strengths, but we often

curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

INFJ's are rare and intelligent people with many special gifts. This should be kept in mind as you read some of the more negative material about INFJ weaknesses. Remember that these weaknesses are natural. We offer this information to enact positive change, rather than as blatant criticism. We want you to grow into your full potential, and be the happiest and most successful person that you can become.

Most of the weaker characteristics that are found in INFJ's are due to their dominant function (Introverted iNtuition) overtaking their personality to the point that the other forces in their personality exist merely to serve the purposes of Introverted iNtuition. In such cases, an INFJ may show some or all of the following weaknesses in varying degrees:

- May be unaware (and sometimes uncaring) of how they come across to others

- May quickly dismiss input from others without really considering it

- May apply their judgment more often towards others, rather than towards themselves

With their ability to see an issue from many sides, they may always find others at fault for any problems in their lives

- May have unrealistic and/or unreasonable expectations of others

- May be intolerant of weaknesses in others

- May believe that they're always right

- May be obsessive and passionate about details that may be unimportant to the big picture

- May be cuttngly derisive and sarcastic towards others

- May have an intense and quick temper

- May be tense, wound up, have high blood pressure and find it difficult to relax

- May hold grudges, and have difficulty forgiving people

- May be wishy-washy and unsure how to act in situations that require quick decision making

- May have difficulty communicating their thoughts and feelings to others

- May see so many tangents everywhere that they can't stay focused on the bottom line or the big picture

Explanation of Problems

Most of the problems described above are a result of Introverted iNtuition overtaking the INFJ's personality to the point that all of the other functions become slaves to Introverted iNtuition. A healthy personality needs to have a good balance between its dominant and auxiliary functions. For an INFJ, the dominant Introverted iNtuition needs to be well-supported by the auxiliary Extraverted Feeling function. If Extraverted Feeling exists only to support the desires of Introverted iNtuition, then neither function is being used to its potential.

Introverted iNtuition is a personality function that constantly gathers information, and sees everything from many different perspectives. As the dominant player in a personality, it has the effect of constantly bombarding the psyche with new information to consider. Introverted iNtuition is sort of like a framework for understanding that exists in the mind. As something is perceived, it is melded into the existing intuitive framework. If an entirely new piece of information is perceived by the Introverted iNtuitive, that person must redefine their entire framework of reference. So, Introverted iNtuitives are constantly taking in information about the world that needs to be processed in a relatively lengthy manner in order to be understood. That presents quite a challenge to the INFJ. It's not unusual for an INFJ to feel overwhelmed with all of the things that he or she needs to consider in order to fully understand an idea or situation.

When Introverted iNtuition dominates the INFJ such that the other functions cannot serve their own purposes, we find the INFJ cutting off information that it needs to consider. If the psyche is presented with information that looks anything like something that Introverted iNtuition has processed in the past, it uses Extraverted Feeling to quickly reject that information. The psyche uses Extraverted Feeling to reject the ideas, rather than taking the information into its intuitive framework, and therefore potentially causing that framework to be reshaped and redefined.

Using Extraverted Feeling in this manner may effectively serve the immediate needs of Introverted iNtuition, but it is not ideal. It causes the INFJ to not consider information that may be useful or critical in developing a real understanding of an issue. It may cause the INFJ to come off as too strongly opinionated or snobbish to others.

The better use of Extraverted Feeling for an INFJ would be to use it to assess the INFJ's rich insights and weigh them against the external world. When the INFJ personality uses Extraverted Feeling to cut off incoming information, rather than to judge internal intuitions, it is effectively cheating itself. It's like getting the answers to a

test without having to really understand the questions. It's easier to get the answer right away, rather than to have to figure everything out. For the INFJ, who has a tremendous amount of information and "studying" that needs to be done, it's very tempting to take shortcuts. Most INFJ's will do this to some extent. The real problems occur when an INFJ personality has become so imbalanced that its owner is extremely self-important and rarely consider anyone else's opinions or ideas.

Solutions

To grow as an individual, the INFJ needs to focus on applying their judgment to things only after they have gone through their intuition. In other words, the INFJ needs to consciously try not to use their judgment to dismiss ideas prematurely. Rather, they should use their judgment against their own ideas. One cannot effectively judge something that they don't understand. The INFJ needs to take things entirely into their intuition in order to understand them. It may be necessary to give your intuition enough time to work through the new information so that it can rebuild its global framework of understanding. INFJ's need to focus on using their judgment not to dismiss ideas, but rather to support their intuitive framework.

An INFJ who is concerned with personal growth will pay close attention to the subject of their judgments, and their motivation for making judgments. Are they judging something external to themselves, or are they judging something that they have sifted through their intuition? Is the motivation for judging something to be able to understand its usefulness in the world, or to dismiss it? Too often, an INFJ will judge something without properly understanding it, and with the intention of dismissing it. Seek first to understand, then to judge.

Living Happily in our World as an INFJ

Some INFJ's have difficulty fitting into our society. Their problems are generally associated with not knowing (or caring) how they come across to others, and with having unreasonable expectations for others' behaviors. Both of these issues stem from using Extraverted Feeling primarily to dismiss external ideas, rather than to sort through their own intuitions.

An INFJ who uses Extraverted Feeling in this diminished manner may become so strongly opinionated that they form rigid and unreasonable expectations for others. They may feel so strongly about things that they become very passionate and agitated when they feel that something has gone wrong. In these cases, it's not uncommon for the INFJ to express their displeasure with biting sarcasm. They become so emotionally

upset that they are generally not aware of how their behavior comes across to others. Even if the consequences of their attitude and behavior are pointed out to them, they may be agitated to the point that they don't care. This kind of situation can be devastating to the INFJ on many levels, and should be avoided. There isn't much that can be done once the INFJ has reached the point where they are too upset to care about others, but the INFJ can prevent this problem from occurring by ensuring that they never get to that point.

How can you, as an INFJ, ensure that you won't get that upset? It probably seems to you that these kinds of upsets are caused by external circumstances and situations. Well, that's not really true. It's true that things will happen over which you have no control. But you certainly have control over how you perceive these things, or more appropriately, how you **judge** these things.

Specific suggestions:

Take care to listen to someone's idea entirely before you pass judgment on it. Ask questions if necessary. Do whatever it takes to make sure that you understand the idea. Try not to begin judging anything about the idea until you have understood it entirely.

Before you begin talking to another person, pause for a moment and look at that person. Take in that person's attitude and feelings at that moment. Be aware of the person with whom you're speaking.

If you become upset, walk away immediately. DO NOT express anger. When you get angry, you lose. After you have calmed down, apologize for leaving and continue with what you were doing.

Try to identify the personality type of everyone that you encounter frequently in your life. Remember that people with the Sensing preference need to be communicated with in a direct, concise manner. Speak plainly and simply with Sensors, giving "yes" or "no" answers.

Try to be on good terms with all people, even those that you consider beneath you. Try to understand that everybody has something to offer.

Ten Rules to Live By to Achieve INFJ Success

1. Feed Your Strengths! Do things that allow your brilliant intuition and service-oriented manner to flourish.

2. **Face Your Weaknesses!** See your weaknesses for what they are, and seek to overcome them. Especially, strive to use your judgment against your internal ideas and intuitions, rather than as a means of disregarding other people's ideas.
3. **Talk Through Your Thoughts.** You need to step through your intuitions in order to put them into perspective. Give yourself time to do this, and take advantage of discussing ideas with others. You'll find externalizing your internal intuitions to be a valuable exercise.
4. **Take in Everything.** Don't dismiss ideas prematurely because you don't respect the person generating the ideas, or because you think you already know it all. After all, everybody has something to offer, and nobody knows everything. Steven Covey says it so well when he says: "Seek first to understand, and then to be understood."
5. **When You Get Angry, You Lose.** Your passion and intensity are strong assets, but can be very harmful if you allow yourself to fall into the "Anger Trap". Remember that Anger is destructive to your personal relationships. Work through your anger before you impress it upon others, or you will likely find yourself alone. Disagreements and disappointments can only be handled effectively in a non-personal and dispassionate manner.
6. **Keep Your Eye on the Big Picture** Watch out for your tendency to become obsessed with details. If you find yourself feeling very, very strongly about a small detail, take a big step back and make sure that you can still see the goal. You're not going to get there if you get mired in the details.
7. **Be Accountable for yourself.** Don't blame the problems in your life on other people. Look inwardly for solutions. No one has more control over your life than you have.
8. **Be Humble.** Judge yourself at least as harshly as you judge others.
9. **Assume the Best.** Don't distress yourself and others by dwelling on the dark side of everything. Just as there is a positive charge for every negative charge, there is a light side to every dark side. Remember that positive situations are created by positive attitudes. Expect the best, and the best will come forward.
10. **Relax!** Do yourself a favor and learn how to effectively unwind. Get exercise and restful sleep. Take vacations. Engage in relaxing activities. Take care of yourself and your loved ones by learning to let go of your passion and intensity for a respite.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

**Portrait of an INFP - Introverted iNtuitive Feeling Perceiving
(Introverted Feeling with Extraverted Intuition)**

The Idealist

As an INFP, your primary mode of living is focused internally, where you deal with things according to how you feel about them, or how they fit into your personal value system. Your secondary mode is external, where you take things in primarily via your intuition.

INFP's, more than other iNtuitive Feeling types, are focused on making the world a better place for people. Their primary goal is to find out their meaning in life. What is their purpose? How can they best serve humanity in their lives? They are idealists and perfectionists, who drive themselves hard in their quest for achieving the goals they have identified for themselves

INFP's are highly intuitive about people. They rely heavily on their intuitions to guide them, and use their discoveries to constantly search for value in life. They are on a continuous mission to find the truth and meaning underlying things. Every encounter and every piece of knowledge gained gets sifted through the INFP's value system, and is evaluated to see if it has any potential to help the INFP define or refine their own path in life. The goal at the end of the path is always the same - the INFP is driven to help people and make the world a better place.

Generally thoughtful and considerate, INFP's are good listeners and put people at ease. Although they may be reserved in expressing emotion, they have a very deep well of caring and are genuinely interested in understanding people. This sincerity is sensed by others, making the INFP a valued friend and confidante. An INFP can be quite warm with people he or she knows well.

INFP's do not like conflict, and go to great lengths to avoid it. If they must face it, they will always approach it from the perspective of their feelings. In conflict situations, INFP's place little importance on who is right and who is wrong. They focus on the way that the conflict makes them feel, and indeed don't really care whether or not they're right. They don't want to feel badly. This trait sometimes makes them appear irrational and illogical in conflict situations. On the other hand, INFP's make very good mediators, and are typically good at solving other people's conflicts, because they intuitively understand

people's perspectives and feelings, and genuinely want to help them.

INFP's are flexible and laid-back, until one of their values is violated. In the face of their value system being threatened, INFP's can become aggressive defenders, fighting passionately for their cause. When an INFP has adopted a project or job which they're interested in, it usually becomes a "cause" for them. Although they are not detail-oriented individuals, they will cover every possible detail with determination and vigor when working for their "cause".

When it comes to the mundane details of life maintenance, INFP's are typically completely unaware of such things. They might go for long periods without noticing a stain on the carpet, but carefully and meticulously brush a speck of dust off of their project booklet.

INFP's do not like to deal with hard facts and logic. Their focus on their feelings and the Human Condition makes it difficult for them to deal with impersonal judgment. They don't understand or believe in the validity of impersonal judgment, which makes them naturally rather ineffective at using it. Most INFP's will avoid impersonal analysis, although some have developed this ability and are able to be quite logical. Under stress, it's not uncommon for INFP's to misuse hard logic in the heat of anger, throwing out fact after (often inaccurate) fact in an emotional outburst.

INFP's have very high standards and are perfectionists. Consequently, they are usually hard on themselves, and don't give themselves enough credit. INFP's may have problems working on a project in a group, because their standards are likely to be higher than other members' of the group. In group situations, they may have a "control" problem. The INFP needs to work on balancing their high ideals with the requirements of every day living. Without resolving this conflict, they will never be happy with themselves, and they may become confused and paralyzed about what to do with their lives.

INFP's are usually talented writers. They may be awkward and uncomfortable with expressing themselves verbally, but have a wonderful ability to define and express what they're feeling on paper. INFP's also appear frequently in social service professions, such as counseling or teaching. They are at their best in situations where they're working towards the public good, and in which they don't need to use hard logic.

INFP's who function in their well-developed sides can accomplish great and wonderful things, which they will rarely give themselves credit for. Some of the great, humanistic catalysts in the world have been INFP's.

Jungian functional preference ordering:

Dominant: Introverted Feeling

Auxiliary: Extraverted Intuition Tertiary: Introverted Sensing Inferior: Extraverted Thinking

INFP's generally have the following traits:

Strong value systems

Warmly interested in people

Service-oriented, usually putting the needs of others above their own

Loyal and devoted to people and causes

Future-oriented

Growth-oriented; always want to be growing in a positive direction

Creative and inspirational

Flexible and laid-back, unless a ruling principle is violated

Sensitive and complex

Dislike dealing with details and routine work

Original and individualistic - "out of the mainstream"

Excellent written communication skills

Prefer to work alone, and may have problems working on teams

Value deep and authentic relationships

Want to be seen and appreciated for who they are

The INFP is a special, sensitive individual who needs a career which is more than a job. The INFP needs to feel that everything they do in their lives is in accordance with their strongly-felt value systems, and is moving them and/or others in a positive, growth-oriented direction. They are driven to do something meaningful and purposeful with their lives. The INFP will be happiest in careers which allow them to live their daily lives in accordance with their values, and which work towards the greater good of humanity. It's worth mentioning that nearly all of the truly great writers in the world have been INFP's.

INFP Relationships

INFP's present a calm, pleasant face to the world. They appear to be tranquil and peaceful to others, with simple desires. In fact, the INFP internally feels his or her life

intensely. In the relationship arena, this causes them to have a very deep capacity for love and caring which is not frequently found with such intensity in the other types. The INFP does not devote their intense feelings towards just anyone, and are relatively reserved about expressing their inner-most feelings. They reserve their deepest love and caring for a select few who are closest to them. INFP's are generally laid-back, supportive and nurturing in their close relationships. With Introverted Feeling dominating their personality, they're very sensitive and in-tune with people's feelings, and feel genuine concern and caring for others. Slow to trust others and cautious in the beginning of a relationship, an INFP will be fiercely loyal once they are committed. With their strong inner core of values, they are intense individuals who value depth and authenticity in their relationships, and hold those who understand and accept the INFP's perspectives in especially high regard. INFP's are usually adaptable and congenial, unless one of their ruling principles has been violated, in which case they stop adapting and become staunch defenders of their values. They will be uncharacteristically harsh and rigid in such a situation.

INFP Strengths

- Warmly concerned and caring towards others
- Sensitive and perceptive about what others are feeling
- Loyal and committed - they want lifelong relationships
- Deep capacity for love and caring
- Driven to meet other's needs
- Strive for "win-win" situations
- Nurturing, supportive and encouraging
- Likely to recognize and appreciate other's need for space
- Able to express themselves well
- Flexible and diverse

INFP Weaknesses

Most INFP's will exhibit the following weaknesses with regards to relationship issues:

- May tend to be shy and reserved
- Don't like to have their "space" invaded
- Extreme dislike of conflict
- Extreme dislike of criticism
- Strong need to receive praise and positive affirmation
- May react very emotionally to stressful situations
- Have difficulty leaving a bad relationship

Have difficulty scolding or punishing others
Tend to be reserved about expressing their feelings
Perfectionist tendencies may cause them to not give themselves enough credit
Tendency to blame themselves for problems, and hold everything on their own shoulders

What does Success mean to an INFP?

INFP's are creative, sensitive souls who take their lives very seriously. They seek harmony and authenticity in their relationships with others. They value creativity, spirituality, and honoring the individual self above all else. They are very tuned into inequity and unfairness against people, and get great satisfaction from conquering such injustices. An INFP is a perfectionist who will rarely allow themselves to feel successful, although they will be keenly aware of failures. INFP's also get satisfaction from being in touch with their creativity. For the INFP, personal success depends upon the condition of their closest relationships, the development of their creative abilities, and the continual support of humanity by serving people in need, fighting against injustice, or in some other way working to make the world a better place to be.

Allowing Your INFP Strengths to Flourish

As an INFP, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and how you can better use your talents to achieve your dreams.

Nearly all INFP's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

Highly creative, artistic and spiritual, they can produce wonderful works of art, music and literature. INFP's are natural artists. They will find great satisfaction if they encourage and develop their artistic abilities. That doesn't mean that an INFP has to be a famous writer or painter in order to be content. Simply the act of "creating" will be a fulfilling source of renewal and refreshment to the INFP. An INFP should allow himself or herself some artistic outlet, because it will add enrichment and positive energy to their life.

They're more spiritually aware than most people, and are more in touch with their soul than others. Most INFP's have strong Faith. Those that don't may feel as if they're missing something important. An INFP should nourish their faith.

INFP's are very aware of social injustice, and empathize with the underdog. Their empathy for the underdog and hyper-awareness of social injustice makes them extremely

compassionate and nurturing towards disadvantaged members of our society. INFP's will feel most useful and fulfilled when they are fighting to help people who have been misfortunate in our society. They may be teachers, ministers, writers, counselors or psychologists, but they will most likely all spend extra time trying to help people with special problems. An INFP can find a tremendous amount of satisfaction by enacting some kind of social change that will help the underdog.

They're usually good listeners who genuinely want to hear about someone's problems, and genuinely want to help them. This makes them outstanding counselors, and good friends. An INFP may find great satisfaction from volunteering as a counselor.

They accept and value people as individuals, and are strongly egalitarian. They believe that an individual has the right to be themselves, without having their attitudes and perspectives brought under scrutiny. Accordingly, they have a great deal of tolerance and acceptance dealing with people who might encounter negative judgment from society in general. They can see something positive in everyone. They believe in individuals. If they give themselves the opportunity, an INFP can become a much-needed source of self-esteem and confidence for people who cannot find it on their own. In this way, they can nurture a "sick soul" back to health.

Usually deep and intelligent, they're able to grasp difficult concepts with relative ease. They usually do quite well academically, and will find that educating their minds nourishes their need to think deeply.

INFP's who have developed their Extraverted iNtuition to the extent that they can perceive the world about them objectively and quickly will find that they enjoy these very special gifts:

They will have a great deal of insight into people's characters. They will quickly and thoroughly understand where a person is coming from by assessing their motives and feelings. These well-developed INFP individuals make outstanding psychologists (such as Isabel Briggs Myers herself) and counselors. They might also be great fiction writers, because they're able to develop very complex, real characters.

They will quickly understand different situations, and quickly grasp new concepts. They will find that they're able to do anything that they put their mind to, although they may not find it personally satisfying. Things may seem to come easily to these INFP's. Although they're able to conquer many different kinds of tasks and situations, these INFP's will be happiest doing something that seems truly important to them. Although they may find that they can achieve the "mainstream" type of success with relative ease,

they are not likely to find happiness along that path, unless they are living their lives with authenticity and depth.

The INFP who augments their strong, internal value system (Introverted Feeling) with a well-developed intuitive way of perceiving the world (Extraverted iNtuition) can be a powerful force for social change. Their intense values and strong empathy for the underprivileged, combined with a reliable and deeply insightful understanding of the world that we live in, creates an individual with the power to make a difference (such as Mother Teresa - an INFP).

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good". Without "difficult", there would be no "easy". We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

INFP's are rare, intelligent, creative beings with many special gifts. I would like for the INFP to keep in mind some of the many positive things associated with being an INFP as they read some of this more negative material. Also remember that the weaknesses associated with being an INFP are natural to your type. Although it may be depressing to read about your type's weaknesses, please remember that we offer this information to enact positive change. We want people to grow into their own potential, and to live happy and successful lives.

Most of the weaker characteristics that are found in INFP's are due to their dominant Feeling function overshadowing the rest of their personality. When the dominant function of Introverted Feeling overshadows everything else, the INFP can't use Extraverted iNtuition to take in information in a truly objective fashion. In such cases, an INFP may show some or all of the following weaknesses in varying degrees:

May be extremely sensitive to any kind of criticism

May perceive criticism where none was intended

May have skewed or unrealistic ideas about reality

May be unable to acknowledge or hear anything that goes against their personal ideas and opinions

May blame their problems on other people, seeing themselves as victims who are treated unfairly

May have great anger, and show this anger with rash outpourings of bad temper

May be unaware of appropriate social behavior

May be oblivious to their personal appearance, or to appropriate dress

May come across as eccentric, or perhaps even generally strange to others, without being aware of it

May be unable to see or understand anyone else's point of view

May value their own opinions and feelings far above others

May be unaware of how their behavior affects others

May be oblivious to other people's need

May feel overwhelmed with tension and stress when someone expresses disagreement with the INFP, or disapproval of the INFP

May develop strong judgments that are difficult to change against people who they perceive have been oppressive or suppressive to them

Under great stress, may obsess about details that are unimportant to the big picture of things

Under stress, may obsessively brood over a problem repeatedly

May have unreasonable expectations of others

May have difficulty maintaining close relationships, due to unreasonable expectations

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed in various degrees to the common INFP problem of only taking in data that justifies their personal opinions. INFP's are usually very intense and sensitive people, and feel seriously threatened by criticism. They are likely to treat any point of view other than their own as criticism of their own perspective. If the INFP does not learn how to deal with this perceived criticism, the INFP will begin to shut out the incoming information that causes them pain. This is a natural survivalist technique for the INFP personality. The main driver to the INFP personality is Introverted Feeling, whose purpose is to maintain and honor an intensely personal system of values and morals. If an INFP's personal value system is threatened by external influences, the INFP shuts out the threatening data in order to preserve and honor their value system. This is totally natural, and works well to protect the individual psyche from getting hurt. However, the INFP who exercises this type of self-protection regularly will become more and more unaware of other people's perspectives, and thus more and more isolated from a real understanding of the world that they live in. They will always find justification for their own inappropriate behaviors, and

will always find fault with the external world for problems that they have in their lives. It will be difficult for them to maintain close personal relationships because they will have unreasonable expectations, and will be unable to accept blame.

It's not an uncommon tendency for the INFP to look to the external world primarily for information that will support their ideas and values. However, if this tendency is given free reign, the resulting INFP personality is too self-centered to be happy or successful. Since the INFP's dominant function to their personality is Introverted Feeling, they must balance this with an auxiliary Extraverted iNtuitive function. The INFP takes in information via Extraverted iNtuition. This is also the INFP's primary way of dealing with the external world. If the INFP uses Extraverted iNtuition only to serve the purposes of Introverted Feeling, then the INFP is not using Extraversion effectively at all. As a result, the INFP does not take in enough information about the external world to have a good sense of what's going on. They see nothing but their own perspective, and deal with the world only so far as they need to in order to support their perspective. These individuals usually come across as selfish and unrealistic. Depending on how serious the problem is, they may appear to be anything from "a bit eccentric" to "way out there". Many times other people are unable to understand or relate to these people.

Solutions

To grow as an individual, the INFP needs to focus on opening their perspective to include a more accurate picture of what is really going on in the world. In order to be in a position in which the INFP is able to perceive and consider data that is foreign to their internal value system, the INFP needs to know that its value system is not threatened by the new information. The INFP must consciously tell himself/herself that an opinion that does not concede with their own is not an indictment of their entire character.

The INFP who is concerned with personal growth will pay close attention to their motivation for taking in information. Do they take in information to better understand a situation or concept? Or, do they take in information to support a personal idea or cause? At the moment when something is perceived, is the INFP concerned with twisting that perception to fit in with their personal values? Or is she/he concerned with absorbing the information objectively? To achieve a better understanding of the external world, the INFP should try to perceive information objectively, before fitting it into their value system. They should consciously be aware of their tendency to discard anything that doesn't agree with their values, and work towards lessening this tendency. They should try to see situations from other people's perspectives, without making personal judgments

about the situations or the other people's perspectives. In general, they should work on exercising their iNtuition in a truly Extraverted sense. In other words, they should use iNtuition to take in information about the world around them for the sake of understanding the world, rather than take in information to support their own conclusions. The INFP who successfully perceives things objectively may be quite a powerful force for positive change.

Living Happily in our World as an INFP

Some INFP's have difficulty fitting into our society. Their problems are often a result of an unawareness of appropriate social behavior, an unawareness of how they come across to others, or unrealistic expectations of others. Any one of these three issues stem from using Extraverted iNtuition in a diminished manner. An INFP who takes in information for the sake of understanding the world around them, rather than one who takes in information only to support their own ideas, will have a clearer, more objective understanding of how society values social behaviors and attitudes. He or she will also be more aware of how they are perceived by others, and will have more realistic expectations for others' behavior within a relationship. Such well-adjusted INFP's will fit happily into our society.

Unless you really understand Psychological Type and the nuances of the various personality functions, it's a difficult task to suddenly start to use iNtuition in an Extraverted direction. It's difficult to even understand what that means, much less to incorporate that directive into your life. With that in mind, I am providing some specific suggestions that may help you to begin exercising your Extraverted iNtuition more fully:

Take care to notice what people look like in different social situations. Look at their hair, their skin, their makeup (or lack thereof), their clothes, the condition of their clothes, their shoes, their facial expressions. Don't compare others to your own appearance, or pass judgment on their appearance, simply take in the information.

Think of a situation in your life in which you weren't sure how to behave. Now try to understand how one or two other people would see the situation. Don't compare their behavior to your own, i.e. "she would know better than me what to do", or "why is it so easy for her, but so hard for me". Rather, try to understand how they would see the situation. Would it be seen as a problem, or as an opportunity? Would it be taken seriously or lightly? Try to determine their point of view without passing judgment or comparing it to your own.

When having a conversation with a friend or relative, dedicate at least half of your time to talking about the other person. Concentrate on really understanding where that person is coming from with their concerns. Ask questions.

Think of the people who are closest to you. As you think of each person, tell yourself "this person has their own life going on, and they are more concerned with their own life than they are with mine." Remember that this doesn't mean that they don't care about you. It's the natural order of things. Try to visualize what that person is doing right now. What things are they encountering, what thoughts are they having? Don't pass judgment, or compare their situation to your own.

Try to identify the personality type of everyone that you come into contact with for any length of time.

Ten Rules to Live By to Achieve INFP Success

1. **Feed Your Strengths!** Encourage your natural artistic abilities and creativity. Nourish your spirituality. Give yourself opportunities to help the needy or underprivileged.
2. **Face Your Weaknesses!** Realize and accept that some traits are strengths and some are weaknesses. Facing and dealing with your weaknesses doesn't mean that you have to change who you are; it means that you want to be the best you possible. By facing your weaknesses, you are honoring your true self, rather than attacking yourself.
3. **Express Your Feelings.** Don't let unexpressed emotions build up inside of you. If you have strong feelings, sort them out and express them, don't let them build up inside you to the point where they become unmanageable!
4. **Listen to Everything.** Try not to dismiss anything immediately. Let everything soak in for awhile, and then apply judgment.
5. **Smile at Criticism.** Remember that people will not always agree with you or understand you, even if they value you greatly. Try to see disagreement and criticism as an opportunity for growth. In fact, that is exactly what it is.
6. **Be Aware of Others.** Remember that there are 15 other personality types out there who see things differently than you see them. Try to identify other people's types. Try to understand their perspectives.
7. **Be Accountable for Yourself.** Remember that YOU have more control over your life than any other person has.

8. Be Gentle in Your Expectations. You will always be disappointed with others if you expect too much of them. Being disappointed with another person is the best way to drive them away. Treat others with the same gentleness that you would like to be treated with.
9. Assume the Best. Don't distress yourself by assuming the worst. Remember that a positive attitude often creates positive situations.
10. When in Doubt, Ask Questions! Don't assume that the lack of feedback is the same thing as negative feedback. If you need feedback and don't have any, ask for it.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

**Portrait of an INTJ Introverted iNtuitive Thinking Judging
(Introverted Intuition with Extraverted Thinking)**

The Scientist

As an INTJ, your primary mode of living is focused internally, where you take things in primarily via your intuition. Your secondary mode is external, where you deal with things rationally and logically.

INTJ's live in the world of ideas and strategic planning. They value intelligence, knowledge, and competence, and typically have high standards in these regards, which they continuously strive to fulfill. To a somewhat lesser extent, they have similar expectations of others.

With Introverted Intuition dominating their personality, INTJ's focus their energy on observing the world, and generating ideas and possibilities. Their mind constantly gathers information and makes associations about it. They are tremendously insightful and usually are very quick to understand new ideas. However, their primary interest is not understanding a concept, but rather applying that concept in a useful way. Unlike the INTP, they do not follow an idea as far as they possibly can, seeking only to understand it fully. INTJ's are driven to come to conclusions about ideas. Their need for closure and organization usually requires that they take some action.

INTJ's tremendous value and need for systems and organization, combined with their natural insightfulness, makes them excellent scientists. An INTJ scientist gives a gift to society by putting their ideas into a useful form for others to follow. It is not easy for the INTJ to express their internal images, insights, and abstractions. The internal form of the INTJ's thoughts and concepts is highly individualized, and is not readily translatable into a form that others will understand. However, the INTJ is driven to translate their ideas into a plan or system that is usually readily explainable, rather than to do a direct translation of their thoughts. They usually don't see the value of a direct transaction, and will also have difficulty expressing their ideas, which are non-linear. However, their extreme respect of knowledge and intelligence will motivate them to explain themselves to another person who they feel is deserving of the effort.

INTJ's are natural leaders, although they usually choose to remain in the background until they see a real need to take over the lead. When they are in leadership roles, they are quite effective, because they are able to objectively see the reality of a situation,

and are adaptable enough to change things which aren't working well. They are the supreme strategists - always scanning available ideas and concepts and weighing them against their current strategy, to plan for every conceivable contingency.

INTJ's spend a lot of time inside their own minds, and may have little interest in the other people's thoughts or feelings. Unless their Feeling side is developed, they may have problems giving other people the level of intimacy that is needed. Unless their Sensing side is developed, they may have a tendency to ignore details which are necessary for implementing their ideas.

The INTJ's interest in dealing with the world is to make decisions, express judgments, and put everything that they encounter into an understandable and rational system. Consequently, they are quick to express judgments. Often they have very evolved intuitions, and are convinced that they are right about things. Unless they complement their intuitive understanding with a well-developed ability to express their insights, they may find themselves frequently misunderstood. In these cases, INTJ's tend to blame misunderstandings on the limitations of the other party, rather than on their own difficulty in expressing themselves. This tendency may cause the INTJ to dismiss others input too quickly, and to become generally arrogant and elitist.

INTJ's are ambitious, self-confident, deliberate, long-range thinkers. Many INTJ's end up in engineering or scientific pursuits, although some find enough challenge within the business world in areas which involve organizing and strategic planning. They dislike messiness and inefficiency, and anything that is muddled or unclear. They value clarity and efficiency, and will put enormous amounts of energy and time into consolidating their insights into structured patterns.

Other people may have a difficult time understanding an INTJ. They may see them as aloof and reserved. Indeed, the INTJ is not overly demonstrative of their affections, and is likely to not give as much praise or positive support as others may need or desire. That doesn't mean that he or she doesn't truly have affection or regard for others, they simply do not typically feel the need to express it. Others may falsely perceive the INTJ as being rigid and set in their ways. Nothing could be further from the truth, because the INTJ is committed to always finding the objective best strategy to implement their ideas. The INTJ is usually quite open to hearing an alternative way of doing something.

When under a great deal of stress, the INTJ may become obsessed with mindless repetitive, sensate activities, such as over-drinking. They may also tend to become absorbed with minutia and details that they would not normally consider important to their overall goal.

INTJ's need to remember to express themselves sufficiently, so as to avoid difficulties with people misunderstandings. In the absence of properly developing their communication abilities, they may become abrupt and short with people, and isolationists.

INTJ's have a tremendous amount of ability to accomplish great things. They have insight into the Big Picture, and are driven to synthesize their concepts into solid plans of action. Their reasoning skills give them the means to accomplish that. INTJ's are most always highly competent people, and will not have a problem meeting their career or education goals. They have the capability to make great strides in these arenas. On a personal level, the INTJ who practices tolerances and puts effort into effectively communicating their insights to others has everything in his or her power to lead a rich and rewarding life.

Jungian functional preference ordering:

Dominant: Introverted Intuition

Auxiliary: Extraverted Thinking

Tertiary: Introverted Feeling

Inferior: Extraverted Sensing

INTJ's generally have the following traits:

Able to absorb extremely complex theoretical and complex material

Driven to create order and structure from theoretical abstractions

Supreme strategists

Future-oriented

See the global, "big picture"

Strong insights and intuitions, which they trust implicitly

Value their own opinions over others

Love difficult theoretical challenges

Bored when dealing with mundane routine

Value knowledge and efficiency

Have no patience with inefficiency and confusion

Have very high standards for performance, which they apply to themselves most strongly

- Reserved and detached from others

- Calm, collected and analytical

- Extremely logical and rational

- Original and independent

- Natural leaders, but will follow those they can fully support

- Creative, ingenious, innovative, and resourceful

- Work best alone, and prefer to work alone

More so than any other personality type, INTJ's are brilliant when it comes to grasping complex theories and applying them to problems to come up with long-term strategies. Since this type of "strategizing" is the central focus and drive of the INTJ, there is a happy match between desire and ability in this type. Accordingly, the INTJ is happiest and most effective in careers which allow this type of processing, and which promote an environment in which the INTJ is given a lot of autonomy over their daily lives.

INTJ Relationships

INTJ's believe in constant growth in relationships, and strive for independence for themselves and their mates. They are constantly embarking on "fix-up" projects to improve the overall quality of their lives and relationships. They take their commitments seriously, but are open to redefining their vows, if they see something which may prove to be an improvement over the existing understanding. INTJ's are not likely to be "touchy-feely" and overly affirming with their mates or children, and may at times be somewhat insensitive to their emotional needs. However, INTJ's are in general extremely capable and intelligent individuals who strive to always be their best, and be moving in a positive direction. If they apply these basic goals to their personal relationships, they likely to enjoy happy and healthy interaction with their families and friends.

INTJ Strengths

- Not threatened by conflict or criticism

- Usually self-confident

- Take their relationships and commitments seriously

- Generally extremely intelligent and capable

Able to leave a relationship which should be ended, although they may dwell on it in their minds for awhile afterwards

- Interested in "optimizing" their relationships

Good listeners

INTJ Weaknesses

Not naturally in tune with others feelings; may be insensitive at times
May tend to respond to conflict with logic and reason, rather than the desired emotional support

Not naturally good at expressing feelings and affections

Tendency to believe that they're always right

Tendency to be unwilling or unable to accept blame

Their constant quest to improve everything may be taxing on relationships

Tend to hold back part of themselves

What does Success mean to an INTJ?

People with the INTJ personality type are serious, analytical and often perfectionist. They look at a problem or idea from multiple perspectives and systematically analyze it with objective logic, discarding things that turn out to be problematic, and evolving their own understanding of something when new information turns out to be useful. There is no other personality type who does this as naturally as the INTJ. They are natural scientists and mathematicians. Once given an idea, they are driven to understand it as thoroughly as possible. They usually have very high standards for their own understanding and accomplishments, and generally will only value and consider other individuals who have shown that they meet or surpass the INTJ's own understanding on a given issue. INTJ's value clarity and conciseness, and have little esteem for behaviors and attitudes that are purely social. Social "niceties" often seem unnecessary and perhaps even not genuine to the INTJ, who is always seeking to improve their substantive understanding. INTJ's highly value social interaction that is centered around the meaningful exchange of ideas, but they usually dismiss the importance of being friendly or likeable in other social contexts, and they are likely to be uncomfortable with interactions that are primarily emotional, rather than logical. INTJ's value structure, order, knowledge, competence, and logic. Above all, they value their own ideas and intuitions about the world. An INTJ's feeling of success depends primarily upon their own level of understanding and accomplishment, but also depends upon the level of structure in their life, and their ability to respect the intelligence and competence of those who share their life.

Allowing Your INTJ Strengths to Flourish

As an INTJ, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their

growth and development, you will more readily see your place in the world, and be more content with your role.

Nearly all INTJ's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

The INTJ's mind is naturally geared towards systematically analyzing information from many contextual perspectives, and rejecting or retaining information as they become aware of its usefulness or validity. They probably do very well in school, and in any pursuit that requires serious analytical thinking.

They're extremely insightful, and see things that are not obvious to others. This ability to see patterns and meanings in the world can help the INTJ in many different ways.

When given a goal or context, an INTJ is able to generate all kinds of possibilities. They're able to see the problem from many different angles, and come up with a solution that fits the needs of the current situation.

They don't take criticism personally, and are open to changing their opinions when they're shown a better idea or better way of doing something.

An INTJ has a "stick to it" attitude. They're not afraid of hard work, and will put forth a great deal of effort towards something that they are interested in. This persistence will help the INTJ to achieve any identified goal.

Usually intelligent and able to concentrate and focus, the INTJ can usually grasp difficult ideas and concepts.

INTJ's who have a well-developed Extraverted Thinking function to complement their dominant Introverted iNtuition will enjoy these very special gifts:

They can discriminate well amongst their intuitions and build ingenious systems to meet identified goals, or determine a successful plan of action to meet an identified need. In such a way, they may be brilliant scientists, doctors, mathematicians, or corporate strategists.

Their deep understanding, logical abilities, and persistence may enable them to make discoveries or uncover new ways of looking at something. In such a way, they may

perform a great service to society. For example, an INTJ is the likely personality type to discover the cure for cancer.

The INTJ with well-developed judgment will be able to grasp and process concepts that are beyond what their natural intelligence appears to be able to handle.

If they have achieved a good amount of life wisdom, an INTJ can become a powerful political force.

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good". Without "difficult", there would be no "easy". We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

INTJ's are rare and intelligent people with many special gifts. This should be kept in mind as you read some of the more negative material about INTJ weaknesses. Remember that these weaknesses are natural. We offer this information to enact positive change, rather than as blatant criticism. We want you to grow into your full potential, and be the happiest and most successful person that you can become.

Most of the weaker characteristics that are found in INTJ's are due to their dominant function (Introverted iNtuition) overtaking their personality to the point that the other forces in their personality exist merely to serve the purposes of Introverted iNtuition. In such cases, an INTJ may show some or all of the following weaknesses in varying degrees:

- May be unaware (and sometimes uncaring) of how they come across to others
- May quickly dismiss input from others without really considering it
- May apply their judgment more often towards others, rather than towards themselves
- With their ability to see an issue from many sides, they may always find others at fault for problems in their own lives
- May look at external ideas and people with the primary purpose of finding fault
- May take pride in their ability to be critical and find fault in people and things
- May have unrealistic and/or unreasonable expectations of others
- May be intolerant of weaknesses in others
- May believe that they're always right

May be cuttingly derisive and sarcastic towards others
May have an intense and quick temper
May hold grudges, and have difficulty forgiving people
May be wishy-washy and unsure how to act in situations that require quick decision making
May have difficulty communicating their thoughts and feelings to others
May see so many tangents everywhere that they can't stay focused on the bottom line or the big picture

Explanation of Problems

Most of the problems described above are a result of Introverted iNtuition overtaking the INTJ's personality to the point that all of the other functions become slaves to Introverted iNtuition. A healthy personality needs to have a good balance between its dominant and auxiliary functions. For an INTJ, the dominant Introverted iNtuition needs to be well- supported by the auxiliary Extraverted Thinking function. If Extraverted Thinking exists only to support the desires of Introverted iNtuition, then neither function is being used to its potential.

Introverted iNtuition is a personality function that constantly gathers information, and sees everything from many different perspectives. As the dominant player in a personality, it has the effect of constantly bombarding the psyche with new information to consider. Introverted iNtuition is sort of like a framework for understanding that exists in the mind. As something is perceived, it is melded into the existing intuitive framework. If an entirely new piece of information is perceived by the Introverted iNtuitive, that person must redefine their entire framework of reference. So, Introverted iNtuitives are constantly taking in information about the world that needs to be processed in a relatively lengthy manner in order to be understood. That presents quite a challenge to the INTJ. It's not unusual for an INTJ to feel overwhelmed with all of the things that he or she needs to consider in order to fully understand an idea or situation.

When Introverted iNtuition dominates the INTJ such that the other functions cannot serve their own purposes, we find the INTJ cutting off information that it needs to consider. If the psyche is presented with information that looks anything like something that Introverted iNtuition has processed in the past, it uses Extraverted Thinking to quickly reject that information. The psyche uses Extraverted Thinking to reject the ideas, rather than analyzing the information within its intuitive framework, and therefore reduces the likelihood that the framework will have to be reshaped and

redefined.

Using Extraverted Thinking in this manner serves the INTJ's psyche in two ways: 1) it saves it the energy that would have to be expended to truly consider new information, and 2) it protects the INTJ's sacred inner world. In either case, it is not ideal. It causes the INTJ to not consider information that may be useful or critical in developing a real understanding of an issue. It also probably causes the INTJ to come off as too strongly opinionated or snobbish to others.

The better use of Extraverted Thinking for an INTJ would be to use it to assess the INTJ's rich insights and weigh them against the external world. When the INTJ personality uses Extraverted Thinking to cut off incoming information, rather than to judge internal intuitions, it is effectively cheating itself. It's like getting the answers to a test without having to really understand the questions. It's easier to get the answer right away, rather than to have to figure everything out. For the INTJ, who has a tremendous amount of information and "studying" that needs to be done, it's very tempting to take shortcuts. Most INTJ's will do this to some extent. The real problems occur when an INTJ personality has become so imbalanced that its owner is extremely self-important and rarely consider anyone else's opinions or ideas.

Solutions

To grow as an individual, the INTJ needs to focus on applying their judgment to things only after they have gone through their intuition. In other words, the INTJ needs to consciously try not to use their judgment to dismiss ideas prematurely. Rather, they should use their judgment against their own ideas. One cannot effectively judge something that they don't understand. The INTJ needs to take things entirely into their intuition in order to understand them. It may be necessary to give your intuition enough time to work through the new information so that it can rebuild its global framework of understanding. INTJ's need to focus on using their judgment not to dismiss ideas, but rather to support their intuitive framework.

An INTJ who is concerned with personal growth will pay close attention to the subject of their judgments, and their motivation for making judgments. Are they judging something external to themselves, or are they judging something that they have sifted through their intuition? Is the motivation for judging something to be able to understand its usefulness in the world, or to dismiss it? Too often, an INTJ will judge something without properly understanding it, and with the intention of dismissing it.

Seek first to understand, then to judge.

Living Happily in our World as an INTJ

Some INTJ's have difficulty fitting into our society. Their problems are generally associated with not knowing (or caring) how they come across to others, with having unreasonable expectations for others' behaviors, and with not putting forth effort to meet others' emotional needs. These issues stem primarily from the common INTJ habit of using Extraverted Thinking to find fault externally, rather than internally, and therefore diminish the importance of the external world, and increase the importance of the INTJ's own internal world. INTJ's who recognize that their knowledge and understanding (and therefore general happiness and feeling of success) can be enriched by the synergy of other people's knowledge and understanding will find that they can be committed to their rich internal worlds and still have satisfying relationships with others. In order to accomplish this, the INTJ needs to recognize the importance of extraversion, and develop their highest extraverted function, Extraverted Thinking.

An INTJ who uses Extraverted Thinking to find fault externally rather than internally may become so strongly opinionated that they form rigid and unreasonable expectations for others. Their hyper-vigilant judgments about the rationality and competence of others may be a very effective way of keeping themselves at an emotional distance from others. This will preserve the sanctity of the INTJ's inner world of ideas, but will reduce a lot of valuable input, arrest the development of their social character, and stagnate the development of the INTJ's rich structural framework of understanding. In extreme cases, the INTJ may find himself or herself quite alone and lonely.

More commonly, an INTJ's interpersonal problems will occur when they express their displeasure to those close to them in very biting and hurtful terms. Everyone needs emotional distance at one time or another and the INTJ wants more than most types.

Perhaps this is why INTJ's are famous for their biting sarcasm. An INTJ's internal world is extremely important to them. They may be protecting their internal world by using sarcasm to keep others at an emotional distance, or they may be sarcastic with others because they believe that they have the more evolved and logical understanding of the issue at hand, and seek to cut off the spurious input that they're receiving. This is an important distinction to recognize. An INTJ who is seeking an emotional respite can find ways to be alone that don't require injuring feelings and damaging relationships. When distance is required, the INTJ should just "leave". If an explanation is necessary,

an INTJ should use their Extraverted Thinking to explain their need rationally and objectively, rather than using Extraverted Thinking to insult the other person, and therefore prod them into leaving.

Specific suggestions:

Take care to listen to someone's idea entirely before you pass judgment on it. Ask questions if necessary. Do whatever it takes to make sure that you understand the idea. Try not to begin judging anything about the idea until you have understood it entirely.

Before you begin talking to another person, pause for a moment and look at that person. Take in that person's attitude and feelings at that moment. Be aware of the person with whom you're speaking.

If you become upset, walk away immediately. DO NOT express anger. When you get angry, you lose. After you have calmed down, apologize for leaving and continue with what you were doing.

Try to identify the personality type of everyone that you encounter frequently in your life. Remember that people with the Sensing preference need to be communicated with in a direct, concise manner. Speak plainly and simply with Sensors, giving "yes" or "no" answers.

Try to be on good terms with all people, even those that you consider beneath you. Try to understand that everybody has something to offer.

When you make judgments or decisions, try to be aware of your motivation for making the judgment. Are you more interested in finding fault externally, or in improving your own understanding? Seek first to understand, and then to judge.

Ten Rules to Live By to Achieve INTJ Success

1. **Feed Your Strengths!** Do things that allow your brilliant intuition and logical abilities to flourish. Explore the fascinating worlds of science, mathematics, law and medicine. Give your mind an outlet for its exceptional analytical abilities, and watch them grow.
2. **Face Your Weaknesses!** See your weaknesses for what they are, and seek to overcome them. Especially, strive to use your judgment against your internal ideas and intuitions, rather than as a means of disregarding other people's ideas.
3. **Talk Through Your Thoughts.** You need to step through your intuitions in order to

put them into perspective. Give yourself time to do this, and take advantage of discussing ideas with others. You'll find externalizing your internal intuitions to be a valuable exercise. If you don't have someone to discuss your ideas with, try expressing your ideas clearly in writing.

4. Take in Everything. Don't dismiss ideas prematurely because you don't respect the person generating the ideas, or because you think you already know it all. After all, everybody has something to offer, and nobody knows everything. Steven Covey says it so well when he says: "Seek first to understand, and then to be understood."
5. When You Get Angry, You Lose. Your passion and intensity are strong assets, but can be very harmful if you allow yourself to fall into the "Anger Trap". Remember that Anger is destructive to your personal relationships. Work through your anger before you impress it upon others, or you will likely find yourself alone. Disagreements and disappointments can only be handled effectively in a non-personal and dispassionate manner.
6. Respect your Need for Intellectual Compatibility Don't expect yourself to be a "touchy-feely" or "warm-fuzzy" person. Realize that your most ardent bonds with others will start with the head, rather than the heart. Be aware of other's emotional needs, and express your genuine love and respect for them in terms that are real to YOU. Be yourself.
7. Be Accountable for Yourself. Don't blame the problems in your life on other people. Look inwardly for solutions. No one has more control over your life than you have.
8. Be Humble. Judge yourself at least as harshly as you judge others.
9. Assume the Best. Don't distress yourself and others by dwelling on the dark side of everything. Just as there is a positive charge for every negative charge, there is a light side to every dark side. Remember that positive situations are created by positive attitudes. Expect the best, and the best will come forward.
10. Don't Get Isolated! Recognize the value that the external world represents to you, and interact with it in the style that's natural to you. Join clubs and internet e-mail lists that house in-depth discussions of topics that you're interested in. Seek and foster friendships with others of like competence and capacity for understanding. Extravert in your own style.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

Portrait of an INTP Introverted iNtuitive Thinking Perceiving (Introverted Thinking with Extraverted Intuition)

The Thinker

As an INTP, your primary mode of living is focused internally, where you deal with things rationally and logically. Your secondary mode is external, where you take things in primarily via your intuition.

INTP's live in the world of theoretical possibilities. They see everything in terms of how it could be improved, or what it could be turned into. They live primarily inside their own minds, having the ability to analyze difficult problems, identify patterns, and come up with logical explanations. They seek clarity in everything, and are therefore driven to build knowledge. They are the "absent-minded professors", who highly value intelligence and the ability to apply logic to theories to find solutions. They typically are so strongly driven to turn problems into logical explanations, that they live much of their lives within their own heads, and may not place as much importance or value on the external world. Their natural drive to turn theories into concrete understanding may turn into a feeling of personal responsibility to solve theoretical problems, and help society move towards a higher understanding.

INTP's value knowledge above all else. Their minds are constantly working to generate new theories, or to prove or disprove existing theories. They approach problems and theories with enthusiasm and skepticism, ignoring existing rules and opinions and defining their own approach to the resolution. They seek patterns and logical explanations for anything that interests them. They're usually extremely bright, and able to be objectively critical in their analysis. They love new ideas, and become very excited over abstractions and theories. They love to discuss these concepts with others. They may seem "dreamy" and distant to others, because they spend a lot of time inside their minds musing over theories. They hate to work on routine things - they would much prefer to build complex theoretical solutions, and leave the implementation of the system to others. They are intensely interested in theory, and will put forth tremendous amounts of time and energy into finding a solution to a problem with has piqued their interest.

INTP's do not like to lead or control people. They're very tolerant and flexible in most situations, unless one of their firmly held beliefs has been violated or challenged, in which case they may take a very rigid stance. The INTP is likely to be very shy when it

comes to meeting new people. On the other hand, the INTP is very self-confident and gregarious around people they know well, or when discussing theories which they fully understand.

The INTP has no understanding or value for decisions made on the basis of personal subjectivity or feelings. They strive constantly to achieve logical conclusions to problems, and don't understand the importance or relevance of applying subjective emotional considerations to decisions. For this reason, INTP's are usually not in-tune with how people are feeling, and are not naturally well-equipped to meet the emotional needs of others.

The INTP may have a problem with self-aggrandizement and social rebellion, which will interfere with their creative potential. Since their Feeling side is their least developed trait, the INTP may have difficulty giving the warmth and support that is sometimes necessary in intimate relationships. If the INTP doesn't realize the value of attending to other people's feelings, he or she may become overly critical and sarcastic with others. If the INTP is not able to find a place for themselves which supports the use of their strongest abilities, they may become generally negative and cynical. If the INTP has not developed their Sensing side sufficiently, they may become unaware of their environment, and exhibit weakness in performing maintenance-type tasks, such as bill-paying and dressing appropriately.

For the INTP, it is extremely important that ideas and facts are expressed correctly and succinctly. They are likely to express themselves in what they believe to be absolute truths. Sometimes, their well thought-out understanding of an idea is not easily understandable by others, but the INTP is not naturally likely to tailor the truth so as to explain it in an understandable way to others. The INTP may be prone to abandoning a project once they have figured it out, moving on to the next thing. It's important that the INTP place importance on expressing their developed theories in understandable ways. In the end, an amazing discovery means nothing if you are the only person who understands it.

The INTP is usually very independent, unconventional, and original. They are not likely to place much value on traditional goals such as popularity and security. They usually have complex characters, and may tend to be restless and temperamental. They are strongly ingenious, and have unconventional thought patterns which allow them to analyze ideas in new ways. Consequently, a lot of scientific breakthroughs in the world have been made by the INTP.

The INTP is at his best when he can work on his theories independently. When given an environment which supports his creative genius and possible eccentricity, the INTP can accomplish truly remarkable things. These are the pioneers of new thoughts in our society.

Jungian functional preference ordering:

Dominant: Introverted Thinking

Auxiliary: Extraverted Intuition Tertiary: Introverted Sensing Inferior: Extraverted Feeling

INTP's generally have the following traits:

- Love theory and abstract ideas

Truth Seekers - they want to understand things by analyzing underlying principles and structures

- Value knowledge and competence above all else

- Have very high standards for performance, which they apply to themselves

- Independent and original, possibly eccentric

- Work best alone, and value autonomy

- Have no desire to lead or follow

- Dislike mundane detail

- Not particularly interested in the practical application of their work

- Creative and insightful

- Future-oriented

- Usually brilliant and ingenious

- Trust their own insights and opinions above others

Live primarily inside their own minds, and may appear to be detached and uninvolved with other people

INTP's have a special gift with generating and analyzing theories and possibilities to prove or disprove them. They have a great deal of insight and are creative thinkers, which allow them to quickly grasp complex abstract thoughts. They also have exceptional logical and rational reasoning skills, which allow them to thoroughly analyze theories to discover the Truth about them. Since the INTP is driven to seek clarity in the world, we have a happy match of desire and ability in this personality type. INTP's will be happiest in careers which allow them a great deal of autonomy in

which they can work primarily alone on developing and analyzing complex theories and abstractions, with the goal of their work being the discovery of a truth, rather than the discovery of a practical application.

INTP Relationships

INTP's live rich worlds inside their minds, which are full of imagination and excitement. Consequently, they sometimes find the external world pales in comparison. This may result in a lack of motivation to form and maintain relationships. INTP's are not likely to have a very large circle of significant relationships in their lives. They're much more likely to have a few very close relationships, which they hold in great esteem and with great affection. Since the INTP's primary focus and attention is turned inwards, aimed towards seeking clarity from abstract ideas, they are not naturally tuned into others' emotional feelings and needs. They tend to be difficult to get to know well, and hold back parts of themselves until the other person has proven themselves "worthy" of hearing the INTP's thoughts. Holding Knowledge and Brain Power above all else in importance, the INTP will choose to be around people who they consider to be intelligent. Once the INTP has committed themselves to a relationship, they tend to be very faithful and loyal, and form affectionate attachments which are pure and straight-forward. The INTP has no interest or understanding of game-playing with regards to relationships. However, if something happens which the INTP considers irreconcilable, they will leave the relationship and not look back.

INTP Strengths

They feel love and affection for those close to them which is almost childlike in its purity

Generally laid-back and easy-going, willing to defer to their mates

Approach things which interest them very enthusiastically

Richly imaginative and creative

Do not feel personally threatened by conflict or criticism

Usually are not demanding, with simple daily needs

INTP Weaknesses

Not naturally in tune with others' feelings; slow to respond to emotional needs

Not naturally good at expressing their own feelings and emotions

Tend to be suspicious and distrusting of others

Not usually good at practical matters, such as money management, unless their work involves these concerns

They have difficulty leaving bad relationships

Tend to "blow off" conflict situations by ignoring them, or else they "blow up" in heated anger

What does Success mean to an INTP?

People with the INTP personality type are global thinkers. They see everything as one giant Entity that is connected, and seek knowledge about that Entity. They constantly seek the Truth, and have ultimate respect for the Truth. It is not easy for the INTP to reach a conclusion about the Truth. Their auxiliary function of Extraverted Intuition allows them to absorb the many complexities in our world, and they are driven to consider each of these complexities before reaching a conclusion. Once they have reached a conclusion, or discovered a Truth, they are **very** particular about the way that Truth is expressed and understood. They want to know that the principles of their understanding have been understood correctly, and demand absolute precision and correctness from others when describing these principles. They also apply these standards to themselves when communicating their knowledge. If they take the time to develop their communication so that it meets their own approval, they can be extremely good educational writers.

In addition to their immense respect for metaphysical principles, facts, and Truths, the INTP highly respects logic and the way that the mind works logically when seeking to master some subject or situation. They get great pleasure from engaging in logical acts that require quick, spatial reasoning, such as mind games, or time-based IQ tests. The INTP shines in this realm. Introverted Thinking is an "action-based" kind of logic. In the case of the INTP (as opposed to ISTP), the action may or may not occur in a physical place outside of the INTP's mind, but it is experienced with lightning speed in the current moment, based on current objects, using subjectively understood "actions" of reason.

The INTP is happiest in situations in which they can use logic regularly in an effort to uncover Truths about the Entity. Their ability to be effective in these efforts, as well as their ability to deal with people and feel comfortable with their place in the world, will be in large part dependent on the development of Extraverted Intuition. Although they have more simple needs from interpersonal relationships than most other types have, it's very important that they keep up their extraverted relationships, rather than going it alone. INTP's who isolate themselves rarely feel happy or successful. The INTP's feeling of success depends upon their opportunities to exercise their active mind, their opportunities to seek and find Truth, and the condition of their relationships and extraverted life.

Allowing Your INTP Strengths to Flourish

As an INTP, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and be more content with your role.

Nearly all INTP's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

They have a natural ability to focus and get "into the zone" when working on a problem. They can absorb their minds completely with an issue, and work it through with amazing speed and accuracy. This ability makes them outstanding troubleshooters. Since their logical abilities are dependent on their experiences, their abilities will increase with time. INTP's with experience are often seen as the "gurus" of their professions.

Their respect for precision in communication lends them the ability to accurately convey their ideas and discoveries in full.

They are usually quite intelligent and can grasp difficult concepts. They are often jovial and good-natured, with a good sense of humor.

They are not overly demanding in personal relationships, and have simple daily needs. They are often easy and enjoyable to live with.

INTP's who have developed their Extraverted Intuition to the extent that they regularly take in information in an objective fashion, rather than strictly to feed Introverted Thinking, will enjoy these very special gifts:

They may be exceptionally intelligent, and make ground-breaking discoveries.

With a well-developed understanding of their environment and the ability to act very quickly, they may be good athletes.

They're typically able to communicate their ideas more concisely than the average INTP without sacrificing accuracy.

They understand the benefits of close relationships, and understand how to support and

enhance these relationships.

They see the value of principles that are not strictly logical

They have attractive and compelling personalities, and are well-liked and accepted by most people.

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good". Without "difficult", there would be no "easy". We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

Most of the weaker characteristics that are found in INTP's are due to their dominant function of Introverted Thinking overtaking the personality to the point that all of the other functions exist merely to serve the purposes of Introverted Thinking. In such cases, an INTP may show some or all of the following weaknesses in varying degrees: The INTP gets "stuck in a rut" and only does those things that are known and comfortable to the INTP.

The INTP resists and rejects anything that doesn't support their own experiential understanding of the world. If they perceive that something is not logical, they reject it as unimportant.

They reject people who think or live differently than themselves.

They may be extremely caustic and insulting to others.

They may become isolated from society.

They may become overly paranoid about social organizations and institutions trying to control them.

They may unknowingly or uncaringly hurt people's feelings.

They may be completely unaware of how to express their inner world to others in a meaningful way.

They may be completely unaware of the type of communication that is often desirable and (to some degree) expected in an intimate relationship. If they are aware of the kinds of things that are appropriate to say and do to foster emotional bonding, they may be unable to appreciate the value of such actions. They may feel too vulnerable to express themselves in this fashion, and so reject the entire idea.

If pushed beyond their comfort level to form commitments or emotional bonds, they

may reject a relationship entirely.

Under stress, they may show intense emotions that seem disproportionate to the situation.

They may not recognize basic social principles, such as appropriate dress and general behavior.

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed in various degrees to the common INTP problem of only taking in information that relates to or supports their own life experience. The INTP is driven to work with and understand his or her world by applying logic (an immediate, spatial, "fuzzy" logic) to the current situation. Although they generally seek to uncover truths, they don't always have a goal in mind to achieve from the logical process. The act or process of using logic is rewarding to the INTP. In their zeal for the satisfaction that comes from mastering a problem or situation, INTP's often selectively choose to put themselves in situations in which they have the opportunity to exercise these skills. That's certainly not a problem. Most personality types choose to do the things that they're best at most often. Such is the nature of capitalizing upon our strengths. The problem rears its ugly head when the goal of the INTP becomes to achieve their personal satisfaction at all costs.

It is healthy to choose your paths and goals in life so that they coincide with what you find rewarding, and what you're really good at. However, it sometimes happens that we take this approach a bit too far and sacrifice an accurate and objective understanding of the world for a more narrow vision that is easier and comfortable for us to deal with. The INTP affects this problem when they stop taking in information in a truly objective sense, and instead only take in information that can be worked through logically.

The dominant function of the INTP is Introverted Thinking. This function is supported closely and importantly by the auxiliary function of Extraverted Intuition. Extraverted Intuition perceives the world and sends information into the psyche, where it is processed by Introverted Thinking. An INTP who uses their Extraverted Intuition function in a diminished way is one who perceives information for the sole purpose of feeding Introverted Thinking, rather than taking everything in objectively. They are less concerned with understanding something for the sake of understanding than they are with feeding a piece of data into their Thinking function. Information that is not logical is dismissed as unimportant. They may reject information that is not consistent with their logical view of themselves, or with their understanding of a situation. Well-

developed Extraverted Intuition perceives situations with depth and global understanding. It recognizes possibilities. Introverted Thinking makes conclusions. If an INTP's psyche is serving the purposes of Introverted Thinking above all else, then logical conclusions become more important than possibilities. In such cases, the INTP picks and chooses information from Extraverted Intuition that is interesting to them from the perspective of reaching logical conclusions. This keeps the INTP focused on reaching logical conclusions, but it prevents them from taking in any information that doesn't work well with their logical functioning. This includes things like love, emotions, social expectations, etc. These things are very important to many people in the world, and cannot be discarded from consideration if one hopes to really understand other people and the society that we live in. When the INTP dismisses the importance of data that can't be handled by their Thinking function, they are dismissing the importance of ideas that are central to half of the personality types' way of life (approximately half of the human population uses Feeling primarily for decision making). An INTP who wants to understand people and wants to recognize value in both logical and non logical ideas will strive to take in as much information as possible about the world for the purposes of improving their understanding.

The INTP who suffers from diminished use of Extraverted Intuition is likely to be very cutting and derisive towards people who express disagreement with the INTP. Without a sufficiently diverse perception of the Extraverted world, the INTP is unlikely to understand the principles of human interaction, and is unlikely to recognize the tremendous value of getting along with others and having good relationships.

For example, an INTP that I know (Bob) and his wife recently adopted a 7 year old girl (Kelly). The family lives in a foreign country and makes it back to the U.S. for Christmas most years. Last year, Bob's relatives from the U.S. spoiled Kelly with lots of Christmas gifts to let her know that she was welcome and valued in their family. When Bob and his family left the country after Christmas, they did not bring any of Kelly's Christmas gifts with them. Bob's relatives were all extremely hurt and upset by this fact. When they confronted Bob about this, he claimed that they were wrong. He said that he had done the packing himself and was sure that nothing had been left behind. Bob's family has a large stack of clothes and toys that were meant for Kelly, but Bob insists to this day that they are wrong. He is not seeing the situation objectively with Extraverted Intuition. Rather, he dismisses the evidence because it doesn't support his own vision of himself or of that particular situation.

The INTP's inferior (fourth) function is Extraverted Feeling. This means that the INTP is not naturally in tune with how other people are feeling, or with social expectations. In fact, the INTP is likely to reject the importance of social rituals, rules, and expectations. This is a natural weak point for the INTP, which no doubt causes strife to the INTP and their love partner. This weakness can be overcome by developing their Extraverted Intuition to the point that they can perceive Feeling type expectations in the external world. They don't have to use Extraverted Feeling to understand how to act in situations. They can perceive the expected behavior from their Extraverted Intuition function. However, if they are restricting their incoming data to only those things that support their existing way of life, then they are not learning from Extraverted Intuition at all. They are not growing their understanding of social and intimate behaviors - rather, they are reducing the importance of this type of understanding to their own life. In these situations, INTP's shy away from very close personal relationships, and feel more vulnerable and less sure of themselves in situations that involve expressing their emotions. In extreme cases, they reject social interaction entirely. They tend to dislike everyone, and interact with the world with the primary purpose of getting rid of the offending person. Most INTP's will have bad days during which they don't much feel like dealing with people. The problem occurs when every day becomes a bad day.

Solutions

To grow as an individual, the INTP needs to focus on taking in as much information as possible through Extraverted Intuition. He or she needs to allow themselves to get into situations that they aren't necessarily comfortable with, or that are different from the situations that they would normally choose in life. The INTP learns from experience, so the best way for the INTP to grow as a person is to open him or herself to new experiences. Be aware of the tendency to want to run out and do something "new" that is actually just a different opportunity to exercise a known skill. Your task, as a person interested in personal growth, is to understand the world in a truly objective fashion, and how you fit into the world, rather than how the world fits into your life.

The INTP should also pay close attention to their motivations when perceiving new information. Are they perceiving with an open mind or with an agenda? Are they seeking to truly understand something, or are they more concerned with turning the information into a logical conclusion? Seek first to understand, then to judge.

Living Happily in our World as an INTP

The problems that INTP's have with regards to fitting into our world are not usually related to platonic friendships. Usually, the INTP has trouble finding and maintaining a love relationship. The INTP usually has relatively simple needs and expectations from their mates, and they're surprised and confused to find that their mates have more complex demands. They don't understand their mate's needs, and may feel inadequate to meeting them. They get very uncomfortable with a situation as they perceive that they are expected to do something that is unknown to them. They back away from the relationship. They generally mask their fear and discomfort by reducing the importance of the relationship to themselves and others, or by putting the failure off onto the ridiculous expectations of their ex-mate. Outside of a relationship, they feel more unloved and unappreciated, but are afraid to commit to a relationship because they fear rejection and hurt.

Most INTP's experience relationship difficulties at some point in their lives. The INTP with a well-developed Extraverted Intuition will find relationships more satisfying and easier to deal with. Accordingly, we offer some general suggestions for dealing with relationships, as well as some advice that will help the INTP develop their Extraverted Intuition.

Specific suggestions:

Figure out how you feel about the other person. Do not falsely express love, or lead someone on with your ambivalence.

Don't expect yourself to be a master at the "touchy-feely" game. Be yourself, but remember that there is a basic assumption of human decency that must be adhered to in relationships. If you're not sure what that means, take special care to observe how people in "good" committed relationships behave towards each other, so that you can determine where the lines are drawn.

Pair yourself with an Extraverted Thinker (ESTJ or ENTJ) who is less likely to assume that the lack of feedback is the same thing as negative feedback.

Realize and accept that for you a satisfying relationship will start with the head, and move on towards the heart.

Expanding your world and experiences will expand your understanding of human expectations. Try to figure out the personality type of people that you know and

encounter in your life.

Take care to notice what people look like in different social situations. Notice their hair, makeup (or lack thereof), the condition of their clothes, their shoes, their facial expressions. Don't compare others to your own appearance, simply take notice of it.

When having a conversation with a friend or relative, spend at least half of the time talking about them. Concentrate on really understanding where the person is coming from with their concerns. Ask questions.

Think of the people who are closest to you. Remember that they have their own lives going on. Try to visualize what that person is doing, and imagine what kinds of things that person is thinking about. Don't pass judgment, just think about it.

Ten Rules to Live By to Achieve INTP Success

1. **Feed Your Strengths!** Realize your gift at mastering logical problems and situations, and give yourself plenty of opportunities to exercise your abilities. Much of your sense of well-being will come from these experiences.
2. **Face Your Weaknesses!** We all have weaknesses. Recognizing your weaknesses for what they are (without beating yourself up) will give you the power to change your life for the better.
3. **Talk About Your Thoughts.** Discussing your ideas and perceptions with others will help you to develop your Extraverted INtuition, and thus your understanding of the world. How well you use your auxiliary function is very important to your overall health and happiness.
4. **Listen to Everything** Try not to dismiss anything immediately. Let it soak in, and then apply judgment. Try not to dismiss things that are illogical - they are not illogical.
5. **Be Aware of Others** Understand that everyone has their own lives and their own perspectives. Everyone has something to offer. Try to identify people's personality type.
6. **Recognize Social Principles.** Realize that our society functions around some basic social principles, and that our society would fail unless those principles are recognized and upheld. In a democracy, people vote. At a red stoplight, people stop. If people stopped voting because it wasn't important to them, who would be in power? If people stopped stopping at red stop lights because it didn't fit into their plans, how could we drive safely? Your priorities and plans are important, but you must recognize that the external world's agenda is also

important. Don't dismiss the importance of principles that don't affect your life directly.

7. **Get Out of Your Comfort Zone** Understand that the only way to grow is to get outside of your comfort zone. If you're uncomfortable with an idea or situation because you're not sure how to act, that's good! That's an opportunity for growth.
8. **Identify and Express Your Feelings** You may have a hard time understanding how you feel about someone. It's important that you do figure this out. Don't lead someone on with your ambivalence. If you determine that you value the person, tell them so every time you think of it. This is the best way to make them feel secure in your affections, and so to promote a long-lasting relationship.
9. **Be Accountable for Yourself** Remember that no one has more control over your life than you have. Don't be a victim.
10. **Assume the Best.** Don't distress yourself with fear and dark expectations. Remember that a positive attitude often creates positive situations.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

Portrait of an ISFJ Introverted Sensing Feeling Judging (Introverted Sensing with Extraverted Feeling)

The Nurturer

As an ISFJ, your primary mode of living is focused internally, where you take things in via your five senses in a literal, concrete fashion. Your secondary mode is external, where you deal with things according to how you feel about them, or how they fit into your personal value system.

ISFJ's live in a world that is concrete and kind. They are truly warm and kind-hearted, and want to believe the best of people. They value harmony and cooperation, and are likely to be very sensitive to other people's feelings. People value the ISFJ for their consideration and awareness, and their ability to bring out the best in others by their firm desire to believe the best.

ISFJ's have a rich inner world that is not usually obvious to observers. They constantly take in information about people and situations that is personally important to them, and store it away. This tremendous store of information is usually startlingly accurate, because the ISFJ has an exceptional memory about things that are important to their value systems. It would not be uncommon for the ISFJ to remember a particular facial expression or conversation in precise detail years after the event occurred, if the situation made an impression on the ISFJ.

ISFJ's have a very clear idea of the way things should be, which they strive to attain. They value security and kindness, and respect traditions and laws. They tend to believe that existing systems are there because they work. Therefore, they're not likely to buy into doing things in a new way, unless they're shown in a concrete way why it's better than the established method.

ISFJ's learn best by doing, rather than by reading about something in a book, or applying theory. For this reason, they are not likely to be found in fields which require a lot of conceptual analysis or theory. They value practical application. Traditional methods of higher education, which require a lot of theorizing and abstraction, are likely to be a chore for the ISFJ. The ISFJ learns a task best by being shown its practical application. Once the task is learned, and its practical importance is understood, the ISFJ will faithfully and tirelessly carry through the task to completion. The ISFJ is extremely dependable.

The ISFJ has an extremely well-developed sense of space, function, and aesthetic appeal. For that reason, they're likely to have beautifully furnished, functional homes. They make extremely good interior decorators. This special ability, combined with their sensitivity to other's feelings and desires, makes them very likely to be great gift-givers - finding the right gift which will be truly appreciated by the recipient.

More so than other types, ISFJ's are extremely aware of their own internal feelings, as well as other people's feelings. They do not usually express their own feelings, keeping things inside. If they are negative feelings, they may build up inside the ISFJ until they turn into firm judgments against individuals which are difficult to change, once set. Many ISFJ's learn to express themselves, and find outlets for their powerful emotions.

Just as the ISFJ is not likely to express their feelings, they are also not likely to let on that they know how others are feeling. However, they will speak up when they feel another individual really needs help, and in such cases they can truly help others become aware of their feelings.

The ISFJ feels a strong sense of responsibility and duty. They take their responsibilities very seriously, and can be counted on to follow through. For this reason, people naturally tend to rely on them. The ISFJ has a difficult time saying "no" when asked to do something, and may become over-burdened. In such cases, the ISFJ does not usually express their difficulties to others, because they intensely dislike conflict, and because they tend to place other people's needs over their own. The ISFJ needs to learn to identify, value, and express their own needs, if they wish to avoid becoming over-worked and taken for granted.

ISFJ's need positive feedback from others. In the absence of positive feedback, or in the face of criticism, the ISFJ gets discouraged, and may even become depressed. When down on themselves or under great stress, the ISFJ begins to imagine all of the things that might go critically wrong in their life. They have strong feelings of inadequacy, and become convinced that "everything is all wrong", or "I can't do anything right".

The ISFJ is warm, generous, and dependable. They have many special gifts to offer, in their sensitivity to others, and their strong ability to keep things running smoothly. They need to remember to not be overly critical of themselves, and to give themselves some of the warmth and love which they freely dispense to others.

Jungian functional preference ordering:

Dominant: Introverted Sensing

Auxiliary: Extraverted Feeling Tertiary: Introverted Thinking Inferior: Extraverted Intuition

ISFJ's generally have the following traits:

- Large, rich inner store of information which they gather about people

- Highly observant and aware of people's feelings and reactions

- Excellent memory for details which are important to them

- Very in-tune with their surroundings - excellent sense of space and function

- Can be depended on to follow things through to completion

- Will work long and hard to see that jobs get done

Stable, practical, down-to-earth - they dislike working with theory and abstract thought

- Dislike doing things which don't make sense to them

- Value security, tradition, and peaceful living

- Service-oriented: focused on what people need and want

- Kind and considerate

- Likely to put others' needs above their own

- Learn best with hands-on training

- Enjoy creating structure and order

- Take their responsibilities seriously

- Extremely uncomfortable with conflict and confrontation

ISFJ's have two basic traits which help define their best career direction: 1) they are extremely interested and in-tune with how other people are feeling, and 2) they enjoy creating structure and order, and are extremely good at it. Ideally, the ISFJ will choose a career in which they can use their exceptional people-observation skills to determine what people want or need, and then use their excellent organizational abilities to create a structured plan or environment for achieving what people want. Their excellent sense of space and function combined with their awareness of aesthetic quality also gives them quite special abilities in the more practical artistic endeavors, such as interior decorating and clothes design.

ISFJ Relationships

ISFJ's place a great deal of importance on their personal relationships. They're generally very giving and loving people, who place the needs of others above their own. They sometimes have a problem with becoming overly emotionally needy, and with keeping their true feelings hidden from others. They take their commitments very

seriously, and seek lifelong relationships. ISFJ's are extremely dependable, and put forth a lot of energy into keeping things running smoothly. They sometimes have difficulty saying "no" when asked to do something, and therefore may be taken for granted.

ISFJ Strengths

- Warm, friendly and affirming by nature
- Service-oriented, wanting to please others
- Good listeners
- Will put forth lots of effort to fulfill their duties and obligations
- Excellent organizational capabilities
- Good at taking care of practical matters and daily needs
- Usually good (albeit conservative) at handling money
- Take their commitments seriously, and seek lifelong relationships

ISFJ Weaknesses

- Don't pay enough attention to their own needs
- May have difficulty branching out into new territory
- Extreme dislike of conflict and criticism
- Unlikely to express their needs, which may cause pent-up frustrations to build inside
 - Have difficulty leaving a bad relationship
 - Have difficulty moving on after the end of a relationship

What does Success mean to an ISFJ?

ISFJ's are the homemakers, caretakers and facilitators of the world. Their strong sense of duty, hard-working tendencies and ability to respond quickly to what is suitable to a particular situation are great assets. With a dominant function that quickly grasps the qualities inherent within the external world, and a secondary function that weighs such perceptions against their value within this world, the ISFJ has a great talent for discovering the aesthetic and essential qualities compatible with and relevant to a particular real world situation. This means that, not only within the world of objects, but also in their relationships with people, ISFJ's are gifted with the ability to recognize and understand the comfort and surroundings suitable to a secure and pleasing existence. And they can do this with a decisiveness which might make others wonder if the ISFJ was not in fact getting their answers from some form of intuitive understanding rather than what is really a vast library of carefully related memory images and value judgments. An ISFJ will always feel best when their world is a place of quality and reassurance, both for themselves and others. Success for an ISFJ means

being able to fulfill a role providing value for others and ordering their world in a way in which safety and security is balanced against a genuine respect for the aesthetic and positive qualities of life.

Allowing Your ISFJ Strengths to Flourish

As an ISFJ, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and how you can better use your talents to achieve your dreams.

Nearly all ISFJ's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

You are adept at seeing the right balance, the best way to make the world look and feel good. This talent enables you to make your world reflect your inner self and become a place of security and growth in which others can feel at ease too.

You have a gift for knowing what will make another person feel better about the world and themselves. Your valuable input to their world comes back to you in ways which aid your own personal development.

You see clearly what is right and wrong, what grates on yourself and others, what works for harmony and what does not. Your clear recognition of these things gains you the confidence and respect of others.

You have a great memory for things, places and events, their curious details and the relationships between them. More than this, you also remember what was both good and bad about these things. These skills show in your ability to give no nonsense advice and aid to others

Within yourself you know, even if others do not realize it, that for as long as they are trying to do their best, you will hold the line with them to the very end. You see this as simply doing the right thing, but in fact it is a special virtue and makes you one of the most worthy of partners and friends when the chips are down.

You work hard to get the job done, and you can be counted on to stay with it till it is finished.

ISFJ's who have a strongly expressed Extraverted Feeling function will find they also enjoy these very special gifts:

Work is never a chore to you, but a gift you offer to the world.

In your relationships you are able to clearly show others how you feel about them.

Others will always feel at ease in your home and presence.

Your efforts always seem to be appreciated by those around you.

You will try to find pleasing ways to settle differences and to find the most satisfying solutions to both your own and others difficulties.

More often than not, you will know exactly the right thing to do, say, buy or create to make things better or move things toward a valid human solution to a problem

You will clearly see the conditions underlying a situation and their effects on the persons within it, enabling you to see ways of changing things for the better. In this sense, you may be a powerful agent for social justice.

Potential Problem Areas

With any gift of strength, there is an associated weakness. The strong expression of any function can overshadow others, whilst at the same time its own associated and unexpressed inferior function can mine the unconscious mind and throw up annoying resistances and unsettling emotions. We value our strengths, but we often curse and - even more limiting to our potential development - ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

ISFJ's are kind, steady and responsible beings with many special gifts. I would like for the ISFJ to keep in mind some of the many positive things associated with being an ISFJ as they read some of this more negative material. Also remember that the weaknesses associated with being an ISFJ are natural to your type. Although it may be depressing to read about your type's weaknesses, please remember that we offer this information to enact positive change. We want people to grow into their own potential, and to live happy and successful lives.

Many of the weaker characteristics that are found in ISFJ's are due to their dominant and Introverted Sensing function overshadowing the rest of their personality. This generally results in two notable effects: their Extraverted Feeling function is unable to balance their sharply rendered inner perceptions with a sense of human value, whilst at the same time these very perceptions often hint at strange associations and consequences which seem always to hover darkly in the background of the world

In such cases, an ISFJ may show some or all of the following weaknesses in varying degrees:

- May find difficulty expressing their feelings without fear or anger.
- May be unable to correctly judge what really is for the best
- May wrongly suspect others of having hidden motives or agendas

May be unable to shrug off feelings impending disaster
May be unable to acknowledge or hear anything that goes against their certainty about the “correct” or “right” way to do things
May have a tendency to blame particular persons for disturbing or upsetting “their world” by simply being who they are
May come across to others as cold and insensitive to anything but another’s ability to fit in with and support their own judgments
May be unnecessarily harsh or strict about appropriate social behavior
May be oblivious to what others think about them
May come across as rigid, inflexible or even cold and uncaring to others, without being aware of it
May be unable to understand verbal logic, and quickly cut off other’s explanations
May value their own certainties about the world and its problems far above others
May be quite falsely certain of their influence upon, and understanding of others
May be extremely vulnerable to tricks, con men, false hopes, religious cults and conspiracy theories
May react with anger or distress when someone expresses disagreement with their view of the world, or disapproval of their judgments
May favor their judgments to the degree that they are unable to notice the pain or difficulty such judgments might cause others
Under great stress, are likely to make outrageously harsh and uncaringly selfish survival oriented decisions

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed in various degrees to the ISFJ’s internally mapped and abstract view of the world not being successfully coupled to an appropriate level of Extroverted feeling. Without this rational external balance, the ISFJ’s opposing unconscious functions can wreak havoc upon the order and sense of the ISFJ’s perceptions and ideas. ISFJ’s are usually stable, certain, reliable and deft in their approach to life. But if unbalanced, they are likely to treat any point of view other than their own with a kind of cold dismay, and if pressed hard will tend to shut out the existence of problems caused by others differing attitudes and opinions. If the ISFJ does not learn how to deal with the wide range of differing world views they come into contact with, they can find themselves closed into a lonely little corner of the world in which only their own feelings of safety and certainty are maintained. This is a natural survival technique for the extreme ISFJ personality.

The main driver to the ISFJ personality is Introverted Sensing, whose function is to define the properties of and locate and recognize the sometimes abstract and innate qualities of and between the objects of the outer world. If an ISFJ's picture of the world is threatened by external influences, the ISFJ generally tries to shut such new information out of their lives. This is totally natural, and works well to protect the individual psyche from getting hurt. However, the ISFJ who exercises this type of self-protection regularly will become closed within a small and ever decreasing circle of those family and friends who do not actively disturb their increasingly narrow and rigid world view. They will always find justification for their own inappropriate behaviors, and will always find fault with the outside world for problems that they have in their lives. It will be difficult for them to maintain close personal relationships because they will have a negatively polarized and therefore limited ability to communicate outside of the box of their own security needs.

It is not an uncommon tendency for the ISFJ to support their ideas and values by using only the value judgments they make about the world and other peoples behavior. However, if this tendency is given free reign, the resulting ISFJ personality is too self-centered to be happy or successful. Since the ISFJ's dominant function is Introverted Sensing, they must balance this with an auxiliary Extraverted Feeling function. If the ISFJ uses Extraverted Feeling only to serve the purposes of Introverted Sensing, then the ISFJ is not using Extraversion effectively at all. As a result, the ISFJ does not sufficiently recognize and sympathize with the way feelings affect the behavior of others in the world to have a good sense of why things happen as they do. They see nothing but their own perspective, and deal with the world only so far as they need to in order to support their perspective. These individuals usually come across as somewhat judgmental and full of fixed and often rather ambiguously polarized ideas about the world. Other people are often surprised by the vehemence of their ideas and are usually unable to understand how they came by them.

Solutions

To grow as an individual, the ISFJ needs to focus on opening their perspective to include a more accurate picture of the feelings and value judgments of others. In order to be in a position in which the ISFJ is able to perceive and consider data that is foreign to their internal value system, the ISFJ needs to recognize that their world view is not threatened by the new information. The ISFJ must consciously tell himself/herself that emotional affects in others are not unrelated to reality; that the feelings of others are also just and valid within a wider and less rigorous vision of the world.

The ISFJ who is concerned with personal growth will pay close attention to their motivation for deciding what is good and bad, right and wrong. Do they try to find the feeling values of others in a situation? Or, do they value only those feelings which support a personal idea or cause? At the moment when something is felt, is the ISFJ only concerned with whether that feeling supports something they recognize as correct? Or is she/he concerned with becoming truly empathetic? To achieve a better understanding of others and the world in which they live, the ISFJ should try to put themselves into the minds of others, to locate and recognize how they have come to feel the way they do, before making judgments. They should consciously be aware of their tendency to discard anything that doesn't agree with their carefully ordered concepts, and work towards lessening this tendency. They should try to feel the way others would feel in situations, without making personal judgments about the actual situations. In general, they should work on exercising their Feeling in a truly extraverted sense. In other words, they should use Feeling to locate their true connections to and relationship with others for the sake of gaining a wider perspective, rather than only allowing such feeling values to support their own conclusions. The ISFJ who successfully feels things objectively may be quite a powerful force for positive change.

Living Happily in our World as an ISFJ

Some ISFJ's have difficulty fitting into our society. Their problems are often a result of an inability to flow with what is, a too negative or correcting attitude which dismays others, or unrealistic ideals and ideas about the world. These issues mostly stem from using Extraverted Feeling in a diminished manner: the lack of a strong externally focused value system allowing an often ambiguous and yet strongly defended world view which has little relation to concrete reality to control the personality. An ISFJ who attempts to feel and value the feelings of others for the sake of understanding the world around them, rather than quickly deciding how they and they alone feel, will have a clearer, more objective understanding of how society is dependant not only upon structure and correct behavior, but also how human values make it just what it is and not something else perhaps more desirable. He or she will also be more comfortable and less likely to demand that the world and the behavior of others conform to some abstract code of being. Such well-adjusted ISFJ's will fit happily into our society. Unless you really understand Psychological Type and the nuances of the various personality functions, it's a difficult task to suddenly start to use Feeling in an unambiguous and totally extraverted direction. It's difficult to even understand what that means, much less to incorporate that directive into your life. With that in mind, I am providing some specific suggestions that may help you to begin exercising your

Extraverted Feeling more fully:

Take care to try and discover why others feel the way they do. Try to notice the connections between their feelings and the way they see the world. Don't immediately compare your own value judgments about the world to theirs; simply accept that for them this is a real and perfectly valid way of responding.

Think of those times and situations in your life when you felt misunderstood or disregarded by others. Now try to understand how one or two other people would see the situation. Don't try to assume they would judge as you do: "she would have to feel the same way if that happened to her", or "he would change his tune if he saw things from my point of view". Rather, try to understand how they would truly see the situation. Would it be seen as a problem, or as an opportunity? Would it be taken seriously or lightly? Try to determine their point of view without passing judgment or comparing it to your own.

When having a conversation with a friend or relative, dedicate at least half of your time to finding out how the other person feels about what they are describing. Concentrate on really sensing their emotional state. Tell them how you feel and compare. Ask questions about why they feel as they do.

Think of the people who are closest to you. As you think of each person, tell yourself "this person has their own life going on, and they are more concerned with their own life than they are with mine." Remember that this doesn't mean that they don't care about you. It's the natural order of things. Try to visualize what that person is feeling right now.

What emotions are they enacting, what thoughts are they having? Don't pass judgment, or compare their situation to your own.

Try to identify the personality type of everyone that you come into contact with for any length of time.

Ten Rules to Live By to Achieve ISFJ Success

1. **Feed Your Strengths!** Let your talent for recognizing harmony and balance spill out into the world around you, show your gifts to the world. Allow yourself to take opportunities to design, reorganize and rebalance things to make your home and work environments better for yourself and others. Find work or a hobby which allows you to realize these strengths.

2. **Face Your Weaknesses!** Realize and accept that some things are never going to be how you would like them to be. Understand that other peoples feelings are sometimes more important than whether they are right or wrong. Facing and dealing with discord or differences in others doesn't mean that you have to change who you are; it means that you are giving yourself opportunities to grow. By facing your weaknesses, you honor your true self and that of others.
3. **Discover the World of Others.** Don't let yourself fall into the trap of thinking you always know what is right for others. Open your heart to the possibility of understanding that their true needs are something that must be discovered through relationship, and recognition that their world might be very different, yet just as valid as your own.
4. **Don't be too hasty.** Try to let things settle before you make a judgment, allowing others to discover the best for themselves while you feel your way into their way of seeing things.
5. **Look Carefully at the World.** Remember, things are not always what they seem on the surface. You might need to look deeper to discover the truth, particularly when it seems you are sure of your first quick judgment. There are layers of meaning and truth beneath everything.
6. **Try to Let Others Take Some of the Load.** By letting others help, you are not letting things get out of control, but are validating their own need to be a part of your life. Remember, it is better to guide another to see your point of view than keeping them out of the picture.
7. **Be Accountable to Others.** Remember that they need to understand you and your needs too. Express your feelings and reasons and let them become partners to your goals.
8. **Don't Hem Yourself in.** Staying in your comfort zone is self defeating in the end. Try to make every day one where you get out and discover a little something different about the world and others. This will broaden your horizons and bring new ideas and opportunities into focus.
9. **Assume the Best and Seek for it.** Don't wait for others to live up to your expectations. Every person has a goldmine of worth in them, just as every situation can be turned to some good. If you let yourself believe this, you will find yourself discovering ways to make it true for you.
10. **When in Doubt, Ask For Help!** Don't let your sense of self sufficiency leave you on the horns of a dilemma or lead you into disaster. If you are uncertain of something or someone then get input from others you trust.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

Portrait of an ISFP - Introverted Sensing Feeling Perceiving (Introverted Feeling with Extraverted Sensing)

The Artist

As an ISFP, your primary mode of living is focused internally, where you deal with things according to how you feel about them, or how they fit into your value system. Your secondary mode is external, where you take things in via your five senses in a literal, concrete fashion.

ISFP's live in the world of sensation possibilities. They are keenly in tune with the way things look, taste, sound, feel and smell. They have a strong aesthetic appreciation for art, and are likely to be artists in some form, because they are unusually gifted at creating and composing things which will strongly affect the senses. They have a strong set of values, which they strive to consistently meet in their lives. They need to feel as if they're living their lives in accordance with what they feel is right, and will rebel against anything which conflicts with that goal. They're likely to choose jobs and careers which allow them the freedom of working towards the realization of their value-oriented personal goals.

ISFP's tend to be quiet and reserved, and difficult to get to know well. They hold back their ideas and opinions except from those who they are closest to. They are likely to be kind, gentle and sensitive in their dealings with others. They are interested in contributing to people's sense of well-being and happiness, and will put a great deal of effort and energy into tasks which they believe in.

ISFP's have a strong affinity for aesthetics and beauty. They're likely to be animal lovers, and to have a true appreciation for the beauties of nature. They're original and independent, and need to have personal space. They value people who take the time to understand the ISFP, and who support the ISFP in pursuing their goals in their own, unique way. People who don't know them well may see their unique way of life as a sign of carefree light-heartedness, but the ISFP actually takes life very seriously, constantly gathering specific information and shifting it through their value systems, in search for clarification and underlying meaning.

ISFP's are action-oriented individuals. They are "doers", and are usually uncomfortable with theorizing concepts and ideas, unless they see a practical application. They learn best in a "hands-on" environment, and consequently may

become easily bored with the traditional teaching methods, which emphasize abstract thinking. They do not like impersonal analysis, and are uncomfortable with the idea of making decisions based strictly on logic. Their strong value systems demand that decisions are evaluated against their subjective beliefs, rather than against some objective rules or laws.

ISFP's are extremely perceptive and aware of others. They constantly gather specific information about people, and seek to discover what it means. They are usually penetratingly accurate in their perceptions of others.

ISFP's are warm and sympathetic. They genuinely care about people, and are strongly service-oriented in their desire to please. They have an unusually deep well of caring for those who are close to them, and are likely to show their love through actions, rather than words.

ISFP's have no desire to lead or control others, just as they have no desire to be led or controlled by others. They need space and time alone to evaluate the circumstances of their life against their value system, and are likely to respect other people's needs for the same.

The ISFP is likely to not give themselves enough credit for the things which they do extremely well. Their strong value systems can lead them to be intensely perfectionist, and cause them to judge themselves with unnecessary harshness.

The ISFP has many special gifts for the world, especially in the areas of creating artistic sensation, and selflessly serving others. Life is not likely to be extremely easy for the ISFP, because they take life so seriously, but they have the tools to make their lives and the lives of those close to them richly rewarding experiences.

Jungian functional preference ordering:

Dominant: Introverted Feeling

Auxiliary: Extraverted Sensing

Tertiary: Introverted Intuition

Inferior: Extraverted Thinking

ISFP's generally have the following traits:

Keen awareness of their environment

Live in the present moment

Enjoy a slower pace - they like to take time to savor the present moment
Dislike dealing with theory or abstract thought, unless they see a practical application
Faithful and loyal to people and ideas which are important to them
Individualistic, having no desire to lead or follow
Take things seriously, although they frequently appear not to
Special bond with children and animals
Quiet and reserved, except with people they know extremely well
Trusting, sensitive, and kind
Service-oriented; they're driven to help others
Extremely well-developed appreciation for aesthetic beauty
Likely to be original and unconventional
Learn best with hands-on training
Hate being confined to strict schedules and regimens
Need space and freedom to do things their own way
Dislike mundane, routine tasks, but will perform them if necessary

The ISFP is a very special individual who needs to have a career which is more than a job. The middle of the road is not likely to be a place where they will be fulfilled and happy. They need to have a career which is consistent with their strong core of inner values. Since they prefer to live in the current moment, and take the time to savor it, they do not do well with some of the more fast-paced corporate environments. They need a great deal of space and freedom if they are going to function in their natural realm of acute sensory awareness. If they give free reign to their natural abilities, they may find a wonderful artist within themselves. Almost every major artist in the world has been an ISFP. Since the ISFP is so acutely aware of people's feelings and reactions, and is driven by their inner values to help people, the ISFP is also a natural counselor and teacher.

ISFP Relationships

ISFP's are warmhearted, gentle people who take their commitments seriously, and seek lifelong relationships. They are very private people, who keep their true feelings and opinions reserved or hidden from others. This may cause them to constantly defer to their mates in their intimate relationships, which may cause problems if their mates are not extremely aware of the ISFP's feelings. Some ISFP's who are in the habit of not expressing their needs and feelings find themselves in situations throughout their life where they feel overshadowed, overlooked, or even "tread upon" by others. Highly practical and cynical by nature, these feelings may cause the ISFP to become bitter, and to either give up on their relationships, or to start using their relationships for their

own personal gain. Although this problem is observed sometimes in the ISFP type, it does not seem to be present in those ISFP's who consistently express their feelings to those closest to them. These ISFP's have a very positive, warm outlook on life and love, and are not as likely to find themselves in relationships where they are taken for granted or taken advantage of. ISFP's go to great lengths to please their partners. They're very loyal and supportive, with a deep capacity for love. They detest conflict and discord, and highly value being seen and understood for who they are. They need space to live their lives in their own unique way, and will respect other's need for space.

ISFP Strengths

- Warm, friendly and affirming by nature

- Usually optimistic

- Good listeners

- Good at dealing with practical day-to-day concerns

- Flexible and laid-back, usually willing to defer to their mates

Their love of aesthetic beauty and appreciation for function makes them likely to have attractive, functional homes

- Take their commitments seriously, and seek lifelong relationships

- Likely to value and respect other's personal space

- Likely to enjoy showing their affection through acts and deeds

- Sensuous and earthy

ISFP Weaknesses

- Not good at long-range financial (or other) planning

- Extreme dislike of conflict and criticism

Focused on enjoying the present moment, they may appear lazy or slow-moving at times

- Need to have their own space, and dislike having it invaded

- May be slow to show their affection with words

- Tendency to hold back their thoughts and feelings, unless drawn out

- May become overly cynical and practical

What does Success mean to an ISFP?

ISFP's are creative, sensitive souls with a great capacity for love. They seek harmony, validation, and affection in their relationships with others. They value creativity and spirituality. Very sensitive and easily hurt by rejection and harshness, they are sometimes drawn to turn their love towards creatures who will love them back

unconditionally, such as animals and small children. They believe heartily in unconditional love, and in an individual's right to be themselves without being judged harshly for who they are. Of all of the types, the ISFP is most likely to believe that "Love is the answer." For the ISFP, personal success depends upon the condition of their closest relationships, their aesthetic environment and the development of their artistic creativity, their spiritual development, and how much they feel valued and accepted for their individual contributions.

Allowing Your ISFP Strengths to Flourish

As an ISFP, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and how you can better use your talents to achieve your dreams.

Nearly all ISFP's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

Highly creative, artistic and spiritual, they can produce wonderful works of art, music and literature. ISFP's are natural artists. They will find great satisfaction if they encourage and develop their artistic abilities. That doesn't mean that an ISFP has to be a famous writer or painter in order to be content. Simply the act of "creating" will be a fulfilling source of renewal and refreshment to the ISFP. An ISFP should allow himself or herself some artistic outlet, because it will add enrichment and positive energy to their life.

They're more spiritually aware than most people, and are more in touch with their soul than others. Most ISFP's have strong Faith. Those that don't may feel as if they're missing something important. An ISFP should nourish their faith.

ISFP's have an extremely well-developed ability to appreciate aesthetic qualities. They're usually very aware of their environment, and can easily see what works well and what doesn't from an aesthetic perspective. If they allow this strength to flourish, they're likely to be stylish dressers who live in a home that's aesthetically pleasing.

ISFP's have passionate and intense feelings.

ISFP's are very quick-witted and spatial in their thinking. If they have the desire, they can be very good at individual sports like golf, skiing, biking, etc., because they're extremely observant and have quick reactions.

They're usually good listeners who genuinely want to hear about someone's problems, and genuinely want to help them. This makes them outstanding counselors, and good friends. An ISFP may find great satisfaction from volunteering as a counselor.

They accept and value people as individuals, and are strongly egalitarian. They believe that an individual has the right to be themselves, without having their attitudes and perspectives brought under scrutiny. Accordingly, they have a great deal of tolerance and acceptance dealing with people who might encounter negative judgment from society in general. They can see something positive in everyone. They believe in individuals. If they give themselves the opportunity, an ISFP can become a much-needed source of self-esteem and confidence for people who cannot find it on their own. In this way, they can nurture a "sick soul" back to health.

Practical and detail-oriented, ISFP's are great at handling the details of a project.

ISFP's live for the current day, and have an ability to enjoy the present moment without stressing out about the future or the past. They have a good ability to concentrate and focus. Accordingly, they can do well in school if they set their mind to it.

ISFP's who have developed their Extraverted Sensing to the extent that they can perceive the world about them objectively and quickly will find that they enjoy these very special gifts:

Their strongly passionate nature combined with their natural sense of aesthetic beauty may make them gifted artists (such as Picasso, or Barbra Streisand, both reportedly ISFP's).

Their awareness of what's going on around them combined with their great capacity to love will make them outstanding parents and caregivers.

They will quickly identify the opportunities of a situation, and quickly act to take advantage of them. They will find that they're able to do anything that they put their mind to, although they may not find it personally satisfying. Things may seem to come easily to these ISFP's. Although they're able to conquer many different kinds of tasks and situations, these ISFP's will be happiest doing something that seems truly important to them. Although they may find that they can achieve the "mainstream" type of success with relative ease, they are not likely to find happiness along that path, unless they have especially rich and rewarding personal relationships.

The ISFP who augments their strong, internal value system (Introverted Feeling) with a well-developed ability to recognize opportunities (Extraverted Sensing) can be a powerful force for social change.

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good". Without "difficult", there would be no "easy". We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

ISFP's are kind and creative beings with many special gifts. I would like for the ISFP to keep in mind some of the many positive things associated with being an ISFP as they read some of this more negative material. Also remember that the weaknesses associated with being an ISFP are natural to your type. Although it may be depressing to read about your type's weaknesses, please remember that we offer this information to enact positive change. We want people to grow into their own potential, and to live happy and successful lives.

Most of the weaker characteristics that are found in ISFP's are due to their dominant Feeling function overshadowing the rest of their personality. When the dominant function of Introverted Feeling overshadows everything else, the ISFP can't use Extraverted Sensing to take in information in a truly objective fashion. In such cases, an ISFP may show some or all of the following weaknesses in varying degrees:

May be extremely sensitive to any kind of criticism

May be unable to see the opportunities inherent to a situation

May perceive criticism where none was intended

May have skewed or unrealistic ideas about reality

May be unable to acknowledge or hear anything that goes against their personal ideas and opinions

May blame their problems on other people, seeing themselves as victims who are treated unfairly

May have great anger, and show this anger with rash outpourings of bad temper

May be unaware of appropriate social behavior

May be oblivious to their personal appearance, or to appropriate dress

May come across as eccentric, or perhaps even generally strange to others, without

being aware of it

May be unable to see or understand anyone else's point of view

May value their own opinions and feelings far above others

May be unaware of how their behavior affects others

May be oblivious to other people's need

May feel overwhelmed with tension and stress when someone expresses disagreement with the ISFP, or disapproval of the ISFP

May develop strong judgments that are difficult to change against people who they perceive have been oppressive or suppressive to them

Under great stress, may feel out of control and fearful, dwelling on the "dark side" of things

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed in various degrees to the common ISFP problem of only taking in data that justifies their personal opinions. ISFP's are usually very intense and sensitive people, and feel seriously threatened by criticism. They are likely to treat any point of view other than their own as criticism of their own perspective. If the ISFP does not learn how to deal with this perceived criticism, the ISFP will begin to shut out the incoming information that causes them pain. This is a natural survivalist technique for the ISFP personality. The main driver to the ISFP personality is Introverted Feeling, whose purpose is to maintain and honor an intensely personal system of values and morals. If an ISFP's personal value system is threatened by external influences, the ISFP shuts out the threatening data in order to preserve and honor their value system. This is totally natural, and works well to protect the individual psyche from getting hurt. However, the ISFP who exercises this type of self-protection regularly will become more and more unaware of other people's perspectives, and thus more and more isolated from a real understanding of the world that they live in. They will always find justification for their own inappropriate behaviors, and will always find fault with the external world for problems that they have in their lives. It will be difficult for them to maintain close personal relationships because they will have unreasonable expectations, and will be unable to accept blame.

It's not an uncommon tendency for the ISFP to look to the external world primarily for information that will support their ideas and values. However, if this tendency is given free reign, the resulting ISFP personality is too self-centered to be happy or successful. Since the ISFP's dominant function to their personality is Introverted Feeling, they must balance this with an auxiliary Extraverted Sensing function. The ISFP takes in

information via Extraverted Sensing. This is also the ISFP's primary way of dealing with the external world. If the ISFP uses Extraverted Sensing only to serve the purposes of Introverted Feeling, then the ISFP is not using Extraversion effectively at all. As a result, the ISFP does not take in enough information about the external world to have a good sense of what's going on. They see nothing but their own perspective, and deal with the world only so far as they need to in order to support their perspective. These individuals usually come across as selfish and unrealistic. Depending on how serious the problem is, they may appear to be anything from "a bit eccentric" to "way out there". Many times other people are unable to understand or relate to these people.

Solutions

To grow as an individual, the ISFP needs to focus on opening their perspective to include a more accurate picture of what is really going on in the world. In order to be in a position in which the ISFP is able to perceive and consider data that is foreign to their internal value system, the ISFP needs to know that its value system is not threatened by the new information. The ISFP must consciously tell himself/herself that an opinion that does not concede with their own is not an indictment of their entire character.

The ISFP who is concerned with personal growth will pay close attention to their motivation for taking in information. Do they take in information to better understand a situation or concept? Or, do they take in information to support a personal idea or cause? At the moment when something is perceived, is the ISFP concerned with twisting that perception to fit in with their personal values? Or is she/he concerned with absorbing the information objectively? To achieve a better understanding of the external world, the ISFP should try to perceive information objectively, before fitting it into their value system. They should consciously be aware of their tendency to discard anything that doesn't agree with their values, and work towards lessening this tendency. They should try to see situations from other people's perspectives, without making personal judgments about the situations or the other people's perspectives. In general, they should work on exercising their Sensing in a truly Extraverted sense. In other words, they should use Sensing to take in information about the world around them for the sake of understanding the world, rather than take in information to support their own conclusions. The ISFP who successfully perceives things objectively may be quite a powerful force for positive change.

Living Happily in our World as an ISFP

Some ISFP's have difficulty fitting into our society. Their problems are often a result of an unawareness of appropriate social behavior, an unawareness of how they come across to others, or unrealistic expectations of others. Any one of these three issues stem from using Extraverted Sensing in a diminished manner. An ISFP who takes in information for the sake of understanding the world around them, rather than one who takes in information only to support their own ideas, will have a clearer, more objective understanding of how society values social behaviors and attitudes. He or she will also be more aware of how they are perceived by others, and will have more realistic expectations for others' behavior within a relationship. Such well-adjusted ISFP's will fit happily into our society.

Unless you really understand Psychological Type and the nuances of the various personality functions, it's a difficult task to suddenly start to use Sensing in an Extraverted direction. It's difficult to even understand what that means, much less to incorporate that directive into your life. With that in mind, I am providing some specific suggestions that may help you to begin exercising your Extraverted Sensing more fully:

Take care to notice what people look like in different social situations. Look at their hair, their skin, their makeup (or lack thereof), their clothes, the condition of their clothes, their shoes, their facial expressions. Don't compare others to your own appearance, or pass judgment on their appearance, simply take in the information.

Think of a situation in your life in which you weren't sure how to behave. Now try to understand how one or two other people would see the situation. Don't compare their behavior to your own, i.e. "she would know better than me what to do", or "why is it so easy for her, but so hard for me". Rather, try to understand how they would see the situation. Would it be seen as a problem, or as an opportunity? Would it be taken seriously or lightly? Try to determine their point of view without passing judgment or comparing it to your own.

When having a conversation with a friend or relative, dedicate at least half of your time to talking about the other person. Concentrate on really understanding where that person is coming from with their concerns. Ask questions.

Think of the people who are closest to you. As you think of each person, tell yourself "this person has their own life going on, and they are more concerned with their own life than they are with mine." Remember that this doesn't mean that they don't care about you. It's the natural order of things. Try to visualize what that person is doing right now. What things are they encountering, what thoughts are they having? Don't pass judgment, or compare their situation to your own.

Try to identify the personality type of everyone that you come into contact with for any length of time.

Ten Rules to Live By to Achieve ISFP Success

1. **Feed Your Strengths!** Encourage your natural artistic abilities and creativity. Nourish your spirituality. Give yourself opportunities to help the needy or underprivileged.
2. **Face Your Weaknesses!** Realize and accept that some traits are strengths and some are weaknesses. Facing and dealing with your weaknesses doesn't mean that you have to change who you are, it means that you want to be the best You possible. By facing your weaknesses, you are honoring your true self, rather than attacking yourself.
3. **Express Your Feelings.** Don't let unexpressed emotions build up inside of you. If you have strong feelings, sort them out and express them, Don't let them build up inside you to the point where they become unmanageable!
4. **Listen to Everything.** Try not to dismiss anything immediately. Let everything soak in for awhile, then apply judgment.
5. **Smile at Criticism.** Remember that people will not always agree with you or understand you, even if they value you greatly. Try to see disagreement and criticism as an opportunity for growth. In fact, that is exactly what it is.
6. **Be Aware of Others.** Remember that there are 15 other personality types out there who see things differently than you see them. Try to identify other people's types. Try to understand their perspectives.
7. **Be Accountable for Yourself.** Remember that YOU have more control over your life than any other person has.
8. **Be Gentle in Your Expectations.** You will always be disappointed with others if you expect too much of them. Being disappointed with another person is the best way to drive them away. Treat others with the same gentleness that you would like to be treated with.

9. Assume the Best. Don't distress yourself by assuming the worst. Remember that a positive attitude often creates positive situations.
10. When in Doubt, Ask Questions! Don't assume that the lack of feedback is the same thing as negative feedback. If you need feedback and don't have any, ask for it.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

Portrait of an ISTJ - Introverted Sensing Thinking Judging (Introverted Sensing with Extraverted Thinking)

The Duty Fulfiller

As an ISTJ, your primary mode of living is focused internally, where you take things in via your five senses in a literal, concrete fashion. Your secondary mode is external, where you deal with things rationally and logically.

ISTJ's are quiet and reserved individuals who are interested in security and peaceful living. They have a strongly-felt internal sense of duty, which lends them a serious air and the motivation to follow through on tasks. Organized and methodical in their approach, they can generally succeed at any task which they undertake.

ISTJ's are very loyal, faithful, and dependable. They place great importance on honesty and integrity. They are "good citizens" who can be depended on to do the right thing for their families and communities. While they generally take things very seriously, they also usually have an offbeat sense of humor and can be a lot of fun - especially at family or work-related gatherings.

ISTJ's tend to believe in laws and traditions, and expect the same from others. They're not comfortable with breaking laws or going against the rules. If they are able to see a good reason for stepping outside of the established mode of doing things, the ISTJ will support that effort. However, ISTJ's more often tend to believe that things should be done according to procedures and plans. If an ISTJ has not developed their Intuitive side sufficiently, they may become overly obsessed with structure, and insist on doing everything "by the book".

The ISTJ is extremely dependable on following through with things which he or she has promised. For this reason, they sometimes get more and more work piled on them. Because the ISTJ has such a strong sense of duty, they may have a difficult time saying "no" when they are given more work than they can reasonably handle. For this reason, the ISTJ often works long hours, and may be unwittingly taken advantage of.

The ISTJ will work for long periods of time and put tremendous amounts of energy into doing any task which they see as important to fulfilling a goal. However, they will resist putting energy into things which don't make sense to them, or for which they can't see a practical application. They prefer to work alone, but work well in teams

when the situation demands it. They like to be accountable for their actions, and enjoy being in positions of authority. The ISTJ has little use for theory or abstract thinking, unless the practical application is clear.

ISTJ's have tremendous respect for facts. They hold a tremendous store of facts within themselves, which they have gathered through their Sensing preference. They may have difficulty understanding a theory or idea which is different from their own perspective. However, if they are shown the importance or relevance of the idea to someone who they respect or care about, the idea becomes a fact, which the ISTJ will internalize and support. Once the ISTJ supports a cause or idea, he or she will stop at no lengths to ensure that they are doing their duty of giving support where support is needed.

The ISTJ is not naturally in tune with their own feelings and the feelings of others. They may have difficulty picking up on emotional needs immediately, as they are presented. Being perfectionists themselves, they have a tendency to take other people's efforts for granted, like they take their own efforts for granted. They need to remember to pat people on the back once in a while.

ISTJ's are likely to be uncomfortable expressing affection and emotion to others. However, their strong sense of duty and the ability to see what needs to be done in any situation usually allows them to overcome their natural reservations, and they are usually quite supporting and caring individuals with the people that they love. Once the ISTJ realizes the emotional needs of those who are close to them, they put forth effort to meet those needs.

The ISTJ is extremely faithful and loyal. Traditional and family-minded, they will put forth great amounts of effort at making their homes and families running smoothly. They are responsible parents, taking their parenting roles seriously. They are usually good and generous providers to their families. They care deeply about those close to them, although they usually are not comfortable with expressing their love. The ISTJ is likely to express their affection through actions, rather than through words.

ISTJ's have an excellent ability to take any task and define it, organize it, plan it, and implement it through to completion. They are very hard workers, who do not allow obstacles to get in the way of performing their duties. They do not usually give themselves enough credit for their achievements, seeing their accomplishments simply

as the natural fulfillment of their obligations.

ISTJ's usually have a great sense of space and function, and artistic appreciation. Their homes are likely to be tastefully furnished and immaculately maintained. They are acutely aware of their senses, and want to be in surroundings which fit their need for structure, order, and beauty.

Under stress, ISTJ's may fall into "catastrophe mode", where they see nothing but all of the possibilities of what could go wrong. They will berate themselves for things which they should have done differently, or duties which they failed to perform. They will lose their ability to see things calmly and reasonably, and will depress themselves with their visions of doom.

In general, the ISTJ has a tremendous amount of potential. Capable, logical, reasonable, and effective individuals with a deeply driven desire to promote security and peaceful living, the ISTJ has what it takes to be highly effective at achieving their chosen goals - whatever they may be.

Jungian functional preference ordering:

Dominant: Introverted Sensing

Auxiliary: Extraverted Thinking

Tertiary: Introverted Feeling

Inferior: Extraverted Intuition

ISTJ's generally have the following traits:

Value tradition, security, and peaceful living

Will work long and hard to fulfill duties

Can be depended on to follow through on tasks

Loyal and faithful

Stable, practical and down-to-earth

Family-minded

Dislike doing things which don't make sense to them

Dislike abstract theory, unless they see the practical application

Natural leaders

Prefer to work alone, but work well in teams when necessary

Extremely observant, they take in facts via their senses and store them internally

Vast, rich inner store of facts which they rely on to understand problems which they encounter in their lives

- Profound respect for facts and concrete information
- Make decisions objectively, applying logic and rational thinking
- Dislike change, unless they are shown it's benefit in a concrete way
- Have strong opinions about the way things should be done
- Appreciate structured, orderly environments
- Have very high standards for their own behavior and the behavior of others
- Not naturally in-tune with other people's feelings
- Able to accomplish almost anything if they put their minds to it
- Community minded "good citizens"

ISTJ's have one character trait which puts them at a definite advantage in terms of career success - Perseverance. An ISTJ can do almost anything that they have decided to do. However, there are areas in which they will function more happily and naturally. An ISTJ will do best in a career in which they can use their excellent organizational skills and their powers of concentration to create order and structure. ISTJ's seem to fit extremely well into the Management and Executive layer of the corporate business world.

ISTJ Relationships

The ISTJ's word is as good as gold, and they honor their commitments faithfully. They believe that to do otherwise would be nothing less than a breach of honor and trustworthiness. Consequently, they take their vows very seriously, and once they have said "I do", that means they are bound to the relationship until "death do us apart" or otherwise. ISTJ's are driven to fulfill their responsibilities and duties, and will do so with tireless effort. They will do their best to meet the obligations presented by the different relationship roles which they play during their lives, i.e. spouse, parent, offspring, etc. They may have difficulty showing warmth, but they frequently feel it in abundance, and most develop the ability to show it through sheer effort. If nothing else, the ISTJ holds the gold medal of all the personality types for Effort. They will put forth tremendous amounts of effort to accomplish goals which are important to them. If healthy relationships are among these goals, you can bet that the ISTJ will do everything that they can to foster and maintain healthy relationships.

ISTJ Strengths

- Honor their commitments
- Take their relationship roles very seriously
- Usually able to communicate what's on their minds with precision
- Good listeners

Extremely good (albeit conservative) with money
Able to take constructive criticism well
Able to tolerate conflict situations without emotional upheaval
Able to dole out punishment or criticism when called for

ISTJ Weaknesses

Tendency to believe that they're always right
Tendency to get involved in "win-lose" conversations
Not naturally in-tune with what others are feeling
Their value for structure may seem rigid to others
Not likely to give enough praise or affirmation to their loved ones

What does Success mean to an ISTJ?

People with the ISTJ personality type are serious, methodical, analytical, and hard-working. They store knowledge gained from their experiences, and use this knowledge to tackle new problems and ideas. They will work a problem through to its identified conclusion. They work towards defined goals; their analytical objectivity gives them the tendency to make goal-oriented decisions that are not waylaid by the concerns of individuals. They're uncomfortable with ideas that are completely new to them, or that are totally theoretical in nature. Since they have no direct experience with the new concept, they have no tools for knowing how to deal with it or what to think about it. They need to get the framework for a new concept before they're able to deal with it. An experienced ISTJ is usually a very capable person, and makes an excellent manager. ISTJ's have great value for the "tried and true" approach, and are reluctant to adopt new systems until direct experience proves the validity of the new system. They internalize and value the rules and structure of the society in which they live, and disapprove of behaviors that go against these rules. ISTJ's highly value the cornerstone institutions of society such as Family, Work, and Church. Their hard-working, dedicated nature is especially well-suited for holding up such institutions. An ISTJ's feeling of success depends upon being able to use their experience for the benefit of an institution, and also upon the level of structure and lack of chaos in their life, and in the health and welfare of their family or other social structure.

Allowing Your ISTJ Strengths to Flourish

As an ISTJ, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and be more content with your role.

Nearly all ISTJ's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

Their desire to execute known systems against concrete facts makes them happy to chunk through large amounts of routine work.

With their respect for rules and order, they value honesty and integrity and seek to live with these ideals.

An ISTJ has a "stick to it" attitude. They're not afraid of hard work, and will put forth a great deal of effort towards something that they are interested in. This persistence will help the ISTJ to achieve any identified goal.

The ISTJ's value for social structure makes them more interested in being social than is true for many Introverts.

ISTJ's who have developed their Extraverted Thinking will complement their interest in their inner world of concrete data with an interest in the welfare of the rest of the world, especially with regards to upholding social systems and traditions. These ISTJ's enjoy these very special gifts:

They will move beyond an expectation that others should follow rules into a dedication and willingness to work hard to uphold standards themselves.

They show a dedication to maintaining personal relationships that lends them a respect for individual differences.

They will use their inner store of facts for the benefit of an institution or society in general, rather than to satisfy their own interests.

The more they develop their Extraverted Thinking, the better they will become at strategizing. They will be able to brainstorm multiple possible solutions to problems.

ISTJ's are often uncomfortable with decisions based on values rather than on objective criteria, but the more they develop their Extraverted Thinking, the more likely they will become able to use Introverted Feeling as a positive force rather than strictly a negative one. This will allow them to understand a value judgment that is based on personal perspective rather than social obligation.

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good". Without "difficult", there would be no "easy". We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we

want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

Most of the weaker characteristics that are found in ISTJ's are due to their dominant Introverted Sensing function controlling the personality to the point that all other functions are being used to defend Sensing demands, rather than for their more balanced purposes. In such cases, an ISTJ may show some or all of the following weaknesses in varying degrees:

- Excessive love of food and drink

- Lack of interest in other people, or in relating to them

- Occasional inappropriate emotional displays

- General selfish "look after oneself" tendencies

- Uses judgment to dismiss other's opinions and perspectives, before really understanding them

- May judge others rather than themselves

- May look at external ideas and people with the primary purpose of finding fault

- May become slave to their routine and "by the book" ways of doing things, to the point that any deviation is completely unacceptable

- May have difficulty communicating their thoughts and feelings to anyone

- Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed in various degrees to the common ISTJ problem of Introverted Sensing overtaking the ISTJ's personality to the point that all other functions become slaves to Introverted Sensing. A more "whole" personality needs to have a good balance between its dominant and auxiliary functions. For an ISTJ, the dominant Introverted Sensing needs to be well- supported by the auxiliary Extraverted Thinking function. If Extraverted Thinking exists only to support the desires of Introverted Sensing, then neither function is being used to its potential.

Introverted Sensing is a personality function that constantly gathers data and stores it in a sort of informational database to be accessed at will in the future. As the dominant player in a personality, it has the effect of constantly bombarding the psyche with facts to store. As something new is perceived, it is added to the vast warehouse of Introverted Sensing data. Introverted Sensing does not in itself analyze this data for meaning or connection--it just takes it in as information. In order to sort through and make use of this information, a judging function must be applied. It is the judging

function that does the analysis and ordering of the data.

When Introverted Sensing is too dominant, or Extraverted Thinking is not developed sufficiently, we see the ISTJ using Extraverted Thinking to order the individual's world in such a way that Introverted Sensing can reign without interference. This may include dismissing the importance of relationships, or pushing away anything that threatens the ISTJ's highly introverted way of life. In this manner, Extraverted Thinking is used against the external world, rather than against the ISTJ's internal data. It is a defensive shield, rather than a useful filter.

The better, more "whole" use of Extraverted Thinking for the ISTJ would be to use it to order and evaluate its own rich store of data, and therefore generate useful solutions to problems and efficient systems. Like all types, most ISTJ's will show some signs of this kind of weakness. This does not mean that they're hopelessly flawed. The real problems occur when an ISTJ personality has become so imbalanced that its owner is extremely selfish and unable to consider the importance or validity of anyone else's perspective.

Solutions

To grow as an individual, the ISTJ needs to focus on applying their judgment against information that they have gathered, rather than against single facts or ideas coming from others. Before judging, put all new data into the context of existing facts. Working with all of the facts at your disposal will greatly improve your ability to judge effectively, and will reduce the likelihood that you will become offensively reactionary and isolationist.

An ISTJ who is concerned with personal growth will pay close attention to the subject of their judgments, and their motivations for making judgments. Are they judging something external to themselves, or are they judging something within the context of their stored knowledge? Is the motivation for judging something to be able to understand its usefulness in the world, or to dismiss it? Too often, an ISTJ will judge something without properly understanding it, and with the intention of dismissing it. Seek first to understand, then to judge.

Living Happily in our World as an ISTJ

People of all personality types sometimes experience problems dealing with specific aspects of civilization and human interaction. For the ISTJ, problems are generally associated with being unable to tolerate behaviors that go outside perceived norms, and

with not putting forth effort to meet others' emotional needs. These problems stem from building up the importance of the ISTJ's inner world and diminishing the importance of the external world. ISTJ's who recognize that their knowledge and experience can be enriched by the synergy of other people's knowledge and experience will find that they can be committed to their internal worlds and still have satisfying relationships with others. The key to accomplishing this is development of their highest extraverted function, Extraverted Thinking.

An ISTJ who uses Extraverted Thinking to find fault externally rather than internally may become so strongly opinionated that they form rigid and unreasonable expectations of others. Their hyper-vigilant judgments about the rationality and competence of others may be a very effective way of keeping themselves at an emotional distance from others. This will preserve the sanctity of the ISTJ's inner world and lifestyle, but will reduce a lot of valuable input, arrest the development of their social character, and stagnate the development of the ISTJ's rich store of experiential data. In extreme cases the ISTJ may find him or herself quite alone and lonely.

More commonly, the ISTJ will run into trouble when they try to order and structure the outer world, rather than their inner world. Trying to structure people into a predefined, acceptable system is problematic. The personality types who value the unique individual will be offended by the apparent lack of respect for their person, and people with personality types who follow social values will want to be honoring their own system, rather than being forced to follow yours. Many people experience being controlled or manipulated as a form of suppression, and resist it. Eventually, they may harbor serious resentment against the suppressor.

Specific suggestions:

Take care to listen to someone's idea entirely before you pass judgment on it. Ask questions if necessary. Do whatever it takes to make sure that you understand the idea. Try not to begin judging anything until you understand the details.

Try to identify the personality type of everyone you encounter frequently in your life. Remember that Intuitives often have a wandering style of expression. Try to exhibit tolerance for this.

Before you begin talking to another person, pause for a moment and look at that person. Take in that person's attitude and feelings at that moment. Be aware of the

person with whom you are speaking.

Ten Rules to Live By to Achieve ISTJ Success

1. **Feed Your Strengths!** Do things that allow your excellent organizational and logical abilities to flourish. Explore the worlds of business management, accounting, and medicine.
2. **Face Your Weaknesses!** See your weaknesses for what they are, and seek to overcome them. Especially, strive to use your judgment against your internal store of knowledge, rather than as a means of disregarding other people's ideas.
3. **Talk Through Your Thoughts.** You need to step through your vast amount of information in order to put things into perspective. Give yourself appropriate time to do this, and take advantage of discussing ideas with others. Some find that externalizing your thoughts is a valuable exercise, as is expressing your ideas clearly in writing.
4. **Take in Everything.** Don't dismiss ideas prematurely because you don't respect the person generating the ideas, or because you think you already know it all. After all, everybody has something to offer, and nobody knows everything. As Steven Covey says, "Seek first to understand, and then to be understood."
5. **Quench Your Desire to Control Others.** Remember that most people do not want to be controlled. Again, turn your controlling tendencies inwardly rather than outwardly. You can only really control yourself.
6. **Be Aware of Others.** Take time to notice where others are coming from. What is their personality type? How are they currently feeling?
7. **Be Accountable for Yourself.** Don't blame the problems in your life on other people. Look inwardly for solutions.
8. **Be Gentle in Your Expectations,** and judge yourself at least as harshly as you judge others.
9. **Assume the Best.** Don't distress yourself and others by dwelling on the dark side of everything. Just as there is a positive charge for every negative charge, there is a light side to every dark side. Remember that positive situations are created by positive attitudes, and vice versa. Expect the best, and the best will come forward.
10. **There is Nothing to Fear but Fear Itself.** Sometimes it's necessary to take a risk to initiate change. Don't be afraid to do so when that time comes. In most cases, the obstacles and burdens standing in the way of your goal are not really there--they just exist in your perspective. Change your perspective--change your life.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

Portrait of an ISTP Introverted Sensing Thinking Perceiving (Introverted Thinking with Extraverted Sensing)

The Mechanic

As an ISTP, your primary mode of living is focused internally, where you deal with things rationally and logically. Your secondary mode is external, where you take things in via your five senses in a literal, concrete fashion.

ISTP's have a compelling drive to understand the way things work. They're good at logical analysis, and like to use it on practical concerns. They typically have strong powers of reasoning, although they're not interested in theories or concepts unless they can see a practical application. They like to take things apart and see the way they work.

ISTP's have an adventuresome spirit. They are attracted to motorcycles, airplanes, sky diving, surfing, etc. They thrive on action, and are usually fearless. ISTP's are fiercely independent, needing to have the space to make their own decisions about their next step. They do not believe in or follow rules and regulations, as this would prohibit their ability to "do their own thing". Their sense of adventure and desire for constant action makes ISTP's prone to becoming bored rather quickly.

ISTP's are loyal to their causes and beliefs, and are firm believers that people should be treated with equity and fairness. Although they do not respect the rules of the "System", they follow their own rules and guidelines for behavior faithfully. They will not take part in something which violates their personal laws. ISTP's are extremely loyal and faithful to their "brothers".

ISTP's like and need to spend time alone, because this is when they can sort things out in their minds most clearly. They absorb large quantities of impersonal facts from the external world, and sort through those facts, making judgments, when they are alone.

ISTP's are action-oriented people. They like to be up and about, doing things. They are not people to sit behind a desk all day and do long-range planning. Adaptable and spontaneous, they respond to what is immediately before them. They usually have strong technical skills, and can be effective technical leaders. They focus on details and practical things. They have an excellent sense of expediency and grasp of the details which enables them to make quick, effective decisions.

ISTP's avoid making judgments based on personal values - they feel that judgments and decisions should be made impartially, based on the fact. They are not naturally tuned in to

how they are affecting others. They do not pay attention to their own feelings, and even distrust them and try to ignore them, because they have difficulty distinguishing between emotional reactions and value judgments. This may be a problem area for many ISTP's.

An ISTP who is over-stressed may exhibit rash emotional outbursts of anger, or on the other extreme may be overwhelmed by emotions and feelings which they feel compelled to share with people (often inappropriately). An ISTP who is down on themselves will foray into the world of value judgments - a place which is not natural for the ISTP - and judge themselves by their inability to perform some task. They will then approach the task in a grim emotional state, expecting the worst.

ISTP's are excellent in a crisis situations. They're usually good athletes, and have very good hand-eye coordination. They are good at following through with a project, and tying up loose ends. They usually don't have much trouble with school, because they are introverts who can think logically. They are usually patient individuals, although they may be prone to occasional emotional outbursts due to their inattention to their own feelings.

ISTP's have a lot of natural ability which makes them good at many different kinds of things. However, they are happiest when they are centered in action-oriented tasks which require detailed logical analysis and technical skill. They take pride in their ability to take the next correct step.

ISTP's are optimistic, full of good cheer, loyal to their equals, uncomplicated in their desires, generous, trusting and receptive people who want no part in confining commitments.

Jungian functional preference ordering:

Dominant: Introverted Thinking

Auxiliary: Extraverted Sensing Tertiary: Introverted Intuition Inferior: Extraverted Feeling

ISTP's generally have the following traits:

- Interested in how and why things work

- Do not function well in regimented, structured environments; they will either feel stifled or become intensely bored

- Constantly gather facts about their environment and store them away

- Have an excellent ability to apply logic and reason to their immense store of facts to solve problems or discover how things work

- Learn best "hands-on"

- Usually able to master theory and abstract thinking, but don't particularly like dealing with it unless they see a practical application

Action-oriented "doers"

Focused on living in the present, rather than the future

Love variety and new experiences

Highly practical and realistic

Excellent "trouble-shooters", able to quickly find solutions to a wide variety of practical problems

Results-oriented; they like to see immediate results for their efforts

Usually laid-back and easy-going with people

Risk-takers who thrive on action

Independent and determined - usually dislike committing themselves

Usually quite self-confident

The ISTP is fortunate because they have the abilities to be good at many different kinds of tasks. Their introverted and thinking preferences give them the ability to concentrate and work through problems which leaves many doors open to them. However, to be happiest, the ISTP needs to lead a lifestyle which offers a great deal of autonomy and does not include much external enforcement of structure. ISTP's will do best working for themselves, or working in very flexible environments. Their natural interests lie towards applying their excellent reasoning skills against known facts and data to discover underlying structure, or solutions to practical questions.

ISTP Relationships

ISTP's are generally extremely capable individuals who are good at most things which interest them. They are usually bright, interesting, and exciting individuals with a lot to offer. They live almost entirely in the present moment, and usually do not make commitments beyond the immediate foreseeable future. An ISTP probably coined the phrase "nothing is unconditional". They strongly prefer to take things one day at a time, rather than make long-term commitments. If a relationship interests them and satisfies their needs, the ISTP will do their part on a daily basis to keep the relationship strong and healthy. If they lose interest in a relationship, their natural tendency will be to move on.

ISTP Strengths

Good listeners

Usually self-confident

Generally optimistic and fun to be with

Practical and realistic, they handle daily concerns

Are not threatened by conflict or criticism

Able to leave a relationship with relative ease once it is over

Able to administer punishment, although they're not interested in doing so

Likely to respect other's needs for space and privacy

ISTP Weaknesses

Living entirely in the present, they have difficulty with long-term commitments

Not naturally good at expressing feelings and emotions

Not tuned in to what others are feeling, they may be insensitive at times

Tendency to be overly private and hold back part of themselves

Need a lot of personal space, which they don't like to have invaded

They thrive on action and excitement, and may stir things up to create it

What does Success mean to an ISTP?

People with the ISTP personality type are action-oriented thinkers. They are highly tuned into their immediate environment, and driven to interact with it in a hands-on fashion. It is by working with things in their environment that they experience and understand life. By working physically with their environment, they have a natural and immediate understanding of how things work, and how best to achieve their identified goals. Although they constantly use logic to determine how to best manipulate objects in their immediate situation, they are not naturally analytical in a more objective sense. When they step back to methodically analyze the relationship between objects in their world, they often lose touch with their understanding. Their understanding is intimately tied into their physical experience with reality. It is immediate and holistic. They are naturally "in- sync" with the physical world, and value life largely in terms of their ability to flow with and conquer the physical challenges presented to them. Although they think about and value past experiences, they live almost entirely in the here and now. ISTP's are natural mechanics, athletes, musicians, technicians, and engineers. They excel at tasks that require a great deal of tactile mastery, as well as quick, logic-based action. ISTP's are most comfortable using their known skills, rather than being thrown into situations with which they have no personal experience. The nuances of variation in each individual situation will bring a sense of newness and freshness to the experience for the ISTP. ISTP's often resist and rebel situations that are entirely new, or that require a great deal of structured planning and thinking. This way of thinking is foreign to the ISTP, and therefore uncomfortable. When someone tries to push or control the ISTP into these situations, he or she is likely to "walk away" from that person without looking back. Their resistance to structure may cause them to quit school early, quit jobs that they find stifling, or quit relationships that have too many expectations. ISTP's are often likeable and have more friends and social interaction than is normal for an Introvert. The ISTP genuinely enjoys the company of their friends, and needs their input in his or her physical world to maintain their understanding of their own place in the world. An ISTP's feeling of success is dependent primarily upon their mastery of their physical world, but is also dependent upon the existence of strong, reliable, interpersonal relationships. Without these relationships, the ISTP is likely to avoid relationships, isolate him or herself, and feel very vulnerable to rejection and hurt.

Allowing Your ISTP Strengths to Flourish

As an ISTP, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and be more content with your role.

Nearly all ISTP's will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

They have a natural ability to focus and "become one" with their immediate environment. This ability allows them to be great athletes, dancers, and musicians. They have an innately graceful connection with the physical world.

They are highly in tune with their physical surroundings, and therefore have well-developed aesthetic appreciation. They appreciate beauty. If they are so inclined, they may develop their ability to control the physical world into some form of art expression, and become artists.

They are exceptional troubleshooters in emergency situations. They can quickly take in the current situation and apply logic immediately to take steps that control the problem. Since the ISTP's use of logic is based on their personal experience, their ability to troubleshoot will get better and better as they gain more experience. For this reason, ISTP's who are mechanics, technicians, and computer analysts (for example) often achieve "guru" status after they have been working in the field for a long time.

They're very sensual and earthy people. They usually have a good deal of sex appeal and attractive sensuality.

ISTP's who have developed their Extraverted Sensing to the extent that they regularly take in information in an objective fashion, rather than strictly to support their own way of life, will enjoy these very special gifts:

They have attractive and compelling personalities, and are well-liked and accepted by most people.

They're usually quite intelligent, and can work through difficult problems.

They understand the benefits of close relationships, and understand how to support and enhance these relationships.

They can handle just about any task that they are presented with.

Potential Problem Areas

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good". Without "difficult", there would be no "easy". We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

Most of the weaker characteristics that are found in ISTP's are due to their dominant function of Introverted Thinking overtaking the personality to the point that all of the other functions exist merely to serve the purposes of Introverted Thinking. In such cases, an ISTP may show some or all of the following weaknesses in varying degrees:

The ISTP gets "stuck in a rut" and only does those things that are known and comfortable to the ISTP.

The ISTP resists and rejects anything that doesn't support their own experiential understanding of the world. If there is a conflict between their own way of life and something that they encounter, they don't perceive that "something" in an objective sense. Rather, they reject it to avoid conflict and to preserve the sanctity of their inner world.

They choose to surround themselves with people who support their own way of life, and reject people who think or live differently.

They may become overly paranoid about social organizations and institutions trying to control them.

They may unknowingly or uncaringly hurt people's feelings.

They may be completely unaware of how to express their inner world to others in a meaningful way.

They may be completely unaware of the type of communication that is often desirable and (to some degree) expected in an intimate relationship. If they are aware of the kinds of things that are appropriate to say and do to foster emotional bonding, they may be unable to appreciate the value of such actions. They may feel too vulnerable to express themselves in this fashion, and so reject the entire idea.

If pushed beyond their comfort level to form commitments or emotional bonds, they may reject a relationship entirely.

Under stress, they may show intense emotions that seem disproportionate to the situation.

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed in various degrees to the common ISTP problem of only taking in information that relates to or supports their own life experience. The ISTP is driven to work with and understand his or her world by applying their special brand of logic (an immediate, spatial, "fuzzy" logic) to their physical experience. They don't necessarily have a goal in mind to achieve from this process - it is the process itself that is rewarding to the ISTP. In their zeal for the satisfaction that comes from mastering their physical environment in such a way, ISTP's often selectively choose to put themselves in situations in which they have the opportunity to exercise these skills. That's certainly not a problem. Most personality types choose to do the things that they're best at most often. Such is the nature of capitalizing upon our strengths. The problem rears its ugly head when the goal of the ISTP becomes to achieve

their personal satisfaction at all costs.

It is healthy to choose your paths and goals in life so that they coincide with what you find rewarding, and what you're really good at. However, it sometimes happens that we take this approach a bit too far and sacrifice an accurate and objective understanding of the world for a more narrow vision that is easier and comfortable for us to deal with. The ISTP affects this problem when they stop taking in information in a truly objective sense, and instead only take in information that supports their way of life.

The dominant function of the ISTP is Introverted Thinking. This function is supported closely and importantly by the auxiliary function of Extraverted Sensing. Extraverted Sensing perceives the world and sends information into the psyche, where it is processed by Introverted Thinking. An ISTP who uses their Extraverted Sensing function in a diminished way is one who chooses to restrict their environment to people and places that support their favored activities. In such a way, the ISTP prevents his or her psyche from having to consider data from differing viewpoints and lifestyles, and thus promotes a lifestyle that allows them to frequently exercise and enhance their known tactile skills. It serves their immediate needs, which are the primary focus of the ISTP. However, it also promotes a lifestyle that is essentially self-centered and narrow in focus. It solves short-term problems, and creates long-term ones.

The ISTP's inferior (fourth) function is Extraverted Feeling. This means that the ISTP is not naturally in tune with how other people are feeling, or with social expectations. In fact, the ISTP is likely to reject the importance of social rituals, rules, and expectations. This is a natural weak point for the ISTP, which no doubt causes strife to the ISTP and their love partner. This weakness can be overcome by developing their Extraverted Sensing to the point that they can perceive Feeling type expectations in the external world. They don't have to use Extraverted Feeling to understand how to act in situations. They can perceive the expected behavior from their Extraverted Sensing function. However, if they are restricting their incoming data to only those things that support their existing way of life, then they are not learning from Extraverted Sensing at all. They are not growing their understanding of social and intimate behaviors - rather, they are reducing the importance of this type of understanding to their own life. In these situations, ISTP's shy away from very close personal relationships, and feel more vulnerable and less sure of themselves in situations that involve expressing their emotions.

Solutions

To grow as an individual, the ISTP needs to focus on taking in as much information as possible through Extraverted Sensing. He or she needs to allow themselves to get into situations that they aren't necessarily comfortable with, or that are different from the

situations that they would normally choose in life. The ISTP learns from experience, so the best way for the ISTP to grow as a person is to open him or herself to new experiences. Be aware of the tendency to want to run out and do something "new" that is actually just a different opportunity to exercise a known skill. Your task, as a person interested in personal growth, is to understand the world in a truly objective fashion, rather than understanding how the world fits in with your way of life.

Living Happily in our World as an ISTP

ISTP's usually have a loyal group of friends that they fit in with and feel comfortable with. The problems that ISTP's have with regards to fitting into our world are not usually related to platonic friendships. Usually, the ISTP has trouble finding and maintaining a love relationship. The ISTP usually has very simple needs and expectations from their mates, and they're surprised and confused to find that their mates have more complex demands. They feel inadequate to meeting their mate's needs, and begin to get very uncomfortable with the situation as they perceive that they are expected to do something that is unknown to them. They back away from the relationship. Outside of a relationship, they feel more unloved and unappreciated, but are afraid to commit to a relationship because they fear rejection and hurt.

Specific suggestions:

Don't expect yourself to be a master at the "touchy-feely" game. Be yourself, but remember that there is a basic assumption of human decency that must be adhered to in relationships. If you're not sure what that means, take special care to observe how people in "good" committed relationships behave towards each other, so that you can determine where the lines are drawn.

Pair yourself with an Extraverted Thinker (ESTJ or ENTJ) who is less likely to assume that the lack of feedback is the same thing as negative feedback.

Expanding your world and experiences will expand your understanding of human expectations. Try to figure out the personality type of people that you know and encounter in your life.

Don't fear the unknown. You can handle it.

Ten Rules to Live By to Achieve ISTP Success

1. **Feed Your Strengths!** Realize your gift at mastering your physical environment, and give yourself plenty of opportunities to exercise your abilities. Ride, play, paint, work it. Much of your sense of well-being will come from these experiences.
2. **Face Your Weaknesses!** Face your fear of the unknown, and get yourself into new situations. Experience new activities and people with new perspectives. Don't isolate

yourself into a narrow and lonely existence.

3. **Talk About Your Thoughts.** Discussing your ideas and perceptions with others will help you to develop your Extraverted Sensing, and thus your understanding of the world. How well you use your auxiliary function is very important to your overall health and happiness.
4. **Don't Be Afraid to Love.** That's just your old inferior function trying to convince you that you're unloved and unlovable. It's not true. Just because you're not sure what to do with yourself doesn't mean that you can't learn! Go on... jump in. The water's warm.
5. **Respect Your Need for Action.** Understand that you need to be actively working with your environment to be "in the groove" with life. Don't chastise yourself for not being the sort to sit around and read a book or watch a movie. Choose a partner and companions who value active lifestyles.
6. **Recognize Social Principles.** Realize that our society functions around some basic social principles, and that our society would fail unless those principles are recognized and upheld. In a democracy, people vote. At a red stoplight, people stop. If people stopped voting because it wasn't important to their own way of life, who would be in power? If people stopped stopping at red stop lights because it didn't fit into their way of life, how could we drive safely? Your priorities and beliefs are important, but you must recognize that the external world's agenda is also important. Don't dismiss the importance of principles that don't affect your life directly.
7. **It's OK to Get Out of your Comfort Zone.** Understand that the only way to grow is to get outside of your comfort zone. If you're uncomfortable with an idea or situation because you're not sure how to act, that's good! That's an opportunity for growth.
8. **Identify and Express Your Feelings.** You may have a hard time figuring out exactly how you feel about someone that you're involved with. It's important that you do figure this out. Don't lead someone on with your ambivalence. If you determine that you value the person, tell them so every time you think of it. This is the best way to make them feel secure in your affections, and so to promote a long-lasting relationship.
9. **Be Aware of Others.** Try to really identify where people are coming from. Their ideas, thoughts and priorities are different from yours. They have something to offer you. Try to identify their personality types.
10. **Assume the Best.** Don't distress yourself with fear and dark imaginings. Expect the best, and the best will come.

This content comes from: <http://www.thepersonalitypage.com/>, and much of it was written by Robert Heyward.

Presentations

Presentation 1



Introduction of the Faculty and Participants

- Who am I? What do I do?
- What according to me is Negotiation?
- What do I find easy and difficult in Negotiation?
- What are my expectations from this workshop?

We agree that.....

- Full participation in the discussion and simulations
- Respect each other
- Listen to others
- Non-attribution norm
- Mobiles.....
- Breaks

What does this module contain?

- Its practical & hands-on and covers
 - Negotiation between two parties on
 - Single or Multiple issues
 - Three-Party Negotiation
 - Multi-Party Multi-Issue Negotiation
 - Negotiation Styles and Strategy
 - Communication, Persuasion and influence in Negotiation
- Uses simulations through interesting cases
- Seeks to imbibe basic dos and don'ts for effective negotiations at your work place.

Negotiation

An Introduction

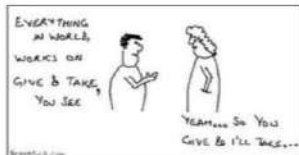
What is Negotiation?

"Negotiation is a process of communication whereby two or more parties come together to attempt to reach agreement on one or more issues."



Characteristics of Negotiation

- Two or more parties
- Conflict
- Belief that we can do better by negotiating
- Based on a "give-and-take" process



Key Principles of Negotiation

Fisher & Ury in *Getting to Yes* identify the following key principles:

- Separate people from the problem
- Focus on interests not positions
- Invent options for mutual gain
- Insist on using objective criteria

Conflict – its Resolution vs. Settlement

- Conflict is
 - "sharp disagreement or opposition, as of interests, ideas, etc."
 - "the perceived divergence of interest, or a belief that the parties' current aspirations cannot be achieved simultaneously"
- Important to manage the dysfunctionality of conflict
- Resolution versus *Settlement* – possible to settle through Negotiation without complete resolution

Multi-faculty exercise



You'll be glad...



Thank You

Presentation 2

LET'S NEGOTIATE !

Simulation: To Sell or Not To Sell

Some guidelines to follow

- 15 minutes: Read and prepare
- 20 minutes: Negotiate
- The issue: Price
- After 35 minutes: Hand in the signed agreement, else treated as no deal!
- Do's: Can say anything you want to about the case, but...
- Don'ts:
 - Cannot show the role information
 - Discuss the negotiation process with anyone else.

Agreement Form

- Your group number
- Names of both the parties
- Whether you reached an agreement
- The price you negotiated (if agreement)

The results !

- How many of you feel you did well and feel good about the negotiation?
- How many of you feel you did NOT do very well and do not feel so good about the negotiation?
- Excel sheet/Chart paper

Some questions to ask....

- Why the variance?
- Did I do well..... relatively?
- Could I have done things differently/better?
- How?
- Factors that affect negotiation:
 - Choices made during and even before the process
- How to make these choices optimally?

Negotiating effectively..

What is negotiation

- The process of achieving agreement through discussion
- A dialogue intended to resolve disputes
- A process of discussion with view to mutual settlement.
- Back n forth communication designed to reach an agreement
- Relevance in a democracy
- To negotiate is ...to trade something we have
for something we want.

The stages of Negotiation

- Prepare to negotiate
 - Analyze
 - Plan
 - Discuss
- Making the deal
- Closing the deal

Fundamental negotiation analytics

- Prepare to negotiate:
 - BATNAs
 - Reservation values
 - ZOPA
 - Information is king!
- Separate people from the problem
- Focus on interests not on position
- Invent options for mutual gain
- Insist on using objective criteria.

Separate people from the problem



Assess your BATNA

- Best Alternative To Negotiated Agreement
 - Reason you negotiate is to be better off than without negotiating
 - Whether you should/not agree depends on the attractiveness of the alternative
 - Invent... Improvise.... Select

BATNA for TSONTS

- Should it be:
 - What you paid for the property i.e. 27 Crore, OR
 - How much other properties have sold for in recent years, say 36 - 44 Crore, OR
 - The offer from A-1 developers i.e 38 Crore.
- Reality that you face in the event of NO-DEAL.
- Select the best alternative from all plausible alternative options - BATNA

BATNA !



"Says he has a better deal waiting on the other side"

Calculate your Reservation value

- What's my walk-away point?
- Sellers in TSONTS: 38 crore ?
- Its NOT the BATNA, but
- the realistic assessment of what the BATNA would get you.
- So any offer less than 41.8 Crore is a 'NO GO'

Defending against deception

- Ask questions directly and listen for non-response
- Propose a contingency contract

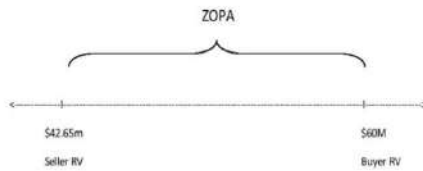
Assess the other party's BATNA

- Buyer's maximum willingness to pay in TSONTS?
- Their reservation value..

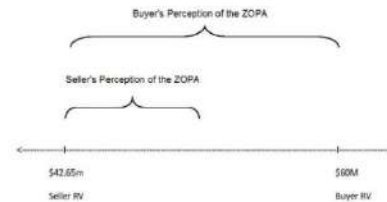
Evaluate the ZOPA

- Zone of Possible agreement
- Set of all possible deals acceptable to both parties
- Space between buyer's RV and seller's RV
- Gives the lay of the land...
- ..but doesn't tell you where the deal will end
- In a 'zero sum game' attempt to capture maximum value

ZOPA



Perceived ZOPA



Information is king!

- A better sense of actual ZOPA – stronger position
- Difference between actual ZOPA vs. perception of ZOPA
- Figure of HRE perceived ZOPA
- Information asymmetry **before** and **during** negotiation

Collecting information....

- Exhaust all pre-negotiation sources
- Consider and act on key pieces of info.
- Ask pointed question and look for non-response
 - Look not just to convince but learn about the other party
 - Obtain information and control the frame of negotiation
- Propose contingency contracts

MAKING THE DEAL

Focus on interests not on positions



What if **they** ask tough questions?

- Prepare in advance to answer the toughest question
 - To avoid lying
 - To avoid giving up too much info
 - To reclaim control of conversation

Should you make the first offer?

- 'It depends'!
- Establishes an anchor
- But not if you don't have enough information

How aggressively can you anchor?

- Keep the entire ZOPA in play
- Make an offer you can justify
- Set high but realistic aspirations
- Consider the relationship and the context

How to respond to aggressive offers?

- Ignore their anchor
- Ask them to justify their offer - but be careful
- Make an anchored counter offer, then propose moderation
- Give them a chance to moderate without losing face.

How to respond to offers you love!

- Hesitate and ask for further concessions
- Give something back
- Think what is it that you are missing?!

Managing outcomes and relationships

- Focus on their BATNA and RV
- Avoid making unilateral concessions
- Be comfortable with silence
- Label your concessions
- Define what it means to reciprocate
- Make contingent concessions, sometimes...
- Diminishing rates of concessions

CLOSING THE DEAL

Useful Tactics

- Provide alternatives with varying terms
- Assume the close
- Split the difference
- Exploding offers
- Sweeteners

Insist on using objective criteria



"But I only agreed to 'until death do us part!'"

Hardball Tactics

- Tactics designed to pressure the other party to do things they would not otherwise do
- Often work best against poorly prepared negotiators
- Usually not recommended

Typical Hardball tactics

- Good cop/ Bad Cop
- Lowball/ Highball
- Bogey
- The Nibble
- Chicken
- Intimidation
- Aggressive behaviour
- Snow Job

How to deal with Hardball tactics

- Identify the tactic quickly
- Ignore them
- Discuss them
- Respond in kind
- Co-opt the other party

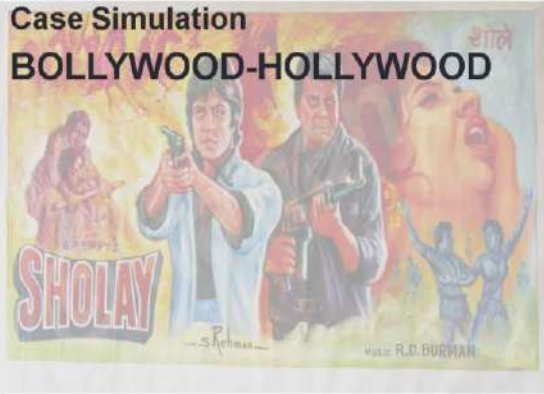
Distributive Negotiation

- Distributive:
 - 'win-lose' / zero-sum
 - Usually single issue
- Going forward:
 - Multiple issues....

Thanks

Presentation 3

Case Simulation BOLLYWOOD-HOLLYWOOD



Simulation Briefing

- To be run in dyads
- Two roles – Producer & Director
- Around 20 minutes preparation time
- Around 30 minutes of negotiation time
- No exchange of information with counterpart
- No sharing of preferences in terms of points
- To return to facilitator after negotiation

Weighing Options

| Issues | Options | Points | Weight | Package 1 = points x weight | Package 2 = points x weight |
|-------------|---------|--------|--------|-----------------------------------|-----------------------------------|
| 1 | A | 100 | 0.5 | | |
| | B | 70 | 0.5 | 35 | |
| | C | 50 | 0.5 | | 15 |
| 2 | A | 100 | 0.2 | | 20 |
| | B | 50 | 0.2 | 10 | |
| 3 | A | 100 | 0.3 | | 30 |
| | B | 50 | 0.3 | 15 | |
| | C | 0 | 0.3 | | |
| Total Score | | | | 60 | 65 |

Potential Dealbreaker

Planning for negotiation

- Defining the key issues to be resolved
- Understanding their inter-relationships
- Identify the key interests underlying the issues
- Define the limits – BATNA, resistance point
- Consult with others, know limits to your authority
- Understand other party's goals, issues, interests, alternatives, authority
- Plan the process how you would frame issues
- Know the protocol and process

INTEGRATIVE NEGOTIATION

Simulation Debrief

- Individual Scores

Objectives of Simulation

- To understand the importance of integrative negotiation
- To assess skills on both distributive and integrative dimensions
- Use of concepts such as BATNA, Aspiration Point & Resistance Point
- To appreciate importance of trust
- To elicit and share information
- To prioritize issues and look for logrolling solutions
- To explore the benefits of balanced agreement

The Player

- Two-party 11 issue scorable exercise
- Contains 2 Compatible Issues
- 6 Integrative Issues
- 3 Distributive Issues
- Maximum possible points – 16200
- Maximum total team score – 14000

Compatible Issues

- Child Star
- Production Designer

Compatible Issues

- Not discovering compatible issues → sub-optimal solutions
- May lead to compromise solutions for both parties – say ...
- Sub-optimal choice may also be made if one party bluffs
- Pitfalls of bluffing – takes cognitive energy away in multi-issue negotiation

Distributive Issues

- Director's Salary Base
- Director's Bonus of % Gross
- Personal Location Budget

Integrative Issues

- Pre-Production Budget and Post-Production Schedule
- Male Lead and Female Lead
- Location and Editorial Control

From Distributive to Integrative Negotiation

- Distributive bargaining
 - Assumption of 'fixed-pie'
 - Goals mutually exclusive
- Integrative negotiation
 - Goals not mutually exclusive
 - Allows both sides to achieve objectives

Integrative Negotiation

- Characteristics
 - Focus on commonalities and differences
 - Addresses interests not positions
 - Meets needs of all parties
 - Exchange of information and ideas
 - Seeks to invent options for mutual gain
 - Uses objective criteria as standard for performance

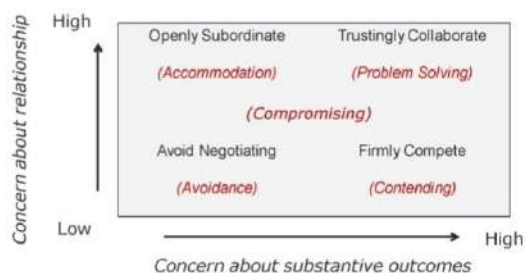
Position and Interests

- Vital to distinguish position from interests
- **Position** – apparent and stated
- **Interest** – underlying objective
- Critical question – not 'what' but 'why'
- Key to integrative negotiation is the ability of parties to understand and satisfy each other's *interests*

Positions vs. Interests



Dual Concerns Model



Source: Lewicki et al (2005)

Creating Value

- By prioritizing issues
- Looking for trade-offs
- By asking questions
- Sharing information reciprocally
- Caveat: *People may be hesitant to reveal information for fear of being taken advantage of*
- Lack of information may obfuscate other party's understanding of your priorities on issues

Generating Alternatives

- Expand the 'pie'
- 'Logrolling'
- Use non-specific compensation
- Find a 'bridge' solution



Sharing Information

- Techniques may include
 - Build trust – even when you're not negotiating
 - Asking questions – especially if you are surprised
 - Sharing information yourself first
 - Understanding each other's priorities on issues prior to discussing more specific preferences within issues
 - Making a proposal – multiple offers
 - Too much time often spent negotiating specific preferences without understanding relative importance of issues to parties

Negotiating in packages

- Try and club issues into packages
- Examples?
- Trade-offs between issues should be based on each party's priorities and not what appears logical in issue similarity
- Ideal – trade-off on integrative issues, agree on compatible issues, and split distributive issues
- Will lead to balanced and integrative outcome
- Problems of imbalanced outcomes in real life

Aspiration & Resistance Point

- Aspiration Point should be set for whole package and not individual issues
- Setting aspiration point for each issues limits trade-offs, and thus ability to find integration
- Acts as a goal and promotes creative trade-offs
- Reasonable Aspiration Point – 6000-8000
- Reasonable Resistance Point – 3000
- Usual problem – aspiration point set at resistance point → leads to compromise solutions

Conflict Settlement

- 4 key determinants
 - Discussion on stock issues
 - Presentation of best possible case
 - 'Formula/ Detail' process –
 - Diagnosis
 - Formula
 - Detail
 - Discussion on multiple agenda items

Factors that facilitate successful integrative negotiation

- Common objectives or goals
 - Goals may be common, shared or joint
- Faith in own problem solving ability
- Belief in validity of one's own position and other's perspective
- Motivation & commitment to work together
- Trust
- Clear and accurate communication

Presentation 4

STYLES

Is it Possible to Enhance Negotiation Skills in Conflicts?

Through
SELF-AWARENESS

Why Use the Inventory?

- ❖ Reports Key Preferences | Tendencies | Characteristics
- ❖ Most popular and widely used assessment tool
- ❖ Helps you accept your strengths + develop on them (not about ... IQ | Maturity ... etc.)

History

- ❖ ... leads to more fulfilling administrative skills... especially 'conflict management' skills

Thomas Kilmann Inventory on

Conflict Modes

& ... thus,

Suggested

Negotiation Styles

So where does as a class we stand?

- Please paste a red Bindi on the Style which is your stronger side
- Please paste a green Bindi on a style which is your not so stronger side
- What does this explains.....?
- Now divide yourself into groups based on your strong style

Which situation suits you the best to handle?....

- ❖ A college union approaching you for a legitimate issue
- ❖ Severe Law & Order situation wherein there is Dharna & blocking of highway
- ❖ You are representing India at WTO
- ❖ You face an irate mob with inadequate force
- ❖ When you are looking at a long term prospect (say, a key sub-ordinate in your office ... reaching office a hour late)

Now think about how would you handle your situation?

- 3-4 things you would like to do....
- 3-4 things you would like to avoid....
- A brief presentation by each group

T-K CONFLICT MODE:

Competing: Law and Order situations- a sit-in or Dharna blocking a highway- the need to resolve is strong and time is short

Collaborative: India at WTO- a win-win potential, potential for creative solution (assertive yet cooperative)

Compromising: MOST FREQUENT: College Union Example (cost of confrontation is not high)- expediency under time pressure, disruption not worth it, temporary settlement of a complex issue

Avoiding: Buying time in a failure of service, "I will look into it...."; to let people cool, or wait for others to handle the situation; when its better to ignore than confront; eg: when faced with an irate mob with inadequate force

Accommodating: Goodwill, when you are wrong, kill your enemies with kindness, build social credits. Eg: When you are looking at a long term prospect

Lessons from the Negotiating Styles

- Styles depend upon the situation
- Styles can be learned, a skill that can be acquired
- Good negotiators display dynamism and flexibility in different situations.
 - Problem Solving & Integrative; no hard positioning & not distributive;
 - Asks questions; I don't know/its possible;
 - Non-confrontationist; sow seeds of doubt using evidence;
 - Subtly undermine the position of your opponents;
 - Get shy & diffident guys to speak;
 - Reduces conformity pressures say, by using secret ballot;
 - Document deviation from facts as evidence;
 - Be emotionally stable;

Knowing your style – very important, because it is about what others see you as -not what you think you are
And learn to adapt-as situation demands.

Presentation 5

Communication Skills for Negotiation



Understanding the Communication Skills

- What is Communication?
- Is Intention of Sender = Receipt by the Receiver
- Heart/Mind = Heart/Mind

There are three Objectives of communication

- **Informing**
- **Convincing** = State of Mind (Agree)
- **Persuading** = State of Action (Do)

You need to know three things to Make your talk most effective

- **Aristotle's Rhetoric**
- **Ethos**: Credibility of persuader in the eyes of persuadee on the subject
- **Pathos** : Passion -Make people emotional
- **Logos** : Reason & Logic -Man is a rational animal, (Necessary but not sufficient).

Let us watch a movie Clip !

- **Speech in Africa MPG (Video) by MK Gandhi**
 - His first experiment with Satyagraha (1907)

Could You See the Ethos Pathos and Logos in this Speech?

- **Emotions** - Pathos
- **Credentials** - Ethos
- **Logic** - Logos

How to Use Ethos Pathos and Logos?

Negative Bias :

- Start with Pathos
- (If you can't Convince'em -Confuse'em)
- Reason
- Foot in the door technique

Neutral :

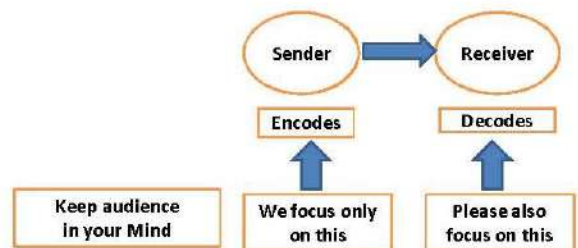
- Context specific
- One sided or 'inoculation'.
- Start with Logos & end with Pathos

Let us watch another movie Clip!!

- The Great Debators

Communication Essentials

1)Let us Understand the Process of Communication:



2) There are many Barriers to Communication



It is important to Overcome the Barriers to Communication



3) There is a need to Understand the Difference between Information and Data:

➤ **Data** : Raw figures and facts defined within a narrow context.

➤ **Information**: Data in a form meaningful form.

Example of the Lost Driver

Usefulness is a factor of:

- Accuracy
- Timeliness
- Completeness
- Relevance

4) Remember-Different people will Reconstruct Messages differently:

Culture – Context

➤ **High context**

- Listen carefully, body language not important.

➤ **Low Context**

- Don't listen much, Look at body language. (e.g. *Asking guest for Tea once*)
- Must know with whom are you 'Communicating'.

Context: "The door is open"

3 Context:

- Your session is good, Lets work further
- Your session is waste of time
- There is a strong breeze in the room

(Same words different meanings)

Philosophy of Communication

Picture your way to Effective communication

i) **Pitch:**

- Normal pitch should be low
- Take care of Bass & Treble when using Mike

ii) **Inflection:**

- Change in volume
- Low volume – Sad....
- High Volume- Happy... Encouraging

iii) **Courtesy:**

- At no point of time our voice should be condescending(Snobbish)
- Patronising be avoided.(Treating them as inferiors)

Picture your way to Effective communication

iv) Tone:

- How you say a word ?
- Funny... Scary (Bring emotion in the word)

v) Understanding: Using simple language

Picture your way to Effective communication

vi) Rate: Pace at which you speak

(90-120 words per minute Average).

- To reduce - Practice reading aloud alternate words

vii) Enunciation: Speak each word clearly - No slurr of any word in a sentence.

(Speaking few words together /some words missing)

- Pause at different words in a statement

Example: Will you go out with me tonight?

How to Harness Kinaesthetic Power of Our Body?

Basic Body Language (3 Rules):

- Use both arms together symmetrical
- Never cross your eyes and your arms
- Gesture must add value to your talk (words)

Picture your way to Effective communication

Posture:

- Stand on both feet
- Nervousness
- For legs: Pull your ghutna's above.
- For Hands: Bring both palms together and hold together

How to Harness Kinaesthetic Power of Our Body?

Space:

- Public: > 12 Feet → General Layout
- Social : 12' - 4' → Description
- Personal: 4'-18" → Anecdotes
- Intimate: < 18" → Avoid
- Do not move in rhythmic movement

How to Harness Kinaesthetic Power of Our Body?

Use of proxies:

- For eye movement
- Divide audience into spaces
- In each space find a proxy (one who is agreeing to you... shaking head etc..).
- For @ 3 out of 5 seconds have eye contact with the proxy and 2 with others generally in that space.
- Choreographed movement
- Alignment of actions with words

**Hope You will
Communicate Better !**

Presentation 6

Non Verbal Communication

Categories of Non-Verbal Communication

- Aesthetic communication
 - occurs through creative expression. This would include all the art forms: music, dance, theater, crafts, art, painting, and sculpture.
- Physical communication
 - includes a smile or frown, wink, touch, smell, salute, gesture, and other bodily movements.

Categories of Non-Verbal Communication

- Signs are a more mechanical kind of non-verbal communication
 - include signal flags or lights, a 21-gun salute, a display of airplanes in formation, horns, and sirens.
- Symbols of communication are used to build self-esteem
 - includes jewelry, cars, clothing, and other things to communicate social status, financial means, influence, or religion.

Effects of Non-Verbal Communication

- Your body language can:
 - Repeat the message your words are saying
 - Contradict what your words are saying
 - Be a substitution for your verbal message
 - Add to the meaning of your message.

Tips for Reading Body Language and Non-Verbal Communication

- Eye Contact
 - Is eye contact being made? If so, is it overly intense or just right?
- Facial Expression
 - What is their face showing? Is it masklike and unexpressive, or emotionally present and filled with interest?
- Tone of Voice
 - Does their voice project warmth, confidence, and interest, or is it strained and blocked?

Tips for Reading Body Language and Non-Verbal Communication

- Posture and Gesture
 - Are their bodies relaxed or stiff and immobile?
 - Are shoulders tense and raised, or slightly sloped?
- Touch
 - Is there any physical contact? Is it appropriate to the situation? Does it make you feel uncomfortable?
- Intensity
 - Do they seem flat, cool, and disinterested, or over-the-top and melodramatic?

Tips for Reading Body Language and Non-Verbal Communication

- **Timing and Pace**
 - Is there an easy flow of information back and forth? Do non-verbal responses come too quickly or too slowly?
- **Sounds**
 - Do you hear sounds that indicate caring or concern?

The Five Non-Verbal Abilities

- **Repetition**
 - They can reinforce what is already being said.
- **Contradiction**
 - They can contradict the message and make the speaker seem untruthful.
- **Substitution**
 - They can take the place of words
- **Complementing**
 - They can complement a verbal message, for instance, a pat on the back.
- **Accenting**
 - They can underline a certain point in the message.

Barriers to Non Verbal Communication

- Cultural differences
- Deceptive gestures
- Inappropriate touching
- Negative non-verbal communication
- Perceptual filters.

Thank you

Presentation 7

Politics in Negotiations

Objectives

By the end of this session you should be able to:

- describe what is meant by politics in negotiations
- understand the 'test' and 'political' metaphors of negotiation
- identify some complexities surrounding the multi-stakeholder negotiation process

Causes of bias and error in negotiations

- Halo or horns effect
- 'Similar to me' effect
- Attributional error
- Biased sampling
- Faulty implicit personality theory

The 'Political' Metaphor

- Negotiation is often done badly:
 - training lacking
 - negotiator may see it as a waste of time
 - Lack of post negotiation support
- Organisations are 'political':
 - Constituency seeks: best deal, performance from subordinates, happy customers, own personal advancement, a quiet life, avoid censure from higher managers, etc...
 - Negotiators seek: good rating, genuine feedback, career development, promotion, pay rise, a quiet life, etc...

Organisational Politics & Post Negotiation Credit

- 'Politics' involves: deliberate attempts by individuals to enhance or protect self-interests when conflicting courses of action are possible
- A potential source of bias or conflict of interest in negotiations

Inflating the Outcome

- Accuracy is NOT a primary concern
- Negotiators inflate importance of outcome to manage expectations of the constituency

Why Inflate?

- Maximise merit pay increases
- Protection where are personal problems (sympathy)
- Avoid hanging dirty laundry in public
- Avoid creating a permanent written record of poor performance in negotiation
- Avoid a confrontation
- Recognise a subordinate who improved during the latter part of the period
- Promote a subordinate 'up and out'

Deflating the Appraisal

- Hesitant to deflate importance of outcome because of potential problems
- But it is done sometimes:
 - to shock a negotiator back into higher performance
 - to teach a rebellious/non conformist colleagues a lesson
 - to urge a colleague to leave negotiation process
 - to build a record of poor performance in negotiations

When is politics more likely?

- When negotiation outcome is linked to pay (PRP)
- Economic health of the organisation
- Extent to which top management supported political tactics when giving credit
- Extent to which organisation trains/coaches managers in negotiations
- Degree to which outcomes and tactics are openly discussed

Managing Politics in negotiations

- Plan suited to the needs of organisation and types of negotiations
- Consult on choice, strategies, and design
- Brief and train negotiators:
 - aims
 - mechanics
 - Questioning/ interviewing
- Monitor, evaluate and review

Presentation 8

THREE PARTY NEGOTIATION

DILEMMA AT NASIK

Briefing for Simulation

- Make groups of 3 members
- Each of you represent a district
- Your task is to negotiate with other members to get the **maximum** constables for **your** organization
- Just to reiterate, third person can be **present** while other two are negotiating but will not speak for first **2 minutes**
- He may **interject** that after and make **another** offer, should he so desire
- Maximum time for the exercise is **30 minutes** including 5 minutes for reading
- At the end of the exercise please submit the details of the agreement:
 - Which of the SPs are part of the coalition?
 - What is the share of each of the SP?

No agreement is also permissible.

What happened during the Simulation?

- Did you reach an agreement? If not, why?
- What is the kind of agreement that was reached?
- How was the power of each member construed in each group?
- What configuration –dyad or triad – did you favor and why?
- What were the relative costs and benefits of working in three party vs. two party groups?
- How did you decide to share the Constables? What was the principle?
- Did you find any difference between this and Two party distributive bargaining?

Key Issues in the Simulation

- The **difference** between three party and Two party negotiation and the **added value/cost** of the third party
- How to **prepare** for and **approach** a Three party Negotiation?
- **Power** in negotiation and how to use it?
- **Strategies** for distributing **value**?

Multi-Party (MP) vs. Two party Negotiation

- In two party case, it is **clear** who you are negotiating with
- In MP case, not clear who is a **partner** and who adversary as **coalitions** are formed which may **change** during negotiations
- Mere **presence** of a potential **third party** changes the **dynamics** of simple distributive bargaining between two parties
- This makes preparation for a MP negotiation more important and more difficult
- Things become more complicated with more parties and more issues

How to approach a Three Party Negotiation?

- Two issues:
 - What should be the **configuration** of the coalition?
 - How to **distribute** the payout?
- Work out all possible **BATNAs**
- No single BATNA — one has to think of BATNAs for different situations (combinations) for self and others
 - A can go alone, combine with B or C or B, C may combine without A
- Recalculate every-time there is a possibility of a new configuration of parties

How to approach a Three Party Negotiation?

- Whom to approach for coalition and how to defend the coalition?
- Working out offers **others may not easily refuse**
- Keep in the view the trade off between stability of **coalition vs. individual gain?**

Power and Influence in Coalition situations

- Three views:
 - Strength in Strength
 - Strength in weakness
 - Weak ties can be strong
- Power is not what you have but what you yourself and others perceive that you have. *Perceptions matter*
- Power does not depend on concrete resources. C brings in least resources but power to 'block' any coalition of A and B

Power and Influence in Coalition situations

- You can have **more power** by offering better **alternatives** to other parties or by **worsening** their alternatives
- Power of using external criteria. People will get persuaded more by standards of legitimacy and fairness such as **precedents**, proportionality and reciprocity than by unjustified demands
- While strategic and normative powers are useful, more is power of good working relationship as it leads to trust and a long term vision

Power and Influence in Coalition situations

- How did power and perception of power affect results in this simulation?
- **Case I (Primarily AB)**
 - C believed that he has less power so either left out or got nominal share.
- **Case II (ABC)**
 - Groups which may have understood the inherent instability of Dyads settled for triads.
 - But two results (Equity or Equitable) depending upon their perception of power and influence.
- **Case III (AC or BC)**
 - Blocking Coalitions

Power and Influence in Coalition situations

- Need to watch out for Power traps
 - Strong party assumes that he has absolute power. Need to avoid being excluded
 - Weak party assumes less power or static understanding of power while it is dynamic
- All parties have equal power to block and equally bad BATNA
- Each party can appeal to standards of legitimacy and build relationship and change the outcome of negotiations

Strategies for allocation of Constables

- The basic principle is Fairness
- Equity: Everyone gets equal payoff
- Equitable
- Shapley Values
 - Based on incremental value a party brings to the final payout
 - [Shapley Value for this Simulation](#)

And finally:

- The moment we move away from two to three party negotiation, the dynamics changes due to the presence of third party, even if it is not part of final coalition
- It becomes more complex when more parties and issues are added
- Need to look at interests of parties and form winning and stable coalitions
- More after Multi Party Simulation

Offers not easy to Refuse

| Offer | No. of Constables | | | Total |
|-----------------|-------------------|----|---|-------|
| | A | B | C | |
| Offer of A to B | 76 | 42 | 0 | 118 |
| Offer of A to C | 76 | 0 | 8 | 84 |
| Offer of B to A | 76 | 42 | 0 | 118 |
| Offer of B to C | 0 | 42 | 8 | 50 |
| Offer of C to A | 76 | 0 | 8 | 84 |
| Offer of C to B | 0 | 42 | 8 | 50 |

[Back](#)

Shapley Values

| Order of formation of Coalition | Incremental Value added by | | | Total |
|---------------------------------|----------------------------|------|------|-------|
| | A | B | C | |
| ABC | 0 | 118 | 3 | 121 |
| ACB | 0 | 37 | 84 | 121 |
| BAC | 118 | 0 | 3 | 121 |
| BCA | 71 | 0 | 50 | 121 |
| CAB | 84 | 0 | 37 | 121 |
| CBA | 71 | 50 | 0 | 121 |
| Average | 57.3 | 40.3 | 23.4 | 121 |

[Back](#)

Emotional Intelligence

A Key to Success in Negotiation

Emotional Intelligence (EQ*) defined:

Emotional intelligence is the ability or skill to identify, assess, manage, and control the emotions of one's self, of others, and of groups.

Dr. Daniel Goleman

* EQ stands for emotional quotient. Dr. Goleman uses the acronym as an *antithesis* to the more traditional measure of intelligence, IQ – intelligence quotient.

- ### Emotional Intelligence
- Effective leaders are alike in one crucial way: they all have a *high degree of Emotional Intelligence or EQ.*
 - EQ is *twice as important* as other factors (technical skill and cognitive ability) *for success* in jobs at all levels.
 - In a study of 515 senior executives, EQ was also a *better predictor of success* than previous experience or a high IQ. Identical results were found in Germany, Japan, and Latin America.
 - Centre for Creative Leadership research also found that the *two primary causes of derailment* involves *deficits* in EQ and in the inability to adapt to new situations.
 - It plays an increasingly important role at higher levels of leadership and management.

- ### Emotional Intelligence
- When executives were selected on the basis of *emotional competencies*, such as adaptability, initiative, and confidence, *executive turnover was reduced from 50% to 6%.*
 - After organizational training in EQ competencies, lost time accidents were *reduced by 50%* and the average number of formal grievances per year was reduced from 15 to 3.
 - *EQ can be enhanced through learning and development.*

- ### Emotional Intelligence Competencies
- According to Daniel Goleman there are *four basic emotional and social competencies*:
- **Self-awareness:** Observing oneself and recognizing a feeling as it happens
 - **Self-management:** Handling feelings appropriately; understanding what is behind a feeling; handling "negative" emotions effectively
 - **Social Awareness:** Sensitivity to other people's feelings and understanding their perspective; appreciating diversity and diverse views on issues
 - **Social skills:** Positively managing emotions in others; social competence: social skill and adeptness; timing; discernment

- ### Emotional Intelligence Competencies
- | | |
|--|--|
| Self Awareness <ul style="list-style-type: none"> ➤ Emotional self-awareness ➤ Accurate self-assessment ➤ Ongoing self-analysis ➤ Self-confidence ➤ Conscientiousness | Social Awareness <ul style="list-style-type: none"> ➤ Sensitivity to other's feelings ➤ Appreciating differences in people and ideas ➤ Valuing other's perspectives ➤ Interactive |
| Self-Management <ul style="list-style-type: none"> ➤ Self-control/self-discipline ➤ Trustworthiness ➤ Adaptability ➤ Delayed gratification ➤ Focused; able to channel emotions toward personal and professional goals; concentration | Social Skills: <ul style="list-style-type: none"> ➤ Leadership and teambuilding ➤ Timing and discernment ➤ Diplomatic (political) skills ➤ Developing others ➤ Influencing others ➤ Communication ➤ Building teams |

Emotional Intelligence

- **Self-Awareness:** Knowing one's emotions
- **Self-Management:** Managing one's emotions
- **Social Awareness:** Recognizing emotions in others
- **Social Skill:** Handling relationships

Critical for determining effective influencing techniques

The application of influencing techniques

How to Increase EQ and Improve Emotional Competence

- Observe and imitate emotionally competent role models; also learn from the emotionally inept
- Read the core writings about EQ
- Formal and informal coaching programs
- Ongoing feedback and EQ personality assessments
- Set behavioral goals based on the EQ feedback
- Leverage the EQ culture of your organization
- Put into practice what you already have learned
- Attend EQ workshops and seminars
- Avoid people who invalidate you.

Steve Hein

Leadership Styles

- Every leader has a certain "style" or manner when they lead. It is a style that fits their personality and what they are comfortable with.
- Research has shown however, that different situations require different leadership styles
- Using the same leadership style in every situation could be very ineffective
- Examples could include....
- The leader's EQ will be the basis of choosing which leadership style is best for which situation

Leadership Styles

- | | |
|------------|---|
| Commitment | ➤ Authoritative: Mobilizes people toward a vision "Come with me" |
| | ➤ Affiliative: Creates harmony and builds emotional bonds "People come first" |
| | ➤ Democratic: Forges consensus through participation "What do you think?" |
| | ➤ Coaching: Develops people for the future "Try this" |
| Compliance | ➤ Pacesetter: Sets high standards for performance "Do as I do, now" |
| | ➤ Coercive: Demand immediate compliance "Do what I tell you" |

* From Leadership That Gets Results, by Daniel Goleman, Harvard Business Review, Mar-Apr 00

The Integration of Power and Influence



An Individual Task:

1. Of the four emotional competencies, which would you rate as your strongest area and which would you rate as the area that requires the most development for you while you are Negotiating? Why?
2. What determines what leadership style a leader should use while Negotiating?
3. Give an example of a Negotiation situation you experienced in which someone's emotional intelligence was effective or ineffective.
4. Please share your key ideas with your table group.

The Group's Task:

Please answer the following questions placing your group's *best ideas* on a flip chart:

- 1.) Why is it an *advantage* for a leader to have high emotional intelligence or EQ for success in Negotiation?
- 2.) Can EQ be learned or is it mostly *natural and intuitive*? Why?
- 3.) What could be done *to* leverage and further develop the EQ culture of your current organization?

Thank You

Presentation 10

MULTI-PARTY NEGOTIATIONS

ERIC-LDCA, LBSNVA, M. J. 2019

DISTURBANCE AT THE POLICE STATION

Disturbance at the Police Station Case Simulation- Logistics

- Divide the class into groups of (5) members each in advance
- Each member will represent a party in the negotiation.
- We should have enough venues where flip charts can be put up. Designate the venues in advance so that time is saved.
- The instruction sheet should be printed in 5 different colors for ease of identification
- Excel score sheet should be kept ready in the main classroom for easy compilation after the simulation

Disturbance at the Police Station Case Simulation- Logistics

- Time required:
 - Briefing + Material Distribution: 10 min
 - Case reading: 15 min
 - Negotiation: 40 min.
 - Debriefing: 30 min
 - Reserve : 10 Min
 - Total time : 1 Hour and 45 Min

DAPS Case Simulation- General Instructions

- Parties can not show their confidential sheet to others.
- The group must agree on all the points or else it is considered as a failed negotiation

What happened during the Simulation?

- What happened in the groups that reached agreement vs the groups that did not?
- What were the strategies for the members with highest score for a role?
- Lowest score for each role. What happened?
- What did we learn?

Key aspects of Multi-Party Negotiations

- Increased Complexity
- Coalitions and how to manage them?
- Managing the Negotiation process
- Role of Representatives and Third parties

| Complicating Factors | |
|----------------------|---|
| Relationship | <ul style="list-style-type: none"> - Number of actors increases - Principal-agent tensions become more pronounced - <u>Coalitions become important</u> |
| Process | <ul style="list-style-type: none"> - Decision-making rules are challenging to establish - Communication (trust) is hard to build - Roles change |
| Substance | <ul style="list-style-type: none"> - Complexity of information increases (number of interests to satisfy) - Lowest common denominator solutions become the norm - Resources can be more limited - <u>Alternatives (a "kaleidoscope" of possibilities)</u> |

Complexity of Multi Party Negotiation

Number of parties

- More number; Parties may be 'principals' or their 'agents'; issues of representation.
- Parties may have different social roles – different power relations outside of negotiation.

Informational Complexity

- Challenge of managing large number of perspectives – more values, interests and perceptions to be integrated. (*Facts, figures, viewpoints, arguments, documentary evidences*). Solution fitting all is difficult
- Analytical challenge to evaluate offers and counter-offers increases exponentially

RMED, DCA, LEGNAA, Microsoft

Complexity of Multi Party Negotiation...

Social Complexity

- Multi party negotiations process is a combination of group discussion, coalition building and bilateral negotiations
- Motivational Orientation of parties, cooperative vs individualistic
- Group Dynamics (functional and dysfunctional)
- All problems / benefits of group decision making process manifested in negotiations and need to be managed.

Complexity of Multi Party Negotiation

Procedural Complexity

- Procedural rules not clear – need for laying down specific procedures so that all get a fair chance to present their views.
- Ground rules need to be set out
- Sequence of talk: Early to later stage
 - Use MESO's and chunking, trade-offs
- More time needed for negotiations.
- How to approach multiple issues.
- Need to evolve objective criteria for evaluating the outcome

Complexity of Multi Party Negotiation

Strategic complexity

- Need to consider strategy of all other parties and decide whom to deal with first.
- One-to-one negotiations may be required but that will also happen within the purview of multi-party; people tend to take tougher stands;
- Understand strategy of all and deal with them
- Any exchange is seen by all and they will expect concessions
- Value creation may be seen by few and not for others
- More positional bargaining; toughening of stand as possibility of loss of face if compromises are to be made; need for convincing the principal and have some face saving.
- Some parties may try to rope in newer parties; creating outside pressure also.
- Coalition formation and its effects upon negotiations.
- Coalition snowballing; use it to advantage

Complexity of Multi Party Negotiation

- **Determination of BATNA**
 - Easy to find BATNA in two party negotiation.
 - In multi party, multi issue negotiation
 - BATNA for many parties to be assessed
 - Dynamic nature of BATNA, self and others. How?
 - Others may form coalitions to worsen your BATNA and vice versa
- **ZOPA**
 - Gets squeezed since there are multiple parties (Circle)
- **Trade offs**
 - Concessions given to one party visible to all
- **Framing**
 - How do we frame and with reference to which party
- **Multiple perceptual biases**
 - How do we deal with them
- 3

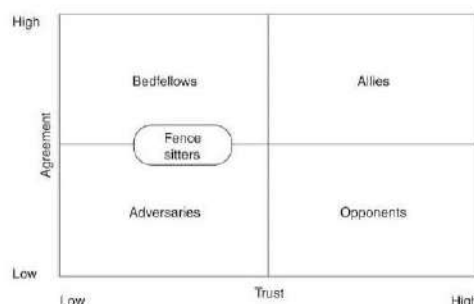
Coalitions

- Coalitions are subsets of actors who coordinate their actions to achieve a specific objective that serves their interests.
- Different partners in a coalition will have different interests and objectives.
- Coalitions may form even in a multi party negotiation when parties are working towards a collective objective.
- Coalitions provide negotiators an opportunity to marshal influence that does not exist in two-party negotiations
 - Winning coalitions
 - Blocking Coalitions
- Coalitions may keep changing during negotiations; and parties may be in two or more different coalitions at the same time depending on the issue being discussed.

Working of Coalition

- Coalitions start with a founder – may have to offer an unequal share to early adopters - Strength in Weakness.
- Parties who have a large network of weak ties may form coalitions easier than one with small network of large ties.
- However, as coalitions develop, founder becomes more powerful as people want to join for less stakes.
- Coalition decision rule – who gets what?
 - Equity, Equitable or Need Standard
- **Power and Influence in Coalitions**
 - Not necessarily in proportion to resources. **Power Indices.**
- Need for dealing fairly with coalition partners who may fall in different categories.
- Ultimately, you need to manage so that you do not end up outside the winning coalition as that would mean less chance to influence.

Trust/Agreement Matrix



Dealing with Coalition Partners

- **With allies**
 - Affirm your collective agreement
 - Reaffirm your relationship
 - Seek advice and support.
- **With opponents**
 - Reaffirm that your relationship is based on trust.
 - State your position
 - State in a neutral way what you understand about their position.
 - Engage in some problem solving
- **With bedfellows**
 - Reaffirm the agreement
 - Be clear about what you want from each other
 - Agree how you will work together

Dealing with Coalition Partners

- **With fence sitters**
 - State your position, ask where they stand ?
 - Apply gentle pressure; encourage them to tell you what it would require to gain their support?
- **With adversaries**
 - State your position
 - State in a neutral way what you understand about their position.
 - Identify your own contribution to poor relationship
 - Restate your plan but do not make any demands.

MANAGING MULTI PARTY NEGOTIATIONS

Pre-negotiation Stage

- **Decision regarding participation**
 - Who must be included if the deal is to be reached (key members)
 - Who could spoil the deal if they were excluded (veto players)
 - Whose presence is likely to help the party achieve its objective (key desirable members)
 - Whose presence is likely to keep others from achieving their objective (key coalition blockers)
- **Identification of likely coalitions**
- **Defining group members' role**
- **Understanding the costs and consequences of no agreement**
 - Group members having better 'impasse' alternatives will have more power in negotiations
 - Check Biases while appraising no agreement option
- **Understanding the decision rule**
 - How decision will be taken? Majority? Consensus?
- **Clarifying issues and the agenda**
 - Framing and wording

Formal Negotiating Stage

- **Appoint an appropriate chair**
 - Someone who has no stake in specific outcome but strong interest in that a final and fair outcome is reached.
- **Use and restructure the agenda**
 - Agenda brings in structure and organization to the negotiations.
 - If agenda is biased, need to discuss the agenda itself as the first item.
- **Ensure a diversity of opinions and views**
 - All perspectives should be heard.
- **Ensure consideration of all available information**
- **Effective Negotiations**

Effective Negotiations

- Negotiate over Interests, not positions
 - Integrative or 'value creating' negotiations
- Be honest about your Interests
- How to find interests of other parties?
 - Don't just ask what a party wants but also Why?
 - Build trust and share information. Easier to build trust when not negotiating.
 - Ask questions to clarify, to seek more information
 - Share Information; not the reservation price but relative priorities.
 - Make multiple offers simultaneously.
- Negotiation is an Information game – seek and collect as much information about parties and their interests as possible

Effective Negotiations

- Negotiate Multiple issues simultaneously
 - Trade offs possible as different relative preference of parties for various issues offer trade-off opportunities
- Brainstorm options without committing – adopt a problem solving approach
- Build relationship – cordial relations with adversaries always help even in the face of sharp disagreements. Be long term in approach.

Representatives in Multi Party Negotiations

Change of negotiation dynamics

- Using Representatives changes the dynamics of the Negotiation
- Representative's behavior changes due to the presence of the audience.

Audience includes

- **Additional Team Members:** They may be appointed for assistance of the main rep or as observers but their role may change during negotiations.
- **Direct Constituents:** whose interest is being represented.
- **External Bystanders and observers:** May be affected by the outcome but have no direct say in the negotiation.

Representatives in Multi Party Negotiations

Negotiators Dilemma

Audience affects the negotiation dynamics

- Negotiators try harder: more positional and 'distributive' bargaining; likely to offer less concessions, tougher.
- May lead to 'irrational' behaviour: desire not to look foolish.
- At time 'reputation' at stake' may lead to more impasse'
- Need for Face saving options

Negotiator Dilemma

- Constituency wants Negotiator to be tough, unyielding, firm
 - Nature of Negotiation demands flexibility, conciliatory and willing to give and take
- Negotiator has to maintain a delicate balance between the two.

Representatives in Multi Party Negotiations

Managing audiences and constituencies

- When need to show 'toughness'
 - More visibility: Concessions are less likely to be made.
 - Use constituency for showing militancy
 - Limit one's authority : double edged sword. Loss of value creation opportunity; chances of failure of negotiation if long delays in approval by constituency.
- When need to be Flexible
 - Less visibility
 - Establish 'privacy' prior to the negotiation.
 - Screen visibility during negotiation
- Manage communications with the constituency and audiences – own as well as of other parties
- Build relationships with the constituency and audience

Power Indices

Banzhaf Power Index: Power of a voter

- Critical Voter: If changes from Yes to No, the measure will fail
- Voter's Power: Fraction of swing votes that he can cast.
- Example: A,B,C have 4,2,1 votes and 5 votes required for winning. AB, AC, ABC are three coalitions 5 swing votes- A has 3 and B, C 1 each. The index for A is 3/5, and B,C both have 1/5.

Shapley-Shubik Power Index

- Pivot Voter: In any voting sequence a voter who first raises the sum past the majority mark.
- Power is proportional to the number of sequences in which a voter is pivotal.

The key issue is : when coalitions form, power of a member is not always proportional to the resources but to his ability to swing the 'deal'.



That's all !!

Presentation 11

Introduction to Developmental Planning

Goal Setting

Introduction to Developmental Planning: SMART Goals

- **Quantifiable:**
How will progress toward achievement be *measured*?
- **Realistic:**
The goal should be *achievable* and a *relevant priority*.
- **Concise:**
The goal should be as *specific* as possible.
- **Continuous improvement:**
Goal setting will be a *continuous process*.
When one goal is met another should be set.

Behavioral Changes Require

- Understanding one's effect on other people
- Endurance
- Deferring gratification
- Vigilance and self-discipline
- Feedback on progress

Tips to Developmental Planning Success

- Having a high level of commitment
- Having an "*Accountability Partner*"
- Reading
- Personal organization and time management
- Other:
 - Journaling
 - Imaging; mental mantras, self-talk

Reaching Individual

- | | |
|---|--------|
| • Setting a goal: | 6-8% |
| • Setting a goal and writing it down: | 25-30% |
| • Setting a goal, writing it down, and verbally sharing it with others: | 55-60% |
| • Setting a goal, writing it down, verbally sharing it with others, and having an accountability partner: | 85%+ |

Presentation 12

Enhancing Negotiation Effectiveness

Through Use of Psychology

Personality-The Psychological aspect in Negotiation

- The combination of characteristics or qualities that form an individual's distinctive character
- In Negotiation, the personality of Negotiating parties affect the way negotiation proceeds.
- Important to understand ones own personality and that of other person's.
- A complex process but one of the tools MBTI

Structure of the presentation

- ❖ Objectives
- ❖ Why use the MBTI? ... Its History & More ...
- ❖ Why should we care?
- ❖ Administration of the test
- ❖ Preferences...
- ❖ Exploring the results
- ❖ Conclusion

Background of this test

Objectives

- ❖ To Understand Personality of self
 - ❖ To look at different perspectives people have in the way they live & learn
1. *To learn more about yourself as individuals*
 2. *To help in accepting each other by understanding each others personality.*

Warning

- ❖ It's not about putting you in boxes!
- ❖ It's not about telling you what to do or how to behave!

Why Use the MBTI?

- ❖ Reports key Preferences | Tendencies | Characteristics
- ❖ Most popular and widely used personality assessment tool (80+ yrs. old | yearly 6m)
- ❖ Helps you accept your strengths + develop on them (not about ... IQ | Maturity | Illness | Emotions | Learning | Trauma ... etc.)

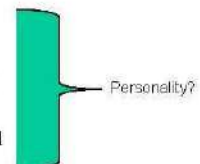
History

- ❖ Based on a work of Swiss psychologist 'Jung' and in the US ... mother and daughter combination
- ❖ ... developed further in 1920s-30s
- ❖ ... leads to more fulfilling lives

Yeh MBTI kya hai?

❖ It is about ...

- ❖ How you draw ENERGY
- ❖ How you take INFORMATION
- ❖ How you make DECISIONS
- ❖ How you APPROACH the world



Why should we care?

- ❖ Reduces your defensiveness when involved in a disagreement
- ❖ Improves your ability to choose realistic goals in Negotiation
- ❖ Improves your ability to see others more accurately

Myers-Briggs Type Indicator (MBTI)

MBTI ... 4 Dichotomies/Preferences

- ❖ How you draw ENERGY
 - ❖ E OR I ... Extraversion OR Introversion
- ❖ How you take INFORMATION
 - ❖ S OR N ... Sensing OR Intuition
- ❖ How you make DECISIONS
 - ❖ T OR F ... Thinking OR Feeling
- ❖ How you APPROACH the world
 - ❖ J OR P ... Judging OR Perceiving

Tie-Breakers

- ❖ After classes what do you want to do?
- ❖ Think about how you handle details?
- ❖ How do you tell about your weekend?
- ❖ How do you comment on a friend's ugly shirt?
- ❖ Do you like studying math, science, or computer programming OR people, cultures, and values?
- ❖ How long does it take to order at a restaurant?
- ❖ Do you usually choose a topic and stick to it OR do you change topics?

EXTRAVERSION (52%)

AND

INTROVERSION

ARE SOURCES OF ENERGY FROM THE WORLD.

E

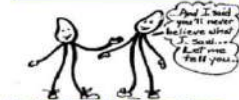
AN EXTRAVERT'S ESSENTIAL ENERGY SOURCE IS FROM THE ENVIRONMENT - THE OUTER WORLD OF PEOPLE AND THINGS.

I

AN INTROVERT'S ESSENTIAL ENERGY SOURCE IS FROM WITHIN - THE INNER WORLD OF THOUGHTS AND REFLECTIONS.

The genie in Aladdin (or, Raymond of 'Everybody Loves Raymond') Vs Harry Potter (or, Spider-Man)

EXTRAVERSION Tendencies/Characteristics



Are often friendly, talkative, easy to know.



Expresses emotions.



Needs relationships.

INTROVERSION Tendencies/Characteristics



Is often reserved, quiet, hard to know.



Bottles up emotions.



Needs privacy.

EXTRAVERSION Tendencies/Characteristics



Feels pulled outward by external claims and conditions.



Energized by other people, external experiences.

DO THINK DO



Acts, then (maybe) reflects.

INTROVERSION Tendencies/Characteristics



Feels pushed inward by external claims and intrusions.






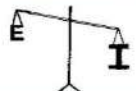


Energized by inner resources, internal experiences.

THINK DO THINK



Reflects, then (maybe) acts.

| EXTRAVERSION Tendencies/Characteristics | INTROVERSION Tendencies/Characteristics |
|--|--|
|  Gives breadth to life. |  Gives Depth to life. |
|  E's may seem shallow to I's. |  I's may seem withdrawn to E's. |
|  Needs introversion for balance. |  Needs extraversion for balance. |

- Please form into groups according to your score on E
 - Very High E
 - High E
 - E = I
 - Low E
 - Very low E
- Now.....
- Draw an ideal classroom for Class VI in a Government School.

**SENSING (63%)
AND
INTUITION**

ARE WAYS OF TAKING IN INFORMATION.







S




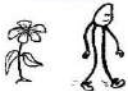


THE SENSING FUNCTION TAKES IN INFORMATION BY WAY OF THE FIVE SENSES - SIGHT, SOUND, FEEL, TASTE AND SMELL.






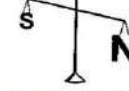
N

THE INTUITING FUNCTION PROCESSES INFORMATION BY WAY OF A "SIXTH-SENSE" OR PATTERNS, RELATIONSHIPS AND POSSIBILITIES.

Thomas Edison Vs Albert Einstein

| SENSING Tendencies/Characteristics | INTUITION Tendencies/Characteristics |
|--|--|
|  Likes things that are definite, measurable. |  Likes opportunities for being inventive. |
|  Starts at the beginning, takes a step at a time. |  Jumps in anywhere, leaps over steps. |
|  Works hands-on with the parts to see the overall design. |  Studies the overall design to see how the parts fit together. |

| SENSING Tendencies/Characteristics | INTUITION Tendencies/Characteristics |
|---|--|
|  Looks at specific parts and pieces. |  Looks at patterns and relationships. |
|  Lives in the present, enjoying what's there. |  Lives toward the future anticipating what might be. |
|  Prefers handling practical matters. |  Prefers imagining possibilities. |

| SENSING Tendencies/Characteristics | INTUITION Tendencies/Characteristics |
|---|--|
|  Likes set procedures, established routines. |  Likes change and variety. |
|  S's may seem materialistic and literal-minded to N's. |  N's may seem fickle, impractical dreamers to S's. |
|  Needs intuition for balance. |  Needs sensing for balance. |

- Please form into groups according to your score on S
 - Very High S
 - High S
 - E = S
 - Low S
 - Very low S
- Now.....
- *Draw a communication chart for a small alien that has landed near your place.*

THINKING AND FEELING (60%w)

ARE WAYS OF MAKING DECISIONS.

T

THE THINKING FUNCTION DECIDES ON THE BASIS OF LOGIC AND OBJECTIVE CONSIDERATIONS.

F

THE FEELING FUNCTION DECIDES ON THE BASIS OF PERSONAL VALUES AND CONTEXT.

James Bond Vs Robin Hood (or Charlie Brown)

THINKING Tendencies/Characteristics



Decides with the head first.



Goes by logic.



Concerned for truth, justice.

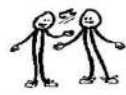
FEELING Tendencies/Characteristics



Decides with the heart first.



Goes by personal convictions and context.



Concerned for relationships, harmony.

THINKING Tendencies/Characteristics



Sees things as on-looker, from outside a situation.



Takes a long view.



Spontaneously finds flaws, criticizes.

FEELING Tendencies/Characteristics



Sees things as a participant, from within a situation.



Takes an immediate and personal view.



Spontaneously appreciates.

THINKING Tendencies/Characteristics



Good at analyzing plans.



T's may seem cold and condescending to F's.



T's need feeling for balance.

FEELING Tendencies/Characteristics



Good at understanding people.



F's may seem fuzzy-minded and emotional to T's.



F's need thinking for balance.

- Please form into groups according to your score on F
 - Very High F
 - High F
 - E = F
 - Low F
 - Very low F
- Now.....
- *Make three criterias on which you will cut the number of people (by 10%) working in your restaurant due to fall in business*

JUDGEMENT (55%) AND PERCEPTION

ARE WAYS OF APPROACHING THE WORLD.

J

A JUDGING LIFESTYLE IS DECISIVE, PLANNED AND ORDERLY.

P

A PERCEPTIVE LIFESTYLE IS FLEXIBLE, ADAPTABLE AND SPONTANEOUS.

Japanese Tokyo & German Mercedes

JUDGEMENT Tendencies/Characteristics



Prefers an organized lifestyle.



Likes definite order and structure.



Likes to have life under control.

PERCEPTION Tendencies/Characteristics



Prefers a flexible lifestyle.



Likes going with the flow.



Prefers to experience life as it happens.

JUDGEMENT Tendencies/Characteristics



Enjoys being decisive.



Likes clear limits and categories.



Feels comfortable establishing closure.

PERCEPTION Tendencies/Characteristics



Enjoys being curious, discovering surprises.



Likes freedom to explore without limits.



Feels comfortable maintaining openness.

JUDGEMENT Tendencies/Characteristics



Handles deadlines, plans in advance.



J's may seem demanding, rigid, uptight to P's.



Needs perception for balance.

PERCEPTION Tendencies/Characteristics



Meets deadlines by last minute rush.



P's may seem disorganized, messy, irresponsible to J's.



Needs judgment for balance.

- Please form into groups according to your score on J
 - Very High J
 - High J
 - E = J
 - Low J
 - Very low J

• Now.....

- *How will you communicate the news of a holiday to Bangkok rewarded by your office to your family partner*

External Pressure

- ◆ In Society, there are pressures to behave in certain ways
- ◆ These may influence you to feel that some preferences are better
- ◆ For example ... in the present Indian generation there is pressure towards ...
 - ◆ Extroversion
 - ◆ Sensing
 - ◆ Thinking
 - ◆ Judging
- ◆ What impact does this have in Negotiation?

In Negotiation.....

- Personality of an individual plays an important role.
- First step is to understand ones own personality
- Try to understand the personality of other person by
 - Observing him before and during Negotiation
 - Finding information from others etc.
- If you understand your and others personality well, you can better appreciate each other and thus-Negotiate better.

knowing the opposite party

- The other party's BATNA
- Can it walk away from agreement or is it under an compulsion to reach an agreement?
- Is the party under any time pressure?
- Source of its power?
- Extent of its power
- The 'nature' of the party: key decision makers, homogeneity, how decisions are arrived at
- Knowing the negotiators

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- ◆ MBTI Inputs from Prof. Manish Singhal (XLRI) and others

Annexures

1. Negotiating Techniques Taught At The Wharton School Of Business

by Steven G. Blum, author of “Negotiating Your Investments: Use Proven Negotiation Methods to Enrich Your Financial Life”

Life is a series of negotiations. While we may realize this in theory, we probably don't realize how often it applies in practice. Your work schedule, your pay and benefits, prices in big box stores, cell phone contracts, day care arrangements — you name it, it's negotiable. The notion that you just have to fall in line and accept the options you're given is an extremely limiting one.

This is a whole different way of looking at the world. We all know we can negotiate car or real estate prices, but the idea that *everything* is negotiable is foreign to most of us.

Sharpen your negotiating skills and you'll unlock options and opportunities that you may have assumed were closed to you. This can truly change your life.

Before you can negotiate anything, you have to know how to start the dialogue and how to ask right the questions. Here are some tips:

1. Know what you don't want, what you do want, and what's even better.

One of the most important things a negotiator can do is figure out what she is trying to gain or achieve. When you know exactly what you want, you can be purposeful in keeping the process moving toward your goals and avoiding measures that might throw you off course.

Don't make agreements based on the idea of 'winning' if they don't get you what you really want. Don't worry about whether the other side is getting too much — that does not matter as long as you reach all your goals. And once a good deal comes into view, see if you can improve it before you close the deal.

2. Harness the power of BATNA.

In negotiation, power comes from alternatives. You must identify your Best Alternative To a Negotiated Agreement (BATNA). Doing so lays the foundation for increasing negotiating strength, which presents the potential for greater control, influence, and authority. You will *never* accept a deal unless it is better than your BATNA. It forms a minimum acceptable level for you.

Here's a quick example: Sam and Sara both decide to approach their boss and ask for a 10 percent raise. Sam's strategy is to make a list of everything he does for the company.

Surely, he thinks, if he documents all he does, the boss will realize how valuable he is to the company. Sara, on the other hand, writes letters and makes some calls and ends up getting an offer from a competing employer. The offer comes with a salary that's 4 percent above her current pay level.

Initially, the boss tells both employees that a raise isn't possible at this time. Having failed to strengthen his BATNA, Sam has little leverage. He simply thanks his boss for his consideration and goes back to his cubicle. But Sara's story doesn't end here. She tells the boss she's received an offer from a competitor and must decide whether to accept it. Not wanting to lose Sara, her boss asks how much salary she has been offered. She replies, "While they demanded confidentiality, I can tell you it is more than I am currently making."

In the Sam and boss situation, Sam has a problem he doesn't know how to solve. In the Sara and boss situation, the boss has a problem. Sara gets her 10 percent raise.

3. Aim for higher than just win-win.

As you begin to hone your negotiating skills, you might be tempted to seek out "win-win" solutions. Doing so might seem like a great way to keep your relationship with your negotiating partner positive, but the approach can actually backfire, causing you both to settle for the first plausible solution that improves everyone's position.

For example, Randy the Realtor was trying to get her client (the buyer) and the other side (seller) to agree on a price. The buyer was moving from a "low tax" town to one whose wealthy school district could better serve her special needs child. The two sides were only \$600 apart. So Randy teamed with the other side's agent and said, "Sign this deal right now and we'll cut our commissions by \$150. We want each of you to compromise your price demand by \$150 each. That will total the entire \$600 in dispute and everyone will share the burden of compromise equally." The deal closed and the two agents toasted each other for the "win-win" solution.

But Randy had failed to notice the value that was being left on the table. The client was going to need a real estate agent to sell their old property. Randy might have worked that into the bargain by aiming higher than merely "win-win."

4. See that your interests come first, but make sure others' interests are served, too.

Good negotiators pay a great deal of attention to underlying interests. They seek a deal that meets their own interests very well, satisfies the interests of other parties sufficiently, and adequately addresses those of all important players who are not part of the actual negotiation.

If the agreement does not meet the needs of the other negotiation parties, they will not agree to enter into the deal. If they are somehow tricked into signing a contract that does not really work for them, they will seek ways to sabotage, escape, or otherwise not comply. That is not good for anyone.

Keep in mind that what you view as being a ‘good outcome’ might not be that good if it leaves the other negotiating party feeling worse off or victimized. Chances are you’ll need to negotiate with certain people on more than one occasion, and you don’t want to burn those bridges by leaving them feeling you’ll take advantage of them the first chance you get.

5. Don’t get distracted from your real goal.

Many people pride themselves on a competitive tenacity that leaves nothing on the table. If possible, they take the table as well. But research has shown that many of these winners end up regretting their victories.

Competition is a natural and necessary motivator, yet it does not always bring a happy ending. The desire to win represents a dangerous shift in focus: Besting the competition becomes the primary goal, and the outcome itself becomes secondary. Paradoxically, the strategies and behaviors that follow are usually self-damaging. Avoid hurting your own efforts by keeping your eyes firmly fixed on where you really are trying to go.

6. Insist on both a fair process and a fair outcome.

Good negotiators refuse to be part of a process, or outcome, that is anything less than fair. Leading negotiation professors urge us to look to authoritative standards and norms, such as market value, precedent, and equal treatment, to help delineate fairness. Just as a skilled negotiator will never agree to a deal that does not do a good job of meeting her interests or that is not better than her best alternative, so, too, she should decline one that is observably unfair.

7. Pay attention to power dynamics. Don’t accept a power imbalance that leaves you at a disadvantage.

Where the power dynamic in place is neither a necessary consequence of larger roles and relationships, such as deferring to a government official, nor a good one for advancing a negotiator’s interests, work to change it to your own advantage. Don’t be rude or inappropriate, of course, but also don’t be afraid to question anything that seems unfair or detrimental. Always own your power and politely decline any part of the negotiation process that makes you feel uncomfortable, disadvantaged, or manipulated.

8. Don't trust imprudently.

The mere fact that you have insisted on forthrightness, and unwaveringly offered it, does not mean you should entirely trust the other parties. The best advice is to always act in a trustworthy manner but do not assume that others will do the same. Be extremely cautious about placing too much trust in others. Better to allow your confidence to build slowly as it is earned. And never trust anyone whose incentives and interests suggest strong motivation for them to defect.

9. Be mindful of each “little agreement” step.

The negotiation process is made up of a series of little agreements. Pay attention to them not only as they affect you, but also with an eye toward their impact on your negotiating partners. The idea is to use small commitments to pave the way for the other party to easily agree to the next step. Before you know it, you will find yourselves marching confidently, arm in arm, toward agreements that ensure good outcomes for everyone.

10. Ask lots of questions.

An important study found that skilled negotiators spend almost 40 percent of their time acquiring information (asking questions) and clarifying information (restating and reframing what they've heard to verify that they've understood correctly). Average negotiators spend about 18 percent of their time on the same behaviors. In other words, average negotiators ask half as many questions as skilled negotiators.

The key is to ask previously prepared questions and, just as important, listen well enough to pose precise follow-up questions. Probing and clarifying the other party's position requires that you listen carefully and formulate good questions on the spot. Strong listening skills, along with good preparation habits and the ability to express thoughts clearly, are among the top traits of the most effective negotiators.

11. Create scarcity.

Negotiators respond to what is referred to as a closing window of opportunity, i.e., making an offer that is good for only a limited amount of time. When a proposal or offer is structured to end at a certain time, the scarcity effect adds pressure.

Another factor that causes scarcity is competition. When everyone else wants something, there is a tendency for us to want it more, too. Making it clear that everyone desires the item for sale can make even those with little use for it determined to buy it. Nobody wants to be left out.

People seem to be hardwired to greatly fear loss, and that's why creating scarcity can be an effective negotiating technique. A take-it-or-leave-it tactic or an ultimatum in a negotiation can raise the scarcity effect to sky-high levels.

12. Prepare and practice.

If I could offer only one suggestion to improve your negotiating, it would be this: If you prepare fully for each negotiation, you will do better. It is that simple. As a general rule, the more prepared you are, the better your outcomes will be.

Practice makes perfect. Use every opportunity to test out your skills and think through situations as if they were important negotiations. As you practice, you'll become a more agile negotiator, able to work around tough situations and create much better outcomes for yourself.

13. Be patient.

One of the best things you can do in the closing and commitment stage of a negotiation is to be patient. The negotiator who is not rushed has a favorable position and is free to work for the best possible deal. Some methods to help make this attitude possible include starting early, not procrastinating, and avoiding negotiating when you are in a needy state of mind.

Negotiation isn't just about getting a better price for a product or service. It's about dramatically improving the quality of your life, creating better outcomes for everyone, and even building more harmonious relationships. Improving your negotiating skills is an effort worth making.

2. Dr. Robert Cialdini and 6 principles of persuasion

By Tom Polanski, EVP, eBrand Media and eBrand Interactive

I have long been a big fan of Dr. Cialdini. I originally became familiar with his work years ago through, “Influence: The Psychology of Persuasion”. It’s a must read. It gave me useful tools to use for marketing to others and taught me how to resist the marketing efforts of others.

Here is a reprint from a leading publication regarding his work and a new book he’s coauthored. It’s the cliff notes version of his original book which I referenced in the preceding paragraph.

SUMMARY: Influencing others isn’t luck or magic – its science. There are proven ways to help make you more successful as a marketer and an office politician.

We talked to a renowned expert on the science of influence and pulled excerpts from two of his books to demonstrate ways to make people say “yes” to your messaging and management. Includes links to scientific studies and takeaways to use at work or at home.

Robert Cialdini, Regents’ Professor of Psychology and Marketing, Arizona State University, has spent 30 years studying the ways people are influenced. He’s whittled his findings down to six key principles, found in the fifth edition of ‘Influence: Science and Practice’.

We interviewed Cialdini and also read through ‘Yes! 50 Scientifically Proven Ways to Be More Persuasive’, a book he co-authored with Noah Goldstein, a professor at the University of Chicago School of Business, and Steven Martin, Director, Influence at Work. The authors “relied entirely on the significant body of research from the study of social influence and persuasion” to suggest ways you can improve outbound messages and office interactions to get the results you want.

Science behind the Principles

“People’s ability to understand the factors that affect their behavior is surprisingly poor,” Cialdini says.

Most people can't explain why they made a particular decision. But Cialdini can. And being able to identify the underlying factors that influence decisions means he also understands how to use them to get more positive responses.

Be forewarned, though: The knowledge you're about to receive shouldn't be used to push shoddy goods or set unfair prices. "When these tools are used unethically as weapons of influence ... any short-term gains will almost invariably be followed by long-term losses."

Below are Cialdini's six principles of persuasion – along with excerpts from real-world experiments. Note: All experiments cited are from 'Yes! 50 Scientifically Proven Ways to Be More Persuasive'.

6 Principles of Influence

Principle #1: Reciprocation recognizes that people feel indebted to those who do something for them or give them a gift.

For marketers, Cialdini says: "The implication is you have to go first. Give something: give information, give free samples, give a positive experience to people and they will want to give you something in return."

- Experiment conducted

Social scientist Randy Garner published a 2005 experiment that tested whether sticky notes could persuade people to respond to a marketing survey (see hotlinks below). He sent one-third of the surveys with a hand-written sticky note requesting completion, one-third with a blank sticky note, and one-third without a sticky note.

Results:

- Hand-written note: 69% response rate
- Blank sticky note: 43% response rate
- No sticky note: 34% response rate

"[The principle of reciprocation] was born out in the fact that not only did those who received the hand-written note have twice as much compliance, the quality of the answers they gave was significantly better," Cialdini says.

- Application for Marketers

The reciprocation principle explains why free samples can be so effective. People who receive a free, unexpected gift are more likely to listen to a product's features, donate to a cause, or tip a waitress more money. The gifts do not have to be expensive or even material; information and favors can work.

Principle #2: Social Proof

When people are uncertain about a course of action, they tend to look to those around them to guide their decisions and actions. They especially want to know what everyone else is doing – especially their peers.

“Laugh tracks on comedy shows exist for this very reason,” Cialdini says.

- Experiment conducted

Cialdini and a team of colleagues ran a soon-to-be published experiment to see which types of signs would most encourage Arizona hotel visitors to reuse towels. They tested four types of signs:

- #1 Cited environmental reasons to encourage visitors to reuse their towels
- #2 Said the hotel would donate a portion of end-of-year laundry savings to an environmental cause
- #3 Said the hotel had already given a donation and asked: “Will you please join us?”
- #4 Said the majority of guests reused their towels at least once during their stay

Percentage of those who reused towels per request:

- Sign #1: 38%
- Sign #2: 36%
- Sign #3: 46%
- Sign #4: 48%

When guests found out that most people who stayed in the same hotel reused their towels, they were more likely to comply with the request.

“What’s most interesting to me,” Cialdini says, “is that the most effective strategy was entirely costless to the hotel. But I’ve never seen it used by any hotel room in any city.”

- Application for marketers

Testimonials from satisfied customers show your target audience that people who are similar to them have enjoyed your product or service. They'll be more likely to become customers themselves.

A similar principle applies to television commercials that say: "If our lines are busy, please call again." Instead of saying "Operators are standing by." The first response implies that other people like your offer so much that the phone lines are busy, which may persuade others to act similarly.

Principle #3: Commitment and Consistency

People do not like to back out of deals. We're more likely to do something after we've agreed to it verbally or in writing, Cialdini says. People strive for consistency in their commitments. They also prefer to follow pre-existing attitudes, values and actions.

- Experiment conducted

In 1987, social scientist Anthony Greenwald approached potential voters on election-day eve to ask whether they would vote and to provide reasons why or why not. 100% said they would vote. On election day, 86.7% of those asked went to the polls compared to 61.5% of those who were not asked. Those who publicly committed to voting on the previous day proved more likely to actually vote.

- Application for marketers

People want to be both consistent and true to their word. Getting customers or co-workers to publicly commit to something makes them more likely to follow through with an action or a purchase.

Ask your team members if they'll support your next initiative and say why.

Getting people to answer 'yes' makes them more powerfully committed to an action, Cialdini says. For instance, don't tell people: "Please call if you have to cancel." Asking "Will you please call if you have to cancel?" gets customers to say yes, and measurably increases their response rates.

- Note: Age matters

The older we get, the more we value consistency. And that makes it harder for older people to make a change.

Researcher Stephanie Brown co-authored a 2005 study titled “Evidence of a positive relationship between age and preference for consistency,” published in the *Journal of Research in Personality*. The study confirmed the belief that older people become “set in their ways.”

The solution? Praise them for making good past decisions, based on the information they had at the time. Then find ways to stress the consistent values connecting old actions and purchases with values underlying any new actions or purchases.

Principle #4: Liking

“People prefer to say ‘yes’ to those they know and like,” Cialdini says. People are also more likely to favor those who are physically attractive, similar to themselves, or who give them compliments. Even something as ‘random’ as having the same name as your prospects can increase your chances of making a sale.

- Experiment conducted

In 2005, Randy Garner mailed out surveys to strangers with a request to return them. The request was signed by a person whose name was either similar or dissimilar to the recipient’s. For example, Robert James might receive a survey request from the similarly-named Bob Ames. (See hotlinks below.)

According to a study reported in *Yes!*, “Those who received the survey from someone with a similar-sounding name were nearly twice as likely to fill out and return the packet as those who received the surveys from dissimilar sounding names (56% compared to 30%).”

- Application for marketers

“One of the things that marketers can do is honestly report on the extent to which the product or service – or the people who are providing the product or service – are similar to the audience and know the audience’s challenges, preferences and so on,” Cialdini says.

So, for instance, sales people could improve their chances of making a sale by becoming more knowledgeable about their prospects’ existing preferences.

Principle #5: Authority

People respect authority. They want to follow the lead of real experts. Business titles, impressive clothing, and even driving an expensive, high-performing automobile are proven factors in lending credibility to any individual.

Giving the appearance of authority actually increases the likelihood that others will comply with requests – even if their authority is illegitimate.

- Experiment conducted

Stanley Milgram, Psychologist, Yale University, conducted a 1974 experiment where ordinary people were asked to shock ‘victims’ when they answered questions incorrectly. Those in charge were dressed in white lab coats to give the appearance of high authority. The participants were told that the shocks they gave increased 15 volts in intensity each time the person answered incorrectly. In fact, the shocks were completely imaginary. Respondents were acting.

As participants continued to shock their victims, the respondents feigned increasing discomfort until they let out agonized screams and demanded to be released. Astoundingly, about two-thirds of participants ignored these cries of pain and inflicted the full dose of 450 volts.

“According to Milgram, the real culprit in the experiments was the [participants’] inability to defy the wishes of the boss, the lab-coated researcher who urged and, if necessary, directed them to perform their duties, despite the emotional and physical mayhem they were causing.”

- Note: The participants in Milgram’s study were males from a range of age, occupation and education levels. Later research concluded that the subjects’ sex was irrelevant to their willingness to shock the victim.
- Application for marketers

When people are uncertain, they look outside themselves for information to guide their decisions. Given the incredible influence of authority figures, it would be wise to incorporate testimonials from legitimate, recognized authorities to help persuade prospects to respond or make purchases.

Principle #6: Scarcity

In fundamental economic theory, scarcity relates to supply and demand. Basically, the less there is of something, the more valuable it is. The more rare and uncommon a thing, the more people want it. Familiar examples are frenzies over the latest holiday toy or urban campers waiting overnight to pounce on the latest iPhone.

- Experiment conducted

In 1985, the Coca-Cola Company made their infamous switch from their traditional formula to the sweeter formula “New Coke.” Their taste tests indicated that 55% preferred the new Coke over the old. Most of those tests were blind, but some participants were told which formula was new and which was the original. Under those conditions, the preference for new Coke increased 6%.

Despite the taste tests, the switch to new Coke triggered incredible backlash against it. Time magazine later dubbed it “the marketing fiasco of the decade.”

“The company must have looked at the 6% difference between blind and non-blind preferences and said to themselves ‘Oh, good, this means that when people know that they’re getting something new, their desire for it will shoot up.’”

“In fact, what that 6% really meant was that when people know what it is they can’t have, their desire for it will shoot up. Later, when the company replaced the traditional recipe with the new one, it was the old Coke that people couldn’t have, and it became the favorite.”

- Application for marketers

Say the authors: “The tendency to be more sensitive to possible losses than to possible gains is one of the best-supported findings in social science.”

Therefore, it may be worthwhile to switch your advertising campaign’s message from your product’s benefits to emphasizing the potential for a wasted opportunity:

- “Don’t miss this chance...”
- “Here’s what you’ll miss out on...”

In any case, if your product or service is genuinely unique, be sure to emphasize its unique qualities to increase the perception of its scarcity.

PERCEPTIONS OF FAIRNESS IN NEGOTIATION

NANCY A. WELSH*

I. INTRODUCTION

Often, when people negotiate, their goal is to win. At the very least, people work to achieve outcomes (or allocations of value) that they can call fair, and particularly “fair enough to *me*!” We all know people (including ourselves) who have offered more than was necessary in negotiation sessions or rejected offers even though they made economic sense. These behaviors, which have been replicated by researchers in experiments involving “ultimatum games,”¹ seem irrational but can be explained by examining fairness perceptions. Negotiators rely upon their perceptions of distributive and procedural fairness in making offers and demands, reacting to the offers and demands of others, and deciding whether to reach an agreement or end negotiations. Because fairness perceptions are so significant in understanding

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1. In these games, Player 1 is given a fixed sum of money and instructed to divide the money in any way he chooses with Player 2. If Player 2 accepts the offer, both players will receive their designated allocations. If Player 2 rejects the offer, neither player will receive anything. Economic models indicate that Player 1 should offer only slightly more than zero to Player 2, and Player 2 should accept this amount as an improvement on his *status quo*. Instead, Player 1 generally offers 30-50% of the sum to Player 2. Twenty percent of those playing Player 2, meanwhile, reject profitable offers to take zero instead. See Max H. Bazerman & Margaret A. Neale, *The Role of Fairness Considerations and Relationships in a Judgmental Perspective of Negotiation*, in BARRIERS TO CONFLICT RESOLUTION 90-91 (Kenneth Arrow et al. eds., 1995). Some commentators argue that negotiators are motivated less by a desire to be fair than by self-interest or a strong aversion to being disadvantaged themselves. Madan M. Pilluta & J. Keith Murnighan, *Fairness in Bargaining*, 16 SOC. JUST. RESEARCH 241 (2003) (arguing, based on a review of empirical research, that negotiators' behaviors that produce fair results are motivated less by a commitment to fairness than by self-interest and considerations of social utility); see E. Fehr & S. Gächter, *Altruistic Punishment in Humans*, 415 NATURE 137 (2002); Andrew Oswald & Daniel Zizzo, *Are People Willing to Pay to Reduce Others' Incomes?*, ANNALES D'ECONOMIE ET DE STATISTIQUE, July/December 2001, at 39. Apparently, the aversion to being disadvantaged (or “envy principle”) affects other animal species as well. See Sarah F. Brosnan & Frans B.M. de Waal, *Monkeys Reject Unequal Pay*, 425 NATURE 297 (2003) (reporting that high percentages of capuchin monkeys rejected the opportunity to trade rocks for cucumber slices when they saw other monkeys receiving grapes—which were perceived as more desirable—either in exchange for their rocks or without being required to exchange anything).

people's negotiating behaviors, this essay will examine briefly the criteria that people use to judge fairness—both distributive and procedural—and the variables that influence people's perceptions of fairness.

II. DISTRIBUTIVE FAIRNESS PERCEPTIONS

The concept of distributive fairness focuses on the criteria that lead people to feel that they have received their fair share of available benefits—i.e., that the outcome of a negotiation or other decision making process is fair.² People often disagree, however, regarding the criteria that should be applied in order to determine whether an outcome is fair. As is obvious from reading judicial opinions in appellate cases, even impartial and educated people can review the identical record and reach widely disparate yet equally principled conclusions regarding what constitutes a fair outcome. The definition of distributive fairness is, therefore, inevitably subjective. This realization leads to the following questions: What criteria do people—including negotiators—use to guide their judgments regarding distributive fairness? What variables influence people's selection among different criteria, and why do people find it difficult to reach agreement even when they share a commitment to achieving an equitable outcome?

A. Competing Criteria for Judging Distributive Fairness

The various criteria for judging outcomes' fairness can be distilled into four basic, competing principles or rules—equality, need, generosity, and equity.³ The *equality principle* provides that everyone in a group should share its benefits equally. According to the *need principle*, "those who need more of a benefit should get more than those who need it less."⁴ The *generosity principle* decrees that one person's outcome should not exceed the outcomes achieved by others.⁵ Finally, the *equity principle* ties the distribution of benefits to people's relative contribution. Those who have contributed more should receive more than those who have contributed less. The closer that the actual outcome of a negotiation is to the outcome a negotiator anticipated

2. See Morton Deutsch, *Justice and Conflict*, in THE HANDBOOK OF CONFLICT RESOLUTION 41 (Morton Deutsch & Peter Coleman eds., 2000).

3. See *id.* at 42 (describing the equality, need, and equity principles); Karen A. Hegtvold & Karen S. Cook, *Distributive Justice: Recent Theoretical Developments and Applications*, in HANDBOOK OF JUSTICE RESEARCH IN LAW 95-96 (Joseph Sanders & V. Lee Hamilton eds., 2001) (describing the equality, need, and equity principles); Kwok Leung & Michael W. Morris, *Justice Through the Lens of Culture and Ethnicity*, in HANDBOOK OF JUSTICE RESEARCH IN LAW, *supra*, at 352.

4. Deutsch, *supra* note 2, at 42.

5. See Leung & Morris, *supra* note 3, at 352.

based on the application of one of these principles, the greater the likelihood that the negotiator will perceive the outcome as fair.⁶

Imagine the application of the four principles described *supra* to a negotiation between two individuals who are establishing a joint venture and negotiating the distribution of income. The first negotiator, who has little capital, is contributing the idea and the time and energy to implement the idea. The other negotiator is supplying the needed funds for the development and marketing of the idea. If these individuals are guided by the equality principle, they will distribute the income from the joint venture equally. If they use the need principle, the poorer negotiator who is contributing "sweat equity" will receive a greater share of the income. Under the generosity principle, neither negotiator would want his income to exceed the income of the other. Last, and perhaps most difficult, is the application of the equity principle. Both contributions are needed. Whose is more valuable? The negotiators' assessments regarding the relative value of their contributions are likely to be affected by many factors that this essay will examine in more detail in Part II.C.

B. Variables Affecting Negotiators' Selection Among Competing Fair Allocation Principles

Research has shown that several variables influence negotiators' selections⁷ among the various fair allocation principles that could apply to a particular negotiation. These variables include self-interest, social relationships, and the interaction between cultural norms and situational needs.

6. See E. ALLAN LIND ET AL., THE PERCEPTION OF JUSTICE: TORT LITIGANTS' VIEWS OF TRIALS, COURT-ANNEXED ARBITRATION, AND JUDICIAL SETTLEMENT CONFERENCES 59 (1989) (noting that litigants perceived procedures to be more fair and were more satisfied with their outcomes and with the courts when their outcomes exceeded their subjective expectations); Bazerman & Neale, *supra* note 1, at 90 ("[O]ptimal decision making requires consideration of the expectations and standards of the other parties with whom one is transacting business."); Chris Guthrie & James Levin, A "Party Satisfaction" Perspective on a Comprehensive Mediation Statute, 13 OHIO ST. J. ON DISP. RESOL. 885, 888-89 (1998) (describing the impact of parties' expectations upon their satisfaction with the mediation process); Roselle L. Wissler, *Mediation and Adjudication in Small Claims Court: The Effects of Process and Case Characteristics*, 29 LAW & SOC. REV. 323, 346-47 (1995) (reporting that disputants' satisfaction with outcomes was influenced primarily by outcome measures and to a lesser but significant degree, by process evaluations; noting that these results are "consistent with theories that maintain that outcome satisfaction is influenced more by one's assessment of the outcome compared with expectations or with others' outcomes than by the absolute outcome received").

7. This suggests some consciousness of choice. In fact, negotiators may be blissfully unaware that they are making a choice among various potential criteria.

1. The Influence of Self-Interest and Relationships Between Negotiators

If no relationship exists between negotiators, self-interest will guide their choice of the appropriate allocation principle to use in negotiation. A negotiator who does not expect future interactions with the other person will use whatever principle—need, generosity, equality, or equity—produces the better result for her.⁸ When a negotiator has a negative relationship with the other person, she will aim to gain more than the other negotiator, even if this requires undertaking a risky strategy.⁹ She certainly will not worry about achieving an outcome that is fair for that other, despised negotiator. Thus, “[n]egative affect within the context of potential relationships can remove fairness barriers.”¹⁰

On the other hand, the existence of a positive relationship with another negotiator makes the attainment of a fair outcome relevant. Further, positive social relationships influence negotiators’ selection of the particular fair allocation principle that will anchor their negotiations. If a negotiator is dividing a resource with someone else and expects future, positive interactions with that person, the negotiator tends to use the equality principle to define distributive fairness.¹¹ Those people with some of the strongest attachments—e.g., romantically involved negotiators—have lower aspirations and reach less Pareto-efficient outcomes than negotiators who are friends. The romantically involved negotiators place primary value upon the continuation of their relationship. In contrast, negotiators who are friends or colleagues often benefit from the combination of a long-term relationship and high individual aspirations.¹² Relationships obviously matter in negotiators’ definitions of fair outcomes.

2. The Influence of Situational Needs and Cultural Norms

As commerce has become increasingly global, cross-cultural negotiation has also become more commonplace. Some cultures are known for placing greater emphasis upon maintaining social relationships than attaining individual objectives. Many believe, therefore, that the cultural dimension of collectivism-individualism should have great salience in the negotiation context. Simply, “individualism refers to a tendency to put a stronger emphasis on one’s personal interest and goals, whereas collectivism refers to a

8. See Bazerman & Neale, *supra* note 1, at 97.

9. See *id.* at 98-100.

10. *Id.* at 99.

11. See *id.* at 97; RUSSELL KOROBKIN, NEGOTIATION THEORY AND STRATEGY, 211-12 (2002).

12. See Bazerman & Neale, *supra* note 1, at 104-06.

stronger emphasis on the interests and goals of one's in-group members."¹³ Collectivist negotiators ought to be more likely than individualists to choose harmony-enhancing principles for the distribution of benefits (e.g., equality, need, or generosity principles).

Research indicates, however, that negotiators' choices among the various allocation principles are not so predictable. First, and consistent with the importance of relationships noted above, it is only when collectivists are negotiating with other in-group members that they are more likely to use a harmony-enhancing principle. If they are not closely related to the other negotiators, collectivists behave like individualists and tie fair allocation to contribution, thus leading to their use of the equitable principle. Second, collectivists' choice among allocation principles depends upon the extent to which they anticipate receiving some portion of the benefits being allocated. If a collectivist will not be a recipient (e.g., a supervisor allocating rewards to employees), the collectivist is less likely to be concerned about fostering harmony and more likely to use the equitable principle that will enhance value creation (e.g., productivity). Last, negotiators in collectivist cultures will be influenced by situational needs. As previously noted, the supervisor managing a work group in a collectivist culture is likely to make allocations that will enhance productivity rather than harmony. Collectivist negotiators who are acutely aware of resource scarcity may choose to allocate resources based on the need principle, in recognition of the greater interest in ensuring basic survival rather than harmony.¹⁴ Though culture is certainly relevant to negotiators' definitions of distributive fairness, its impact depends very much on the context within which a negotiation occurs.¹⁵

C. Variables Affecting Negotiators' Application of the Equitable Principle

Even if negotiators share a preference for use of the same principle, particularly the equitable principle, they are likely to find it difficult to agree upon precise terms.¹⁶ Self-interest, negative relationships between

13. Leung & Morris, *supra* note 3, at 348.

14. See *id.* at 355.

15. See generally Jayne Seminare Docherty, *Culture and Negotiation: Symmetrical Anthropology for Negotiators*, 87 MARQ. L. REV. 711 (2004).

16. The frequency and depth of this difficulty may help to explain the criticism that Roger Fisher and Bill Ury received regarding their assertion that negotiators could and should reach agreement upon the "objective criteria" to enable a principled, negotiated outcome. See James J. White, *The Pros and Cons of "Getting to Yes"*, 34 J. LEGAL EDUC. 115, 116 (1984) ("Chapter 5, entitled 'Insist on Objective Criteria,' is a particularly naive misperception or rejection of the guts of distributive negotiation."); Roger Fisher, *Comment*, 34 J. LEGAL EDUC. 120, 122 (1984) ("Two judges . . . will typically advance law, precedent, and evidence not simply as rationalizations for positions adopted for other reasons, but honestly, as providing a fair basis for decision.").

negotiators, and the dynamics of the negotiation interaction itself can help to explain why some negotiators find it easier to agree upon the definition of an equitable solution than others.

1. The Influence of Self-Interest

Even when negotiators express a desire to be fair and to allocate resources in a manner that is equitable, their definitions of "equitable outcomes" are almost inevitably affected by self-interest or an "egocentric bias."¹⁷ People value their own contributions much more highly than they value the identical contributions of others. In one research project, for example, when people were asked to determine what amount should be paid for accomplishing a particular task, they expected to be paid substantially more for their own work than they were willing to pay to someone else.¹⁸

Another interesting study simulated the impact of the egocentric bias in the litigation context.¹⁹ The subjects in the research project learned all the facts involved in a personal injury accident in which a motorcyclist was hit by a car and injured. They then determined what they thought would be a fair settlement to compensate the motorcyclist for his injuries. After this, the researchers assigned the subjects to play the role of either the motorcyclist or the driver of the car and to negotiate a settlement. Settlements were reached in nearly every case. The researchers then worked with another set of subjects but, this time, began by assigning them to the roles of the motorcyclist and the driver. While playing their roles, the subjects learned the facts, calculated a "fair" settlement, and tried to negotiate a settlement. These subjects had a very difficult time reaching a settlement. Their perceptions of fairness were affected by the roles they were playing. The motorcyclists' pre-negotiation judgments of a fair settlement generally involved a large damage award, while the drivers were much more likely to assess a small damage award. Not coincidentally, these assessments worked to their own favor. The further apart the prenegotiation judgments regarding fair outcomes, the more likely the negotiations were to end in impasse.²⁰

Equitable distribution, it seems, is in the eyes of the self-interested beholder.

17. See Linda Babcock et al., *Biased Judgment of Fairness in Bargaining*, 85 AM. ECON. REV. 1337 (1995); see also Leigh Thompson & Janice Nadler, *Judgmental Biases in Conflict Resolution and How to Overcome Them*, in HANDBOOK OF CONFLICT RESOLUTION, *supra* note 2, at 219 (summarizing research regarding egocentric judgment).

18. See Thompson & Nadler, *supra* note 17, at 224-25.

19. See *id.* at 225.

20. *Id.*

2. The Influence of Negative Relationships

The perceived equitable fairness of an outcome is also influenced by who offers it. A solution that appears fair—even attractive—often loses its luster once the other negotiator puts it on the table. Several cognitive and psychological processes may explain this effect, which has been labeled “reactive devaluation.”

These range from the perfectly rational tendency for negotiators to view an adversary’s willingness to offer rather than withhold a given concession as informative of that concession’s *value*, to the motivational bias that frequently makes people devalue whatever is at hand or readily available relative to whatever is unavailable or withheld.²¹

When negotiators are adversaries or have a negative relationship, however, they are likely to view each other’s offers with even greater suspicion. Indeed, research has demonstrated that while people will react positively to a solution when it is proposed by someone they view as an ally or neutral, they will reject precisely the same solution as insufficient when it is suggested by their adversary.²² In negotiation, the messenger is very much a part of the message.

3. The Influence of the Negotiation Interaction

A significant body of research has also found that people’s perceptions of outcome fairness are influenced by how they felt they were treated during a dispute resolution or decision making process.²³ If they perceived themselves as treated in a procedurally fair manner, they are more likely to judge the outcome of that process as fair. Most of this research focuses on the manner in which a third-party decision-maker treats the disputants, but more recent research indicates that in consensual processes such as mediation and negotiation, the disputants are also influenced by their interactions with each other.²⁴ This research suggests that negotiators’ perceptions of sufficiently

21. Robert M. Mnookin & Lee Ross, *Introduction* to BARRIERS TO CONFLICT RESOLUTION, *supra* note 1, at 15.

22. See *id.* at 15; Lee Ross, *Reactive Devaluation in Negotiation and Conflict Resolution*, in BARRIERS TO CONFLICT RESOLUTION, *supra* note 1, at 29, 41-42.

23. See *infra* note 34 and accompanying text.

24. See Tina Nabatchi & Lisa Bingham, *Expanding Our Models of Justice in Dispute Resolution: A Field Test of the Contribution of Interactional Justice* (June 9-12, 2002) (paper presented at conference of the International Association for Conflict Management) (finding that disputants’ satisfaction with mediation in the REDRESS program was best explained by their

equitable arrangements will be influenced by how they were treated during the negotiation process. If a negotiator perceives that the other negotiator gave her sufficient opportunity to speak, tried to be open-minded in considering what she had to say, and treated her with respect, she is more likely to view the outcome of the negotiation as fair. These interactional elements—which signal procedural fairness—will be examined in greater detail in Part III.

4. The Influence of Contextual Distributive Justice Norms

Thus far, this essay has focused on social and psychological variables that influence negotiators' perceptions regarding equitable distributions. There are also rational variables that can mitigate the influence of social and psychological factors. For example, within the legal context, experienced lawyers' susceptibility to the egocentric bias is likely to be tempered by their knowledge of the applicable law and legal standards. These lawyers' negotiations are and should be conducted within the "shadow of the law."²⁵ Experienced lawyers also possess the knowledge to apply a rational, expected financial value analysis to determine whether a proposed settlement is sufficiently consistent with the trial and settlement outcomes in similar cases.²⁶ Clients can turn to these sophisticated agents²⁷ to gain outcomes that are more likely to be consistent with the equitable norms that apply within the legal context and, at the very least, are no worse than those received by other similarly-situated litigants.²⁸ At the same time, lawyers are not immune from

perceptions of their interactions with each other—and particularly receiving "consideration and dignified, respectful treatment" from each other).

25. See Robert Mnookin & Lewis Kornhauser, *Bargaining in the Shadow of the Law: The Case of Divorce*, 88 YALE L.J. 950, 959–66, 968 (1979) (discussing how the "shadow of the law" affects the negotiation of disputes).

26. Russell Korobkin & Chris Guthrie, *Psychology, Economics and Settlement: A New Look at the Role of the Lawyer*, 76 TEX. L. REV. 77, 122 (1997). But see generally Richard Birke & Craig R. Fox, *Psychological Principles in Negotiating Civil Settlements*, 4 HARV. NEGOT. L. REV. 1 (1999) (discussing the considerations that influence attorneys' settlement decisions); Jeffrey M. Singer & Christopher Honeyman, *Cracking the Hard-Boiled Student: Some Ways to Turn Research Findings into Effective Training Exercises*, in CONFLICT RESOLUTION PRACTITIONER: A MONOGRAM BRIDGING THEORY AND PRACTICE 190 (Shinji Morokuma ed., 2001).

27. See ROBERT H. MNOOKIN ET AL., *BEYOND WINNING: NEGOTIATING TO CREATE VALUE IN DEALS AND DISPUTES* 93–96 (2000) (describing the benefits of using attorneys as agents); Jeffrey Z. Rubin & Frank E. A. Sander, *When Should We Use Agents? Direct vs. Representative Negotiation*, in NEGOTIATION THEORY AND PRACTICE 81, 81–87 (J. William Breslin & Jeffrey Rubin eds., 1991) (describing the potential advantages and disadvantages of using agents in negotiation).

28. Thus, attorneys can help their clients avoid perceiving themselves as the victims of comparative imbalance. According to the theory of relative deprivation, people care very much about whether their results are at least comparable to those received by similarly-situated others.

the effects of social and psychological influences. Indeed, lawyers' increasing reliance upon mediators for second opinions suggests a certain awareness of the difficulties created by the egocentric, availability, and other biases.²⁹

III. PROCEDURAL FAIRNESS PERCEPTIONS

A. Definition and Effects of Procedural Fairness

Procedural fairness is concerned with people's perceptions of the fairness of the procedures or processes used to arrive at outcomes.³⁰ Researchers have found that people's perceptions of procedural justice have profound effects.³¹ First, people who believe that they have been treated in a procedurally fair manner are more likely to conclude that the resulting outcome is substantively fair.³² In effect, a person's perception of procedural fairness anchors general

The sense of being deprived occurs if there is a perceived discrepancy between what a person obtains, of what she wants, and what she believes she is entitled to obtain. The deprivation is relative because one's sense of deprivation is largely determined by past and current comparisons with others as well as by future expectations.

Deutsch, *supra* note 2, at 44.

29. See Nancy A. Welsh, *Making Deals in Court-Connected Mediation: What's Justice Got To Do With It?*, 79 WASH. U. L.Q. 787, 807-09 (2001) (examining lawyers' preference for mediators who engage in evaluative interventions).

30. See Deutsch, *supra* note 2, at 41.

31. See Welsh, *supra* note 29, at 817-20 (describing the effects of procedural justice).

32. See, e.g., E. ALLAN LIND & TOM R. TYLER, *THE SOCIAL PSYCHOLOGY OF PROCEDURAL JUSTICE* 66-70, 205 (1988). Lind and Tyler describe laboratory and field studies that show that greater perceptions of procedural justice generally produce greater perceptions of distributive justice, regardless of whether the outcome is positive or negative. *Id.* Occasional studies show that this effect may be reduced when the outcome is positive, but also that this effect continues to be strong when the outcome is negative. *Id.*; see also Craig A. McEwen & Richard J. Maiman, *Mediation in Small Claims Court: Achieving Compliance Through Consent*, 18 LAW & SOC'Y REV. 11, 37 (1984) [hereinafter McEwen & Maiman, *Mediation in Small Claims Court*] (reporting a study that found that fairness perceptions depend in part upon whether the dispute resolution forum operates under a consent or command model and that "[d]efendants were about twice as likely to perceive the settlement as fair after consensual settlements"—reached in face-to-face mediation sessions generally without lawyers—"as after adjudication"); Craig A. McEwen & Richard J. Maiman, *Small Claims Mediation in Maine: An Empirical Assessment*, 33 ME. L. REV. 237, 258 (1981) (reporting that the perceived fairness of adjudicated outcomes "closely paralleled the degree of one's victory or loss," while perceived fairness of outcomes reached in face-to-face mediation sessions was much more weakly correlated with the favorability of the outcome); Tom R. Tyler, *Psychological Models of the Justice Motive: Antecedents of Distributive and Procedural Justice*, 67 J. PERSONALITY & SOC. PSYCHOL. 850, 859 (1994) (reporting that studies in legal and managerial settings found that the "primary relational issue influencing judgments of distributive justice was trustworthiness"); Tom R. Tyler, *The Psychology of Procedural Justice: A Test of the Group-Value Model*, 57 J. PERSONALITY & SOC. PSYCHOL. 830, 834 (1989) (observing that people are most influenced by the relational concern of neutrality "when the issue of concern is outcome fairness").

fairness impressions or serves as a fairness heuristic.³³ Second, people who believe that they were treated fairly in a dispute resolution or decision-making procedure are more likely to comply with the outcome of the procedure.³⁴ This effect will occur even if the outcomes are not favorable³⁵ or produce unhappiness.³⁶ Last, people's perceptions of the procedural fairness provided by a decision maker affect the respect and loyalty accorded to that decision maker and the institution that sponsored the decision-making process.³⁷ This effect is particularly strong for the courts.³⁸ Perhaps surprisingly, perceptions of distributive justice generally have a much more modest impact³⁹ than

33. See E. Allan Lind, *Procedural Justice, Disputing, and Reactions to Legal Authorities*, in *EVERYDAY PRACTICES AND TROUBLE CASES* 177, 185 [hereinafter Lind, *Procedural Justice, Disputing, and Reactions to Legal Authorities*]. Lind writes:

[P]eople form their original justice judgment on the basis of procedures and social process and then later incorporate outcome information into their overall impressions of the fairness or unfairness of the encounter. In the terms of art used in modern social cognition theory, process information anchors the fairness judgment to such an extent that outcome information can only make relatively minor adjustments.

Id. This psychological shortcut "replaces a full exploration of the implications and possible motives of each directive from an authority." Lind et al., *Individual and Corporate Dispute Resolution: Using Procedural Fairness as a Decision Heuristic*, 38 ADMIN. SCI. Q., 224, 225 (1993).

34. See Lind, *Procedural Justice, Disputing, and Reactions to Legal Authorities*, *supra* note 33, at 192 (describing research regarding court-annexed arbitration that found that "[a]cceptance of the arbitration awards as resolution of the case was much more strongly linked to the fairness judgments than to the outcome"). Moreover, one study of the resolution of cases in small claims court found greater compliance with results reached in consensual processes than in adjudicative processes, suggesting that "the personal and immediate commitments generated by consensual processes bind people more strongly to compliance than the relatively distant, impersonal obligations imposed by authorities." McEwen & Maiman, *Mediation in Small Claims Court*, *supra* note 32, at 44-45. Compliance with mediated results (reached in face-to-face meetings without lawyers) was higher than compliance with negotiated results. See *id.* at 21; see also Tyler, *supra* note 32, at 857 (discussing field studies that found that "procedural justice is the primary justice judgment influencing affect and the willingness to accept third-party decisions, although distributive influences also occur").

35. See Tyler, *supra* note 32, at 857.

36. See Dean G. Pruitt et al., *Long-Term Success in Mediation*, 17 LAW & HUM. BEHAV. 313, 324, 327 (1993) (reporting research showing that respondents who perceived that the mediation process was fair were more likely to comply with the agreement, even though they were not necessarily happier with the agreement).

37. See LIND & TYLER, *supra* note 32, at 209 (summarizing studies that have "found that procedural justice judgments affect the evaluation of authorities and institutions"); TOM R. TYLER, *WHY PEOPLE OBEY THE LAW* 94-108 (1990) (finding that procedural fairness judgments influence perceptions of the legitimacy of legal authority and that this effect is particularly strong for the courts); Lind, *Procedural Justice, Disputing, and Reactions to Legal Authorities*, *supra* note 33, at 188 (summarizing studies showing that perceptions of authorities' legitimacy and compliance "with authoritative directives correlate highly with procedural fairness judgments").

38. TYLER, *supra* note 37, at 94-108.

39. LIND & TYLER, *supra* note 32, at 242. There may be a need to distinguish unsophisticated

perceptions of procedural justice.

B. Criteria for Judging Procedural Fairness

In contrast to the earlier discussion of competing criteria for judging distributive fairness, researchers have discovered a striking consistency in the criteria that people use to judge whether a dispute resolution or decision-making process was fair. People in a variety of settings (e.g., workplace, contacts with police, litigation)⁴⁰ and from different countries and cultures⁴¹ agree on four process characteristics as significant in signaling procedural fairness.⁴² First, people are more likely to judge a process as fair if they are given a meaningful opportunity to tell their story (i.e., an opportunity for voice).⁴³ Second, people care about the consideration that they receive from the decision maker.⁴⁴ In other words, in a process that feels fair, people

individual disputants from sophisticated institutional litigants. See, e.g., JANE W. ADLER ET AL., SIMPLE JUSTICE: HOW LITIGANTS FARE IN THE PITTSBURGH COURT ARBITRATION PROGRAM 76, 83 (1983) (Unlike unsophisticated individual litigants, institutional litigants who made extensive use of the arbitration program appeared to care little about "qualitative aspects of the hearing process. They judge arbitration primarily on the basis of the outcomes it delivers."). In a field study, however, researchers found that procedural justice judgments strongly influenced litigants' decisions whether or not to accept nonbinding arbitration awards, regardless of whether litigants were individuals, small business owners, or corporate officers; only corporate employees failed to demonstrate a link between their procedural justice judgments and their decisions to accept awards. Lind et al., *supra* note 33, at 247.

40. LIND & TYLER, *supra* note 32, at 211-12.

41. See, e.g., Stephen LaTour et al., *Procedure: Transnational Perspectives and Preferences*, 86 YALE L.J. 258, 281 (1976) (finding that subjects in Chapel Hill and Hamburg both preferred procedures allowing "full opportunity for evidence presentation," but diverged with respect to third-party decision control; Chapel Hill subjects preferred that the third party control the outcome while Hamburg subjects did not); E. Allan Lind et al., *Reactions to Procedural Models for Adjudicative Conflict Resolution: A Cross-National Study*, 22 J. CONFLICT RESOL. 318, 335 (1978) (reporting that in a laboratory study involving students in the United States, England, France, and West Germany, researchers found that the subjects consistently preferred the adversary model over the investigator and inquisitorial models, suggesting that "even among subjects whose own legal systems are based on inquisitorial models," procedures that provide high control over voice are preferred and perceived as more fair); see also E. Allan Lind et al., *Procedural Context and Culture: Variation in the Antecedents of Procedural Justice Judgments*, 73 J. PERSONALITY & SOC. PSYCHOL. 767, 777 (1997) (discussing two laboratory studies involving four cultures, which indicate that procedural fairness is defined consistently across cultures and primarily in terms of relational variables); Leung & Morris, *supra* note 3, at 358-59 (noting that "available evidence suggests that the same general principles determine people's perception [of procedural and interactional justice] across culture").

42. See Welsh, *supra* note 29, at 820-26 (describing process characteristics that enhance perceptions of procedural justice).

43. Lind, *Procedural Justice, Disputing, and Reactions to Legal Authorities*, *supra* note 33, at 180.

44. *Id.* at 183; See Donald E. Conlon et al., *Nonlinear and Nonmonotonic Effects of Outcome on Procedural and Distributive Fairness Judgments*, 19 J. APPLIED SOC. PSYCHOL. 1085, 1095

receive assurance that the decision maker has listened to them and understood and cared about what they had to say. Third, people watch for signs that the decision maker is trying to treat them in an even-handed and fair manner.⁴⁵ Finally, people value a process that accords them dignity and respect.⁴⁶

Most of the research that has been done regarding procedural justice has focused on people's interactions with third-party authorities in dispute resolution or decision making processes (e.g., judges, arbitrators, managers, mediators). Recently, however, researchers have begun to examine the effect of mediation participants' interactions with each other upon their procedural fairness perceptions. In mediation, like negotiation, there will not be an outcome unless the mediation participants themselves agree upon one. They, rather than the third party authority, are the ultimate decision makers. These recent studies have discovered that mediation participants' procedural fairness perceptions are based very much upon the dynamics of their interaction with each other.⁴⁷ This research suggests that procedural fairness considerations also are likely to apply to negotiation. Indeed, Tom Tyler has suggested that

(1989) ("suggest[ing] that it is not only important for disputants to express their opinions, but [that] they must [also] feel that the third party is giving due consideration to the views expressed by the disputants"); Debra L. Shapiro & Jeanne M. Brett, *Comparing Three Processes Underlying Judgments of Procedural Justice: A Field Study of Mediation and Arbitration*, 65 J. PERSONALITY & SOC. PSYCHOL. 1167, 1173 (1993). The study measured third party fairness by asking grievants whether the third party understood the grievance, whether the third party was fair, whether the third party was impartial, whether the grievants were willing to take a future grievance to the same third party, and whether the third party seriously considered their feelings and opinions. *Id.* at 1171.

45. See ADLER ET AL., *supra* note 39, at 65 (reporting that litigants simply want "an opportunity to have their case heard and decided by an impartial third party"); Tyler, *supra* note 32, at 853 (reporting that "neutrality" is one of three relational concerns that exert independent influence on procedural justice judgments). Although "[n]eutrality involves honesty and lack of bias," people focus "on whether the third party creates a 'level playing field' by evenhanded treatment . . . [and] uses facts, not opinions," as bases for decision making. *Id.* at 854. Consequently, litigants value trust in the motives of the third-party authority as the primary relational influence on procedural justice; "issues of standing and neutrality [are] of lesser importance." *Id.*; see also Tom R. Tyler, *Conditions Leading to Value-Expressive Effects in Judgments of Procedural Justice: A Test of Four Models*, 52 J. PERSONALITY & SOC. PSYCHOL. 333, 337 (1987) (reporting that in field experiment a significant "voice effect" occurred regardless of whether citizens viewed decision makers as impartial or nonbiased; however, judgments of process control were affected by citizens' perceptions that decision makers considered their views and tried to be fair).

46. See E. ALLAN LIND ET AL., *THE PERCEPTION OF JUSTICE: TORT LITIGANTS' VIEWS OF TRIALS, COURT-ANNEXED ARBITRATION, AND JUDICIAL SETTLEMENT CONFERENCES* 22-23 (1989); E. Allan Lind et al., *In the Eye of the Beholder: Tort Litigants' Evaluations of Their Experiences in the Civil Justice System*, 24 LAW & SOC'Y REV. 953, 958 (1990); Tyler, *supra* note 32, at 831. Importantly, however, studies suggest that in high power distance cultures—in which hierarchy is more likely to be accepted and those at the top are understood as entitled to more privilege and deference—people are less likely than those in low power distance societies to perceive injustice when a high-status in-group person engages in behavior that is not respectful and even insulting. See Leung & Morris, *supra* note 3, at 361.

47. See Nabatchi & Bingham, *supra* note 24.

the importance of dignified treatment parallels a finding in the negotiation literature that "issues of 'face saving' often overwhelm bargainers, leading them to make choices not in their economic self-interest."⁴⁸

C. Theories Explaining the Impact of Procedural Fairness Upon Perceptions of Distributive Fairness

The impact of procedural fairness perceptions upon distributive fairness is so intriguing that this connection merits a bit more exploration. Two theories help to explain this effect of procedural fairness. The first theory, which takes an instrumentalist approach, urges that people value the opportunity for voice because it permits them to influence the final outcome of dispute resolution or decision-making processes.⁴⁹ Because they have been invited to express their views, people can be more confident that the final decision will be fully informed and substantively fair. This theory is quite rational, but it was revealed as an incomplete explanation when researchers discovered that the opportunity for voice led to perceptions of procedural justice even when people knew that their views would not and could not influence the final outcome.⁵⁰ Scholars today theorize that perceptions of procedural fairness actually represent a heuristic, or mental shortcut, for assessments of distributive fairness.⁵¹

48. Tom R. Tyler, *The Psychology of Disputants' Concerns in Mediation*, 3 NEGOTIATION J. 367, 371 (1987).

49. See Lind, *Procedural Justice, Disputing, and Reactions to Legal Authorities*, *supra* note 33, at 179.

50. See, e.g., E. Allan Lind et al., *Voice, Control, and Procedural Justice: Instrumental and Noninstrumental Concerns in Fairness Judgments*, 59 J. PERSONALITY & SOC. PSYCHOL. 952, 957 (1990) (finding that people's fairness judgments are enhanced by the opportunity to voice their opinions even when this opportunity does not occur until after a decision has been made; having a "voice with the possibility of influence . . . leads to even greater perceived fairness"); Tom R. Tyler et al., *Influence of Voice on Satisfaction with Leaders: Exploring the Meaning of Process Control*, 48 J. PERSONALITY & SOC. PSYCHOL. 72, 80 (1985) (based on one field study and two laboratory studies, researchers concluded that voice heightens procedural justice judgments and leadership endorsement even when disputants perceive that they have little control over the decision); see also Lind & Tyler, *supra* note 32, at 215. Some studies reveal that variations in decision control either have no influence on satisfaction or judgment of procedural justice or have a smaller influence than the effects of control over voice. *Id.* Growing evidence suggests that control over the process or having a voice "enhances judgments of procedural fairness because it is instrumental in assuring fair outcomes." *Id.* It is important to point out, however, that disputants' perceptions of procedural justice are affected by whether or not they perceive that the decision maker has considered what they said. See *supra* note 44 and accompanying text. In addition, studies have found that under certain conditions, voice without decision control heightens feelings of procedural injustice and dissatisfaction with leaders, a result described as the "frustration effect." See Tom R. Tyler et al., *supra*, at 74.

51. See Lind, *Procedural Justice, Disputing, and Reactions to Legal Authorities*, *supra* note 33, at 177, 185.

Researchers also have found empirical support for a second theory, called the group value theory, which provides that procedures themselves communicate whether people are viewed as valuable members of the relevant group.⁵² The opportunity for voice, consideration, and dignified, even-handed treatment send powerful messages to people regarding their social status, which then "validates their self-identity, self-esteem, and self-respect."⁵³ Recognition as a member of the favored "in-group" suggests other benefits as well. If people can infer that the decision maker is "trustworthy and benevolently disposed"⁵⁴ toward them, "they can trust that in the long run the authority with whom they are dealing will work to serve their interests."⁵⁵

In the absence of a pre-existing and positive relationship, a negotiator is likely to be somewhat cautious to ascribe benevolent intentions to the other, presumably self-interested negotiator. In addition, people are quite alert for signs that an apparently just process is, in actuality, a sham.⁵⁶ Nonetheless, the procedural justice literature suggests that negotiators' interactions with each other within the negotiation itself can influence their perceptions of both procedural and distributive fairness.

IV. CONCLUSION

Lawyers and clients rely upon their assessments of fairness to make all sorts of decisions during negotiation: What offer shall we make? How should we respond to the other side's demand? Should we settle or make a counter-offer? Is the other side being so ridiculous that it is time to call an impasse?

Each one of these questions requires consideration of fairness, and it should now be quite clear that fairness is largely a matter of perception. Perhaps what is most interesting about the research that has been done regarding fairness perceptions is the extent to which it undermines the iconic image of two rational negotiators locked in a battle of logic, economics, and will. Rather, the research reveals that negotiators' aspirations and moves will be significantly influenced by the culture and context within which they are

52. *Id.* at 182.

53. Tyler, *supra* note 32, at 852.

54. Lind, *Procedural Justice, Disputing, and Reactions to Legal Authorities*, *supra* note 33, at 182.

55. Tyler, *supra* note 32, at 854.

56. According to the procedural justice literature, citizens are aware of their vulnerability to intentional and unintentional manipulation and, if they perceive any evidence of unfair treatment or perceive "false representations of fair treatment," they respond with "extremely negative reactions." Lind, *Procedural Justice, Disputing, and Reactions to Legal Authorities*, *supra* note 33, at 187; see Tyler et al., *supra* note 50, at 74 (explaining that under certain conditions, voice without decision control heightens feelings of procedural injustice and dissatisfaction with leaders, a result described as the "frustration effect").

negotiating, their own self-interest, and most intriguing of all, their sense of connection to each other. Ironically, as negotiations become increasingly global and virtual, it is the development of those old-fashioned relationships that may matter most.⁵⁷

57. Thompson & Nadler, *supra* note 17, at 228-29 (describing the effectiveness of relationship-building—or “schmoozing”—in email negotiation).

4. The Role of Power in Negotiation

Posted by [Peter Barron Stark](#)

The word *power* has had a bad connotation for many years.

It has received this reputation because most people associate the word with one side dominating or overpowering the other. I define power as the ability to influence people or situations. With this definition, power is neither good nor bad. It is the abuse of power that is bad.

Types of Power

Various types of power *can* influence the outcome of a negotiation. I emphasize the word *can* because if you have power but don't use it, your power is of no value. The following are a few types of power that can be significant in the negotiating process:

1. *Position*. Some measure of power is conferred based on one's formal position in an organization. For example, if you are the marketing manager, you can influence decisions that affect the marketing department.
2. *Knowledge or expertise*. Knowledge in itself is not powerful; it is the application of knowledge that confers power. It's important to take the time prior to a negotiation to research facts and statistics, find out what the other party's goals are, and discover what areas he or she might consider negotiable—and then use this knowledge!
1. *Character*. Individuals who are seen as trustworthy have a great deal of power in negotiations. You are perceived as trustworthy if you have a reputation for doing what you say you are going to do.
2. *Reward and punishment*. Those who are able to bestow rewards or perceived rewards, such as raises or job benefits, hold power. Conversely, those who have the ability to create a negative outcome for the other party also have power.
3. *Behavior style*. Most people exhibit one or a combination of the following behavior styles:
 - analytical—process oriented, methodical
 - driven—task oriented, goal directed
 - supportive—relationship oriented, focused on feelings

Which behavioral style is most appropriate depends on the situation. For example, if you were going through a divorce and wanted to maintain a good relationship with your spouse, you would want to use the supportive style. You gain real power from a knowledge of behavior styles only if you can read a situation and adapt your style to it.

Most people have more power than they think. I believe there is a link between a person's self-esteem and the amount of power that person thinks he or she has. It has been demonstrated that people with high self-esteem feel they have more viable options (and thus more power to act) in

negotiations. I believe the reverse is also true: People with low self-esteem feel powerless, and do not stand a fair chance.

Rules of Power

Knowing the following rules of power comes in handy when entering into a negotiation.

Rule #1: *Seldom does one side have all the power.* Even the individual who goes to a bank to ask for a loan has power—the power to decide which bank to apply to, the power to decide an acceptable interest rate, and the power to decide what to put up as collateral.

Rule #2: *Power may be real or apparent.* When I was a proctor in the sociology department at San Diego State University, I knew that cheating was a potential problem. As I was passing out tests, I announced that I would uphold the university's "policy" on cheating. One bold student asked what the policy was. My response was simple: "If you need to ask, you don't want to know." This was the first time I had ever seen all sixty students staring at their own paper! Does the university have a policy on cheating? I don't know. But in this situation, whether the power was real or apparent didn't matter. The students *perceived* that I had the power.

Rule #3: *Power exists only to the point at which it is accepted.* At the airport on a return trip from Europe, I noted that all the ticketing agents for economy class had at least a twenty-minute line to check baggage. Yet the business and first-class agents had not one person in line. I boldly walked up to the business class agent and got my seat assignment. Of course, this strategy was successful only because the ticket agent was willing to work with me. But I never would have known if I hadn't tried.

Rule #4: *Power relationships can change over time.* This is one of the hardest lessons I have ever learned. In my youth, I had the same girlfriend from the seventh to the eleventh grades. In the beginning, I had the power in the relationship. I chose which activities we would become involved in and who our friends would be. Then something happened that sent me into a tailspin. My girlfriend was asked out by the student body president! Overnight, I was sending roses and begging for a date.

Rule #5: *In relationships, the side with the least commitment generally holds the most power.* If you are negotiating to buy a car from a salesman whose boss has warned him that he had better start making sales, and you are not committed to buying this particular car from this particular dealer, you are in the driver's seat in the negotiating process.

Testing Your Power

What is the lesson to be learned here? Power is of no value unless you take advantage of it. (Remember, power is not bad—the abuse of it is bad.) When negotiating, be willing to take a chance.

Try out your ability to influence the other party and the outcome of the negotiation. You may find out you have more power than you think.

5. How to Negotiate with Someone More Powerful than You

- [Carolyn O'Hara](#)

Going into a negotiation with someone who holds more power than you do can be a daunting prospect. Whether you are asking your boss for a new assignment or attempting to land a major business deal with a client, your approach to the negotiation can dramatically affect your chances of success. How can you make the best case for what you want?

What the Experts Say

“There is often strength in weakness,” says Margaret Neale, the Adams Distinguished Professor of Management at Stanford Graduate School of Business. Having power typically [reduces a person's ability](#) to understand how others think, see, and feel, so being in the less powerful position actually gives you a better vantage to accurately assess what the other party wants and how you can best deliver it. And when you do your homework, you'll often find you've “underestimated your own power, and overestimated theirs,” says Jeff Weiss, a partner at Vantage Partners, a Boston-based consultancy specializing in corporate negotiations and relationship management, and author of the forthcoming [HBR Guide to Negotiating](#). Here's how to negotiate for success.

Buck yourself up

“Often we get fearful of the threat of competition,” says Weiss. We worry there are five other candidates being interviewed for a job, or six other vendors who can land a contract, and we lower our demands as a result. Do some hard investigation of whether those concerns are real, and consider what skills and expertise you bring to the table that other candidates do not. The other side is negotiating with you for a reason, says Neale. “Your power and influence come from the unique properties you bring to the equation.”

Understand your goals and theirs

Make a list of what you want from the negotiation, and why. This exercise will help you determine what would cause you to walk away, so that you build your strategy within acceptable terms. Equally if not more crucial is to “understand what's important to the other side,” says Neale. By studying your counterpart's motivations, obstacles, and goals, you can frame your aims not as things they are giving up to you, but “as solutions to a problem that they have.”

Prepare, prepare, prepare

“The most important thing is to be well prepared,” says Weiss. That involves [brainstorming in advance](#) creative solutions that will work for both parties. For example, if the other side won’t budge from their price point, one of your proposals could be a longer-term contract that gives them the price they want but guarantees you revenue for a longer period of time. You also want to have data or past precedents at your disposal to help you make your case. If a potential client says they will pay you X for a job, having done your research allows you to counter with, “But the last three people you contracted with similar experience were paid Y.” Preparation gives you the information you need to “to get more of what you want,” says Neale.

Listen and ask questions

Two of the most powerful strategies you can deploy are to listen well, which [builds trust](#), and pose questions that encourage the other party to defend their positions. “If they can’t defend it, you’ve shifted the power a bit,” says Weiss. If your boss says he doesn’t think you are the right addition to a new project, for instance, ask, “What would that person look like?” Armed with that added information, says Neale, “you can then show him that you have those attributes or have the potential to be that person.”

Keep your cool

One of the biggest mistakes a less powerful person can do in a negotiation is get reactive or [take the other person’s negative tone personally](#). “Don’t mimic bad behavior,” says Weiss. If the other side makes a threat, and you retaliate with a threat, “you’re done.” Keep your side of the discussion focused on results, and resist the temptation to confuse yourself with the issue at hand, even if the negotiations involve assigning value to you or your product. “Know what your goals are and direct your strategy to that and not the other person’s behavior. You have to play the negotiation your way,” Weiss says.

Stay flexible

The best negotiators have prepared enough that they understand the “whole terrain rather than a single path through the woods,” says Weiss. That means you won’t be limited to a single strategy of gives and gets, but multiple maneuvers as the negotiation progresses. If the other party makes a demand, ask them to explain their rationale. Suggest taking a few minutes to brainstorm additional solutions, or inquire if they’ve ever been granted the terms they are demanding. Maintaining flexibility in your moves means you can better shape a solution that’s not only good for you, says Neale, but also makes them “feel like they’ve won.”

Principles to Remember

Do:

- Put yourself in their shoes — it's crucial to understand what's important to the other side
- Remember your own value — you are at the table for a reason
- Ask questions — you'll get valuable insight into their motivations and interests

Don't:

- Wing it — nothing beats good preparation
- Depend on a single strategy — develop a range of responses to push the negotiation in your favor
- Copy aggressive behavior — if they make threats or demands, stick to your goals

Case Study #1: Do your homework

Ben Koeneker knew the odds were stacked against him. Then the head of business development for a midsize Midwest telecom company, he was trying to convince Siemens, the multibillion-dollar electronics conglomerate, to give his firm an exclusive distribution contract for a new business communications product. At the time, his \$28 million company was known more for refurbishing than distribution. “We were tiny,” he says. “We were the ant shouting at the elephant.”

Koeneker did copious amounts of research prior to sitting down at the table. He researched Siemens products and why their current channels of distribution weren't working well. He also made sure he knew that his own company could deliver on every level, preparing counterarguments for any doubts that might arise. “I knew we couldn't pretend we could do something we couldn't do,” he says.

When the negotiations began, he emphasized the pros of his company's distribution model, rather than the cons he felt currently existed in Siemens' current method. “If you spend too much time talking about the negatives, you're basically telling them that they're doing their business wrong.” He also pointed out that signing with his firm would free up money to devote to marketing, which he knew from his research was something that Siemens wanted.

A turning point came when a senior Siemens executive said that while he was impressed with the proposal, he wondered if Koeneker's company could scale effectively if the product line took off. Two rivals to Koeneker's firm, the executive said, were bigger and could more easily handle growth. “I turned to him and said, ‘Are those two companies interested in distributing your product at this time?’” Koeneker says. “I already knew the answer from my research that those companies had turned them down.” He followed up by

adding that while his firm was small, it was better thought of as “boutique,” with the unique ability to focus completely on the Siemens brand.

Shortly after, they inked the contract.

Case Study #2: Know your value

Management coach Ginger Jenks didn’t want to lose her client. Michael* had asked her to work on a side consulting project, but balked at her proposed fee. Though he had been paying her usual rate for several years, he went into “hard negotiation mode” for the extra work, Jenks says. “He told me he could get someone else for less than a third of my price.”

Jenks valued Michael’s continued business, but she knew she wasn’t willing to lower her rate. “I was fairly confident that he wanted me to do the work,” she says, “and I was certain that I did not want to feel ‘nickel and dimed’ on the project.” She decided her strongest strategy was not to take it personally that he was acting so insulted by her price. “I knew it was just a negotiating tactic on his end.”

When they met again to discuss terms, Jenks held fast to her initial proposal. She knew from hearing him relate stories of past negotiations that he respected strength and tenacity. She also knew that he valued good work above all else, and likely didn’t want the hassle of finding someone new.

At the table, Jenks stressed their great track record together, suggesting that if he could find someone who could do as good a job as he knew she would do, he should go elsewhere. Throughout, Jenks reminded herself that negotiating “is a little like dating,” she says. “If you are too interested, you lose power. But if you can remain calmly interested but still detached, that creates power.”

Michael thought it over for a few days, and then accepted Jenks’s original proposal. “It’s critical to remember that you have something the other person wants also,” she says. “Even if you aren’t in the power position, you have something to offer.”

6. Importance of Consistency in Negotiation

Dr Cialdini describes commitment and consistency as our yearning to be (and to appear) consistent with what we have already performed. Once we make a decision, we will feel pressured from within and from the people with whom we interact to behave consistently with that commitment.

In his book, *"Influence - Science and Practice"*, Dr Cialdini argues that if we are to comprehend why consistency is such a compelling motive, we must understand that, in most circumstances, consistency is cherished and adaptive. Inconsistency is generally viewed as an undesirable personality trait (Allgeier, Byrne, Brooks & Revnes, 1979; Asch, 1946). The person whose beliefs, words, and deeds are perceived as contradictory is perceived as confused, two-faced and even mentally ill. On the other hand, a high degree of consistency is normally affiliated with personal and intellectual strength. It is the cornerstone of logic, rationality, stability and honesty.

The manner in how we can apply this principle in our sales negotiation is to begin by getting agreements early on in the sales process. We can start by getting our prospective client to agree on the manner that they would like us to conduct the sales process. We can get them to agree on the benefits that they would receive from our product, service or solution, or we can simply start by getting agreement with our sales clients by simply giving them what they need. We should get their agreement that if we can solve their need and that they will respond by taking the kind of action that we desire. Once individuals start committing themselves to a particular process or manner of doing things, they will find it challenging to avoid acting consistently with their commitments.

Consistency is seen as desirable as it is associated with strength, honesty, stability and logic. Inconsistent people may be seen as two-faced, indecisive and "butterflies": never committing themselves for long enough to complete tasks. People will do more to stay consistent with their commitments and beliefs if they have already taken a small initial step.

If you can get someone to do you a small favour, they are more likely to grant you a larger favour later on. **If someone does you a favour, let them know afterwards what happened:** they will appreciate your feedback and may be able to help you further in future.

We evaluate a university more positively when we have got into it or a car we have bought when we own it. We look for the good points in the choice we have made or items we have bought as this justifies to ourselves our consistency of choice.

7. Six Ways to Build Trust in Negotiations

All negotiations involve risk. That's why establishing trust at the bargaining table is crucial. Professor Deepak Malhotra presents strategies to build trustworthiness.

by Deepak Malhotra

What began as a misunderstanding about specifications and deadlines between a manager at RLX, a software development firm, and a manager at Impress, one of its clients, had escalated into a conflict charged with growing mistrust. Both RLX and Impress had money to lose if the partnership ended, but in the heat of conflict this became a secondary concern. Just two weeks after the first flare-up, Impress announced that it would be taking its business elsewhere.

Kristen worked in a division of RLX that had few dealings with Impress, but she nevertheless approached her manager, who was also the VP of the division that had lost the account, to ask if she could try to win it back. After all, RLX had nothing to lose by letting her try, she argued, and she had her own reasons for taking on this formidable task—as part of her work toward an MBA, she was taking a class in negotiation and mediation, and "negotiate something in the real world" was her current assignment. The VP eventually agreed to put her in touch with the Impress representative. After a number of meetings and a lot of negotiation, Impress agreed to re-sign with RLX, and Kristen saved her firm more than \$25 million in annual revenues. How did Kristen pull it off?

She realized that to win back the account, she had to win back their trust—and fast. So before the first meeting took place, she took several critical steps:

- She became an expert on Impress and its needs. This included talking to the RLX manager who had handled the account to find out the concerns Impress had had before the conflict escalated.
- She arranged to offer Impress a few perks in a new contract as a show of good faith.
- She asked the president of another RLX client, who knew people at Impress, to speak with the partner at Impress about her own positive experiences with RLX.

While the RLX-Impress negotiation was particularly tricky to get off the ground, establishing trust is critical to achieving success in any negotiation, because all negotiations

involve some level of risk. Negotiators usually say that they're prepared to bargain in good faith, yet talks sometimes collapse because each side lacks trust in the other's competence and good intentions. One party might want to make a concession or share sensitive information in the hope of inspiring disclosures and compromises in return, but there's always a risk that the other side will refuse to budge, or even worse, exploit the information to their own advantage. Trust is particularly elusive in high-stress, high-stakes conditions, as when you're negotiating with strangers, facing deadlines, coping with differences in power and status, or hammering out unenforceable contracts.

Trust may develop naturally over time, but negotiators rarely have the luxury of letting nature take its course. Thus it sometimes seems easiest to play it safe with cautious deals involving few tradeoffs, few concessions, and little information sharing between parties. But avoiding risk can mean missing out on significant opportunities. For this reason, fostering trust on the fly is a critical skill for managers. As Kristen knew, the first step to inspiring trust is to demonstrate trustworthiness. All negotiators can apply the six strategies that follow to influence others' perceptions of their trustworthiness at the bargaining table.

1. Speak their language

Some years ago, an airline that was seeking to go high-tech with its ticketing process invited a number of consulting firms to bid on the project. At the kickoff meeting with prospective consultants, the airline's executives described the limitations of their current system and gave an overview of their needs and expectations. After the presentation, a dialogue opened up between the executives and the prospective bidders. Representatives from consulting firm X, who had never worked for an airline before, noticed that everyone was throwing around the word *lifts*. Feeling lost, they nominated one of their members to raise his hand and ask for a definition. Almost everyone in the room, including the airline execs they were trying to impress, stared at the group from firm X in amazement. How could they not know that airlines' paper tickets were called *lifts*? By failing to understand this industry-specific term, firm X had committed a major gaffe. One innocent question, and the company was suddenly out of the running.

TRUST IS PARTICULARLY ELUSIVE IN HIGH-STRESS, HIGH-STAKES CONDITIONS.

It's important for negotiators to speak one another's language. This principle goes beyond understanding technical terms and lingo. It also means catching the nuances and cultural implications behind what's being said, and noticing how the other side uses words to convey ideas. By taking the time to understand the other party's history, culture, and perspective, you send the message that you're committed to the negotiation and the relationship—an

integral step in trust building. This fluency also signals your readiness to follow through on your negotiated settlement.

And if you happen to make a gaffe, some early preparation—before the negotiation even gets under way—can lessen its impact. State at the outset of talks that you have worked to understand the other party's perspective, needs, and interests, but that you recognize—and hope that they do, too—that a lot of learning will take place as the negotiation moves forward and the relationship builds. Express the hope that when a mistake or misunderstanding occurs, as some inevitably will, both sides will see it as a natural part of the learning process and redouble efforts to reach an understanding of the other's point of view.

2. Manage your reputation

In negotiation, as in all aspects of life, your reputation precedes you. A bad reputation can be a deal killer from the start, while a great one can help transcend an impasse. Effective negotiators realize that their reputation is not just a backdrop, but a tool. How can you make your reputation a factor in negotiation? You might provide references from mutually trusted third parties that vouch for your character and competence. If appropriate, a third party could communicate with the other side prior to the negotiation—as in the RLX example—or even serve as an intermediary during it. You can also offer other forms of evidence of past success in similar relationships, such as media or trade reports.

3. Make dependence a factor

The more dependent you are on someone, the more willing you'll be to trust her. This phenomenon plays out to the extreme in the Stockholm syndrome, in which hostages become so psychologically dependent on their captors that they will trust their captors' statements and demands more than those of the officials who are attempting to negotiate their release. We tend to cope with the psychological discomfort associated with dependence by believing in the trustworthiness of those upon whom we depend. In negotiation, when both parties believe that they need each other to achieve their individual goals and that other options are limited, trust between parties will increase. As a negotiator, you can trigger this trust-building process by highlighting the unique benefits you can provide and by emphasizing the damage that might result from an impasse. This technique can be particularly useful when a stalemate looms large and alternatives to agreement appear painful or costly. In such situations, a negotiator who senses he has no other recourse may come to trust even his "enemy."

4. Make unilateral concessions

Negotiations with strangers and enemies tend to be calculative, with both parties carefully measuring what they're gaining with each concession made by the other side. By contrast, negotiations based on long-term relationships are usually less focused on tallying up wins and losses. A carefully crafted unilateral concession can work wonders for trust, for it conveys to the other party that you consider the relationship to be a friendly one, with the potential for mutual gain and trust over time.

A true unilateral concession requires no commitment or concession from the other side. Such concessions must come at little cost or risk to the provider, but be of high benefit to the recipient. In addition to establishing trust, carefully crafted unilateral concessions also demonstrate your competence by portraying you as someone who understands what the other side values.

Label your concessions Actions may speak louder than words, but actions in negotiation are often ambiguous. Concessions, unilateral or otherwise, are only influential in building trust or encouraging reciprocity if the receiver views them as concessions. Parties are often motivated to discount and devalue each other's concessions and contributions, because doing so relieves them of the obligation to reciprocate. As a result, many concessions go unnoticed or unacknowledged. This may lead to confusion, resentment, or an escalation of hardball tactics and unaccommodating behavior by the slighted party.

In their 1991 book, *A Behavioral Theory of Labor Negotiations* (ILR Press), Richard E. Walton and Robert B. McKersie recount such a scenario. After a string of long, protracted contract negotiations with his employees' union, a manufacturer was fed up. He decided to start off the next round of talks with a take-it-or-leave-it offer and then refuse to haggle. He opened with an extremely generous offer—a wage that was almost certainly higher than what the union would have reasonably expected even after another week of bargaining. But instead of seeming delighted, the union's chief negotiator responded: "We'd like to caucus to consider your offer." The manufacturer was shocked by his opponent's caution. But should he have been? The union, expecting another drawn-out battle, presumably reasoned that if the opening offer was this good, another week of haggling would bring huge payoffs. This difference in perspective between the manufacturer's and the union's negotiating styles resulted in a strike.

EFFECTIVE NEGOTIATORS REALIZE THAT THEIR REPUTATION IS NOT JUST A BACKDROP, BUT A TOOL.

In negotiation, there's no reason to let actions speak for themselves. When you've made a significant concession, be sure to communicate exactly how much you've given away and what the sacrifice means to you. By doing so, you'll not only affect the other party's

perceptions of your goodwill but trigger your partner's desire to reciprocate, and increase the level of mutual trust.

5. Explain your demands

Unfortunately, when you start a negotiation with someone new, you can expect that he will assume the worst about your motives and intentions. If you hold out for a better offer, he might think that you're greedy, that you like to see him suffer, or that you're simply unfair. In reality, of course, it could be that you're representing a constituency that will not accept the deal on the table, or budget constraints might be forcing you to stand firm.

Psychologists have found that people tend to view themselves in the best possible light and others in a much less positive light—especially those with whom they're in conflict. For this reason, it's especially important that you make a strong case for your moves in a negotiation and provide the other party with explanations of your demands. An opening offer, if viewed by the other side as extreme, can diminish and even destroy trust. An offer that is explained and justified will probably preserve trust, and may enhance it.

Consider the case of an author negotiating with a literary agent over the right to sell his book. The agent mentions that her commission is higher for profits received in international deals than in domestic ones. At first, the author is annoyed. The higher international rate sounds arbitrary, just a sneaky way to squeeze more money out of him. But the agent goes on to explain that she charges a higher commission for an international deal because she has to split her percentage with the agent in the foreign country. Her net commission is actually lower for international deals than for domestic ones. Though this explanation has no effect on the writer's bottom line, it smoothes his ruffled feathers and makes him like the agent—and trust her—even more.

Maximizing joint gain

Believing that the other party is competent and has character allows negotiators to take the risks that are necessary to achieve negotiated outcomes, and to implement agreements in ever-changing social, economic, and political environments. When profit, security, or peace depend upon the motives and actions of another party, trust becomes essential. Fortunately, as these strategies suggest, negotiators can build the trust that's necessary for a negotiation to yield maximum joint gain.

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8. The Simplest Way to Build Trust

David DeSteno

In the midst of an intense negotiation, it's hard to know what's motivating the person across the table — is he willing to cooperate with you to meet both your interests or does he only want to serve his? You need to build trust with your counterpart so you can align your interests and increase the likelihood that he will honor his commitments.

A powerful way to establish trust is to employ one of the mind's most basic mechanisms for determining loyalty: the perception of similarity. If you can make someone feel a link with you, his empathy for and willingness to cooperate with you will increase.

My favorite example of this [occurred outside Ypres, Belgium in 1914](#). The British and the Germans had been fighting a long and bloody battle, but on the eve of December 24th, the British soldiers began to see lights and hear songs from across the field that separated their trenches from those of their foes. They soon recognized that the lights were candles and the songs were Christmas carols. What happened next was rather amazing. The men from both sides came out of their trenches and began to celebrate Christmas together. Men who had hours before been trying to kill each other were now sharing trinkets and family photos in complete trust that no violence would occur. Why? No one knows for certain, but I suspect that it was because in those moments, the men stopped viewing themselves as British and Germans, and rather saw themselves as fellow Christians. They came to perceive themselves as similar, and that meant they could trust each other.

Now you might think I've constructed a fanciful theory for a fluke occurrence. Fair enough. My colleague [Piercarlo Valdesolo](#) and I wondered the same, so we set out to study it. Although it made good sense that the mind would use similarity as a metric to decide to whom to be loyal, we had no hard proof. To find out if our suspicions were correct, we designed an [experiment](#) that allowed us to manipulate similarity stripped down to its most basic elements in order to see how it would affect behavior. To do this, we brought participants into the lab one at a time for what they believed was an experiment on music perception. They put on earphones and sat across from another person, who was actually an actor working with us. The task was simple; all it required was tapping the sensor in front of them with their hand to the beats they heard over their earphones. The beats were designed so that some participants could see their hands tapping in synchrony with the actor (who had his own sensors and headphones), while others would see random, unsynchronized tapping. Why the tapping? Moving in time is [an ancient marker the brain uses](#) to discern

who's similar. It occurs in rituals, in military drills, and in team exercises. If you're moving in time with someone, it's a symbol that right here, right now, the two of you are a unit.

After the tapping, we had designed a situation where the participants would see the actor get stuck while completing an onerous task from which they themselves were excused. But before they left the experiment, they were offered the opportunity to help the actor complete the onerous tasks if they so desired.

As we expected, relatively few people (18%) decided to come to the aid of the other when they hadn't been synchronized. But if they had tapped in synchrony, the number who helped (50%) jumped dramatically. What's more, the increase in helping was directly tied to how similar participants felt toward the actor. Surprising as it may seem, those who tapped in synch believed they shared more in common with the actor than those who didn't, even though they had never said a word to the actor.

There's nothing magical about hand tapping. We've found the same effect in several ways, including telling people they shared some esoteric (or even phony) characteristic with another. All that's required to increase people's willingness to support each other is any subtle marker of similarity.

Try it in your next negotiation. Find and emphasize something – anything – that will cause your partner to see a link between the two of you, which will form a sense of affiliation. And from that sense of affiliation — whether or not it's objectively meaningful – comes a greater likelihood of trustworthy behavior.

9. What is Win-Win Negotiation?

by Steve Roberts

Examine how poorly implemented win-win usually fails to deliver business goals and leaves gold on the table as a result.

Ever heard someone say that they '*gave away the farm*'? Despite our best intentions, we sometimes negotiate too much value away to arrive at an agreement. Even when we go into our talks with high motivations and a grandiose, exuberant spirit of cooperation, we have to be wary and dip our toes cautiously into the waters to make sure we aren't about to be devoured by a grinning and hungry shark. Today, many of us hear that win-win negotiations are all the rage. [Academia](#) has in more recent times married win-win to *principled negotiation*. Yet it is all too common that most negotiators fail to understand that this term represents our achieving a win-win negotiated settlement.

Yes, win-win negotiation is less about the process, less about the "how" of getting there, and more about the destination. That said, this article focusses on *how* best to get you a win-win outcome, whilst keeping your eyes fixed on the elusive win-win negotiation outcome or goal. We are careful to point out the contexts in which a win-win approach will lose you value in our [negotiation training courses](#).

The Real Win-Win Negotiation Concept

The *true* [meaning of a win-win](#) negotiated settlement is where the agreement reached cannot be improved further by any discussions. So your outcome cannot be improved for your benefit, and similarly, the agreement for the other party cannot be improved further for their benefit either. By definition, there is no value left on the table and all creative options have been thoroughly explored and exploited.

What does *not* constitute a win-win negotiation deal?

Many negotiators falsely delude themselves into believing they have a win-win approach and settlement when they adopt many of the strategies described below. However, were they to put their agreement under our microscope and look closer, they would be dismayed to discover that they squandered money and wasted resources. [Positional and tactical](#) negotiators love less experienced negotiators who do not fully understand win-win. Why? Inexperienced negotiators make for easy targets to be shot down, simply due to their lack of understanding of the win-win concept.

So what pitfalls can lead your company or team to miss the rich rewards promised by a win-win settlement?

1. One size fits all win-win approach

It's fine to have a positive mindset going into the talks, but we must be realistic that we do not get bogged down into *'the end justifies the means'* mentality by sacrificing resources or funds to get that agreement. The Negotiation Experts does not advocate win-win in all situations. A couple of examples where win-win would be an [inappropriate commercial strategy](#) to employ would include:

- Hostile or die hard [positional negotiation](#) counterparties who look at you through win-lose lenses.
- When you're negotiating the purchase of a widely available commodity type product or service that makes neither a strategic impact upon your business, nor carries a large price tag.
- For [distributive business negotiations](#) with 1 or 2 negotiation variables. There is no room to maneuver and the party with the more [power cards](#) will win (skills being roughly equal).

2. Compromise

Many negotiators falsely believe that compromise is a positive approach to gain a win-win negotiation deal. This is plainly incorrect. If you look at the definition of the word *'compromise'*, it means *'A settlement of a dispute in which two or more parties agree to accept something less than they originally wanted.'* If one or both parties agree to lower their aspirations, this is hardly a win-win outcome, is it? (Note: [Over ambition in aspiration](#) due to lack of experience or research is the subject of another article).

3. The Relationship

Possessing the desire to create a [durable relationship](#) in a negotiation is admirable, but it does not guarantee that you will walk out of the negotiation with a win-win agreement to hand. [Mutual relationships](#) are the ideal, with each side creating value for their organization and for the other's organization. If you find that you're getting the short end of the stick over and over again, then you'll need to think through how the other side perceives you, and the negotiation frame that's been set. Almost everyone agrees that it's important to have good relations with your business partners, but few will agree with what "good" really means. It's best you explore this separately as a company and or team, as assumptions are dangerous.

4. Take Our Time

Many negotiators are under the impression that if they take extra [time to negotiate](#) they are more likely to achieve a win-win settlement. The truth is that many studies on this very subject have revealed that extra time does not make much difference to the quality of the negotiated agreements.

Winning Strategies

1. Ask Smart Questions

When we enter a negotiation prepared, it is most likely that we'll only have an educated guess as to other parties' intentions, interests and priorities. It is a sad truth that in reality, many negotiators do not [ask questions](#) to gain a better understanding of the underlying ambitions that lie beneath the other party's position.

We need to determine whether our goals can be connected to the business goals of the other party. The more we know about their aims, the more we will be able to put together settlement packages that better address the business goals and priorities of both parties. When we know what's important to the other party, we can build a beneficial and productive agreement that:

- Doesn't leave gold on the table
- Utilizes more resources to the advantage of both parties
- Will save you from stripping away value by making needless concessions

2. Play Fair

What do we tell them about our goals and interests? [Reciprocation](#) is essential. We have to tell them about our goals and interests so they may better understand how they might not only meet their needs, but ours as well. Best we begin at outset with setting the frame of a cooperative mood to increase mutual interaction. Only then should we progress into fact-finding and option generation. Our counterparts will usually mirror our behaviour, the virtuous and less than virtuous.

If we start by openly offering information, they will normally [reciprocate in kind](#). Our initiating the volunteering of goals and interests does not necessarily put us at a strategic disadvantage. Provided we set the frame of reciprocation and gain agreement at the outset, and provided we don't put *all* our cards on the table (better to trade cards, one for one), reciprocation will prevail. Of course if the other side [refuses to reciprocate](#) at any point, and refuses to give a valid reason, this should be our red flag to stop.

Tip: It's a bad idea to reveal your [BATNA](#) at the outset.

3. Present Multiple Offers

The best win-win agreements often spring from presenting multiple offers rather than a single, lone offer or proposal. The reason is that a single offer or proposal often has an anchoring effect. Multiple offers tend to stimulate communication. Multiple offers will often prompt or nudge our counterpart into providing vital information about their objectives and the true nature of their business ambitions. Negotiating will be more energetic and productive because several options will likely enhance the possibility of finding even more creative solutions than would otherwise have been possible.

4. Third Party Assistance

Another innovative strategy to maximize your resources effectively is to use a [neutral third party](#) to help both parties tease out all goals and interests. In addition, you can ask this third party to [suggest an agreement](#), or for ways in which to improve your existing agreement. Each side should of course have the option to veto the third party's proposals if they uncover better alternatives. A third party proposal can bring a number of benefits:

- An experienced negotiation expert will often suggest options and proposals that neither party thought of.
- Both parties can safely share more sensitive information. Since information is the building blocks required for creative alternatives, this in itself can open doors that were previously not seen. The resultant outcome is more win-win by leaving little to no gold on the table.
- Trust is fostered under the experienced third independent party's direction. Often parties don't share suspicions openly with each other. This format of negotiation is conducive to sharing doubts.
- Mistakes are mitigated against, with a third party looking out for both sides' interests. This prevents one sided gains and fosters a free thinking creative process, and of course reduces risks.

Summary

We need to appreciate that not just any agreement leads to a win-win scenario or outcome in our negotiations. In reality, very few negotiations reach this inspirational and theoretical ideal. Time constraints all too often straight-jacket how long and far we can explore. Attitudes, positions and skills set invisible boundaries that constrain what we see as

possible. Win-win deals are more likely when set up correctly through effective use of framing, research and building relationships at the right levels. If a win-win approach is appropriate, it's essential that we remember to pursue a win-win agreement for *both* parties.

Resource: [win-win negotiation case study](#) to illustrate many of the above points.

1. *J. Lewicki, A. Litterer, W.Minton, M. Sauders, 'Negotiation', 2nd Edition, Irwin,(1994).*
2. *Roger Fisher and William Ury, Bruce Patton, 'Getting to Yes-2nd Edition', Penguin Books, (1991).*

10. Make Your Emotions Work for You in Negotiations

- [Shirli Kopelman](#)

Your emotions matter in negotiations. They fuel your behaviors, energize you, and allow you to strengthen—or distance and damage—relationships with the people you’re negotiating with. But too often, people refuse to acknowledge their full range of feelings because they’re afraid of losing the ability to think rationally and act strategically. So researchers and experts in the fields of psychology and business have offered solutions to help people manage, defeat, or even ignore their emotions.

However, in my two decades of research and work with thousands of executives, I’ve found that emotions shouldn’t be managed or overcome. Rather, [positive and negative emotions are valuable resources](#) that you can use to your advantage. The key is to recognize during the negotiation what emotion you’re feeling, then quickly evaluate whether it will help or hinder you, and without taking a break, intensify or decrease the feeling, or in some cases change the emotion altogether.

That may sound easier said than done, so here’s a five-step approach that I’ve developed to make the best use of your emotions during a negotiation:

Step 1: Be mindful. [Mindfulness](#) is the first step. This means noticing and accepting what’s happening around you from the expressions on other peoples’ faces to any emotions you’re feeling in that moment, such as anxiety or pride.

Imagine that you’re at a monthly executive meeting proposing a strategy to market a new product. As you present your idea, you simultaneously notice that you feel a sense of pride because you’ve prepared a solid presentation, but you’re also frustrated because it seems that some people aren’t buying into your proposal. Compassionately noticing these feeling is the first step. Then you need to evaluate them.

In this case, you would ask yourself whether feeling — and expressing — your frustration will help or hinder your goals. If it will help — and in some cases it could — then that’s a useful emotion. Go ahead and feel it. However, if you think it will get in the way of what you’re trying to achieve, try to redirect that emotion.

That’s where the next steps come in. Your goal in steps 2-4 is to genuinely feel the emotion you want to experience, whether it’s frustration, anger, empathy, or happiness, because you believe it will be productive.

Step 2: Identify your emotional trigger and focus on something else. Once you’ve identified the emotion you want to change, find the source of it. For example, you might survey the room — observing the people in it, their reactions, and the environment. While watching, you might realize

that the man sitting across from you is raising his eyebrows and frowning during your presentation and this is what's causing your frustration.

If you can precisely identify what triggered your emotion, then you can choose to focus on other things or people. There's a reason why psychologists suggest that if we want to feel relaxed, we should close our eyes and imagine being on a beach. Changing what you focus on has the power to change your emotion. In this case, you might ignore the frowning man and focus instead on the CEO who's nodding and smiling at you. You effectively seek out a trigger that causes a more helpful emotion.

Step 3: Reinterpret the trigger. Often our initial interpretation of a trigger is based on what we most fear. You might see the man who raised his eyebrows and frowned as a critic because you're worried that your presentation isn't good enough. But you can reinterpret the trigger to help spark another emotion. Imagine instead that he forgot to wear his contact lenses and was squinting to read the small font on your slide. This alternative interpretation of the same exact data — his facial expression — could replace your frustration with relief or empathy.

Step 4: Alter the emotion by changing its physiological expression. If steps 2 or 3 don't work for you — perhaps the emotion is already full-blown or others have sensed you're feeling frustrated — there's another option. You can alter physiological things like your facial expression, body posture, or breathing to decrease, intensify, or replace the emotion. If you've already started showing frustration, then you could try turning toward the projector and directing your frustration at the small font size. Or, if you want to feel calm instead of frustrated, then you can try slowing down your speaking pace.

Step 5: Take action that others will see. For the most part, the previous steps happen internally and are ideally invisible to your counterparts. But feeling the right emotion isn't enough — your actions need to reflect those emotions. You can do this verbally — for example, by apologizing to the raised-eyebrow man for the small font size— or non-verbally— displaying a curious look rather than frowning back. Or you could do it both ways and smile at the man and ask him if something is wrong. Mastering your emotions in step 2-4 will make it easy to take this constructive next step to move the conversation forward.

Emotions will inevitably arise during negotiations but instead of letting them happen to you or trying to overcome them, use them genuinely and strategically to get what you want and create value for everyone

11. EQ QUESTIONNAIRE

This questionnaire is designed to explore the typical ways you behave. There is, of course, no right or wrong answers. Please read each statement carefully and see how closely it describes you. Give your honest and spontaneous response to each question. Spontaneous response is the response that comes first in your mind.

Please answer every question. While scoring your responses for each dimension add numeric values that you have marked.

For example:

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|--|----------------|-------|---------|----------|-------------------|
| 1 | I encourage people to excel in their fields | 5 | 4 | 3 | 2 | 1 |
| 2 | I publicly acknowledge contributions of my colleagues | 5 | 4 | 3 | 2 | 1 |
| 3 | I share my knowledge/experience with others | 5 | 4 | 3 | 2 | 1 |
| 4 | I am always ready to help my colleagues and subordinates | 5 | 4 | 3 | 2 | 1 |
| 5 | I provide opportunities to people to develop new skills | 5 | 4 | 3 | 2 | 1 |
| 6 | I take initiative to create resource base for skill-building and knowledge-sharing | 5 | 4 | 3 | 2 | 1 |

Total = 22.

If you have circled 5,4,3,3,4 and 3 for Q 1,2,3,4,5 & 6 respectively, then total for this dimension will be 22

A

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|--|-------------------|-------|---------|----------|----------------------|
| 1 | I am able to identify my feelings | 5 | 4 | 3 | 2 | 1 |
| 2 | I can tell when I am feeling angry | 5 | 4 | 3 | 2 | 1 |
| 3 | I have learnt a lot about myself through my feelings and emotions | 5 | 4 | 3 | 2 | 1 |
| 4 | I understand the reason for my 'moods' | 5 | 4 | 3 | 2 | 1 |
| 5 | I am able to see clearly how my feelings impact my performance | 5 | 4 | 3 | 2 | 1 |
| 6 | My values are very clear to me | 5 | 4 | 3 | 2 | 1 |

Total = ()

B

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|--|----------------|-------|---------|----------|-------------------|
| 1 | I am aware of my strengths and weaknesses | 5 | 4 | 3 | 2 | 1 |
| 2 | I feel upset if some one tells me about my negative behavior | 1 | 2 | 3 | 4 | 5 |
| 3 | I usually set a very high goal for myself | 1 | 2 | 3 | 4 | 5 |
| 4 | I continuously learn and update myself | 5 | 4 | 3 | 2 | 1 |
| 5 | I am clear about my priorities in life | 5 | 4 | 3 | 2 | 1 |
| 6 | I frequently seek feedback on my behavior/performance | 5 | 4 | 3 | 2 | 1 |

Total = ()

C

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|----------------|-------|---------|----------|-------------------|
| 1 | I have full confidence in myself and my decisions | 5 | 4 | 3 | 2 | 1 |
| 2 | I take initiative to meet people in social situations | 5 | 4 | 3 | 2 | 1 |
| 3 | I am likely to postpone uncomfortable tasks | 1 | 2 | 3 | 4 | 5 |
| 4 | When I contribute to group discussions, I believe my contributions are as valuable as those of others | 5 | 4 | 3 | 2 | 1 |
| 5 | If I am convinced that my position is right, I prefer to maintain my position even if it means becoming unpopular | 5 | 4 | 3 | 2 | 1 |
| 6 | I avoid doing some things because of what people may say | 1 | 2 | 3 | 4 | 5 |

Total = ()

D

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|--|-------------------|-------|---------|----------|----------------------|
| 1 | When I trust people, they usually let me down | 1 | 2 | 3 | 4 | 5 |
| 2 | If I don't look out for myself, people will take advantage of me | 1 | 2 | 3 | 4 | 5 |
| 3 | Means to me are as important as the ends | 5 | 4 | 3 | 2 | 1 |
| 4 | I trust people unless I have reason not to | 5 | 4 | 3 | 2 | 1 |
| 5 | I don't tolerate unethical behavior | 5 | 4 | 3 | 2 | 1 |
| 6 | I really care about what happens to those in my team | 5 | 4 | 3 | 2 | 1 |

Total = ()

E

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|--|----------------|-------|---------|----------|-------------------|
| 1 | I control my temper very well | 5 | 4 | 3 | 2 | 1 |
| 2 | I can achieve what I want through perseverance | 5 | 4 | 3 | 2 | 1 |
| 3 | I don't give up easily even if I have set-backs | 5 | 4 | 3 | 2 | 1 |
| 4 | If I hurt someone's feelings unintentionally, I will try to make verbal amends rather than 'let it pass' | 5 | 4 | 3 | 2 | 1 |
| 5 | When I have a problem that creates undue tension, I try to put it on hold and gain a fresh perspective | 5 | 4 | 3 | 2 | 1 |
| 6 | When I face a problem I focus on how I can contribute to solve it | 5 | 4 | 3 | 2 | 1 |

Total = ()

F

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|-------------------|-------|---------|----------|----------------------|
| 1 | Colleagues and friends consider me dependable | 5 | 4 | 3 | 2 | 1 |
| 2 | I undertake my assignments with utmost sincerity | 5 | 4 | 3 | 2 | 1 |
| 3 | I always keep my promises | 5 | 4 | 3 | 2 | 1 |
| 4 | Once I accept responsibility, I put in my best to fulfill the same | 5 | 4 | 3 | 2 | 1 |
| 5 | People who are not disciplined in life can't achieve anything significant | 5 | 4 | 3 | 2 | 1 |
| 6 | Hard work is the key to success | 5 | 4 | 3 | 2 | 1 |

Total = ()

G

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|--|----------------|-------|---------|----------|-------------------|
| 1 | I keep myself updated about new developments | 5 | 4 | 3 | 2 | 1 |
| 2 | I can adjust quickly to new challenges, problems and information | 5 | 4 | 3 | 2 | 1 |
| 3 | I am sensitive to the developments in the environment and try to capture the opportunities available | 5 | 4 | 3 | 2 | 1 |
| 4 | I am able to anticipate change and plan in advance to adapt to it | 5 | 4 | 3 | 2 | 1 |
| 5 | I am able to handle multiple demands on my time | 5 | 4 | 3 | 2 | 1 |
| 6 | I am quite flexible in my approach to life and day-to-day problems | 5 | 4 | 3 | 2 | 1 |

Total = ()

H

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|--|----------------|-------|---------|----------|-------------------|
| 1 | I try to improve my performance constantly | 5 | 4 | 3 | 2 | 1 |
| 2 | I set challenging goals for myself and strive to achieve them | 5 | 4 | 3 | 2 | 1 |
| 3 | I seek feedback for improving my performance | 5 | 4 | 3 | 2 | 1 |
| 4 | I prefer to play safe rather than take risks | 5 | 4 | 3 | 2 | 1 |
| 5 | I value people on the basis of their contribution rather than on their position | 5 | 4 | 3 | 2 | 1 |
| 6 | I would rather work hard for a 'better' reward in future than accept a lesser reward now | 5 | 4 | 3 | 2 | 1 |

Total = ()

I

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|----------------|-------|---------|----------|-------------------|
| 1 | I constantly scan the environment to identify emerging threats | 5 | 4 | 3 | 2 | 1 |
| 2 | I prefer to be proactive to developments around me | 5 | 4 | 3 | 2 | 1 |
| 3 | I mobilize others through setting a personal example | 5 | 4 | 3 | 2 | 1 |
| 4 | I take initiative to start a dialogue in case there is breakdown in communication | 5 | 4 | 3 | 2 | 1 |
| 5 | I prefer to lead by ideas | 5 | 4 | 3 | 2 | 1 |
| 6 | I believe in performance rather than just following the rules | 5 | 4 | 3 | 2 | 1 |

Total = ()

J

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|----------------|-------|---------|----------|-------------------|
| 1 | People don't have to tell me what they feel about me; I can sense it | 5 | 4 | 3 | 2 | 1 |
| 2 | I can sense the pulse of others and unspoken feelings | 5 | 4 | 3 | 2 | 1 |
| 3 | I gauge the feelings of people while they are talking | 5 | 4 | 3 | 2 | 1 |
| 4 | I can sense the feelings of people when I walk into a room | 5 | 4 | 3 | 2 | 1 |
| 5 | I anticipate needs of people around me and try to address them | 5 | 4 | 3 | 2 | 1 |
| 6 | I try to understand the other person's point of view by putting myself in his/her shoes | 5 | 4 | 3 | 2 | 1 |

Total = ()

K

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|--|----------------|-------|---------|----------|-------------------|
| 1 | I try to understand and meet the expectations of people | 5 | 4 | 3 | 2 | 1 |
| 2 | I seek information about people's requirements and act accordingly | 5 | 4 | 3 | 2 | 1 |
| 3 | I take the initiative in talking to people | 5 | 4 | 3 | 2 | 1 |
| 4 | I find responding to telephonic enquiries a big headache | 1 | 2 | 3 | 4 | 5 |
| 5 | I enjoy settings which involve interaction with diverse groups | 5 | 4 | 3 | 2 | 1 |
| 6 | I love to serve as an organizer or volunteer in professional societies/ community work | 5 | 4 | 3 | 2 | 1 |

Total = ()

L

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|----------------|-------|---------|----------|-------------------|
| 1 | I am able to identify those who have real power in a group/organization | 5 | 4 | 3 | 2 | 1 |
| 2 | I don't hesitate in seeking the support of powerful people | 5 | 4 | 3 | 2 | 1 |
| 3 | I am able to easily relate with people who matter in organizational dynamics | 5 | 4 | 3 | 2 | 1 |
| 4 | I am not very comfortable in seeking the support of people not known intimately to me | 5 | 4 | 3 | 2 | 1 |
| 5 | I am able to influence the opinion of important people through my interaction | 5 | 4 | 3 | 2 | 1 |
| 6 | I am poor at political skills | 5 | 4 | 3 | 2 | 1 |

Total = ()

M

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|--|----------------|-------|---------|----------|-------------------|
| 1 | I encourage people to excel in their respective fields | 5 | 4 | 3 | 2 | 1 |
| 2 | I publicly acknowledge the contributions of my colleagues | 5 | 4 | 3 | 2 | 1 |
| 3 | I share my knowledge/experience with other people | 5 | 4 | 3 | 2 | 1 |
| 4 | I am always ready to help my colleagues and juniors | 5 | 4 | 3 | 2 | 1 |
| 5 | I provide opportunities to people to develop new skills | 5 | 4 | 3 | 2 | 1 |
| 6 | I take initiative to create a resource-base for skill-building and knowledge-sharing | 5 | 4 | 3 | 2 | 1 |

Total = ()

N

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|--|----------------|-------|---------|----------|-------------------|
| 1 | I am always able to convince people | 5 | 4 | 3 | 2 | 1 |
| 2 | I present my arguments in such a way that people usually get influenced | 5 | 4 | 3 | 2 | 1 |
| 3 | I keep my knowledge-base updated | 5 | 4 | 3 | 2 | 1 |
| 4 | I make myself indispensable in any set-up | 5 | 4 | 3 | 2 | 1 |
| 5 | Depending on the situation, I am able to switch tactics to influence those around me | 5 | 4 | 3 | 2 | 1 |
| 6 | I feel it is futile to attempt to influence others all the time | 1 | 2 | 3 | 4 | 5 |

Total = ()

O

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|----------------|-------|---------|----------|-------------------|
| 1 | I am a good communicator | 5 | 4 | 3 | 2 | 1 |
| 2 | I am able to put across my messages effectively | 5 | 4 | 3 | 2 | 1 |
| 3 | I listen to people carefully to understand them | 5 | 4 | 3 | 2 | 1 |
| 4 | I use a variety of communication media to get the desired response | 5 | 4 | 3 | 2 | 1 |
| 5 | I transmit the message only after creating receptiveness amongst the recipients | 5 | 4 | 3 | 2 | 1 |
| 6 | I always try to reinforce my communication to avoid any misunderstanding | 5 | 4 | 3 | 2 | 1 |

Total = ()

P

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|--|----------------|-------|---------|----------|-------------------|
| 1 | I prefer to resolve conflicts instead of postponing them | 5 | 4 | 3 | 2 | 1 |
| 2 | I am not very comfortable in dealing with differences | 1 | 2 | 3 | 4 | 5 |
| 3 | I encourage debate and open discussion on issues | 5 | 4 | 3 | 2 | 1 |
| 4 | I usually don't express my disagreement for the sake of maintaining a good relationship | 1 | 2 | 3 | 4 | 5 |
| 5 | While resolving conflicts, I work for a win-win situation | 5 | 4 | 3 | 2 | 1 |
| 6 | Once I spot a potential conflict, I bring the conflict into the open, and encourage people to resolve it | 5 | 4 | 3 | 2 | 1 |

Total = ()

Q

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|----------------|-------|---------|----------|-------------------|
| 1 | I am able to arouse enthusiasm in people | 5 | 4 | 3 | 2 | 1 |
| 2 | I emerge as a natural leader during unstructured situations | 5 | 4 | 3 | 2 | 1 |
| 3 | I give my team members full autonomy to perform but remain available for help and guidance, if required | 5 | 4 | 3 | 2 | 1 |
| 4 | I don't preach anything which I can't practice myself | 5 | 4 | 3 | 2 | 1 |
| 5 | I empower people to take their own decisions | 5 | 4 | 3 | 2 | 1 |
| 6 | I own up mistakes of my team while introducing changes | 5 | 4 | 3 | 2 | 1 |

Total = ()

R

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|----------------|-------|---------|----------|-------------------|
| 1 | I recognize the need for change in my daily routine | 5 | 4 | 3 | 2 | 1 |
| 2 | I challenge the status-quo | 5 | 4 | 3 | 2 | 1 |
| 3 | I encourage people to introduce and manage change | 5 | 4 | 3 | 2 | 1 |
| 4 | I remove the fear of change from people's minds | 5 | 4 | 3 | 2 | 1 |
| 5 | I introduce the change with the consent of people | 5 | 4 | 3 | 2 | 1 |
| 6 | I involve the people likely to be affected by the change in the decision-making process | 5 | 4 | 3 | 2 | 1 |

Total = ()

S

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|----------------|-------|---------|----------|-------------------|
| 1 | I stay in touch with old friends | 5 | 4 | 3 | 2 | 1 |
| 2 | I develop informal relationships with colleagues | 5 | 4 | 3 | 2 | 1 |
| 3 | I have a wide network of friends I can bank upon during an emergency | 5 | 4 | 3 | 2 | 1 |
| 4 | I develop relationships that are mutually beneficial | 5 | 4 | 3 | 2 | 1 |
| 5 | I look for opportunities to develop friendships during social occasions | 5 | 4 | 3 | 2 | 1 |
| 6 | I develop contacts with people actively during professional gatherings | 5 | 4 | 3 | 2 | 1 |

Total = ()

T

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|----------------|-------|---------|----------|-------------------|
| 1 | I prefer to work alone instead of in a group | 1 | 2 | 3 | 4 | 5 |
| 2 | I try to develop such a climate in office where people help each other | 5 | 4 | 3 | 2 | 1 |
| 3 | I encourage people to collaborate/share information/resources | 5 | 4 | 3 | 2 | 1 |
| 4 | I encourage collaborative opportunities only if those are mutually beneficial | 5 | 4 | 3 | 2 | 1 |
| 5 | I encourage people to work in teams and develop the culture of sharing | 5 | 4 | 3 | 2 | 1 |
| 6 | I build team identity and promote commitment among team members | 5 | 4 | 3 | 2 | 1 |

Total = ()

EQ PROFILE

| S. No. | SELF AWARENESS | Total |
|---------------|--------------------------|--------------|
| 1.A | Emotional Awareness | |
| 2.B | Accurate Self Assessment | |
| 3.C | Self Confidence | |

| S. No. | SELF MANAGEMENT | Total |
|---------------|------------------------|--------------|
| 4.D | Trust-worthiness | |
| 5.E | Self Control | |
| 6.F | Conscientiousness | |
| 7.G | Adaptability | |
| 8.H | Achievement Drive | |
| 9.I | Initiative | |

| S. No. | SOCIAL AWARENESS | Total |
|---------------|--------------------------|--------------|
| 10.J | Empathy | |
| 11.K | Service Orientation | |
| 12.L | Organizational Awareness | |

| S. No. | RELATIONSHIP MANAGEMENT | Total |
|---------------|--------------------------------|--------------|
| 13.M | Developing Others | |
| 14.N | Influence | |

| | | |
|------|--------------------------|--|
| 15.O | Communication | |
| 16.P | Conflict Management | |
| 17.Q | Leadership | |
| 18.R | Change Catalyst | |
| 19.S | Building Bonds | |
| 20.T | Teamwork & Collaboration | |

EQ CALCULATION

| S. No | Dimension | Calculation | Score |
|--------------|-------------------------|-------------------------------------|--------------|
| 1 | Self Awareness | $(A + B + C)/3$ | |
| 2 | Self Management | $(D + E + F + G + H + I)/6$ | |
| 3 | Social Awareness | $(J + K + L)/3$ | |
| 4 | Relationship Management | $(M + N + O + P + Q + R + S + T)/8$ | |
| | EI | $(1 + 2 + 3 + 4)/4$ | |

EQ = EI/23 X 100

**Course Reports of 3 day programmes
conducted at SVPNPA on
14-16 Sep. 2016 and 11-13 Jan. 2017**



SARDAR VALLABHBHAI PATEL NATIONAL POLICE ACADEMY

(Government of India : : Ministry of Home Affairs)

HYDERABAD – 500 052.

COURSE REPORT

Workshop on ‘Negotiation Skills’

(14-16 September, 2016)

1. About the Workshop:

Three days Workshop on ‘Negotiation Skills’ has been conducted at the Academy from 14-16 September, 2016 for the IPS officers of the rank of SP to IG and equivalent rank officers from other All India Services and Officers from CAPFs/CPOs (Direct recruited officers of 5-20 years of service).

2. Course Objectives:

- (i) Understanding the individual role in negotiation process.
- (ii) Developing effective and successful negotiation strategies.
- (iii) Create a sense of mutuality while negotiating with others.
- (iv) Understand and improve ability, Style and Strategies in Negotiation.
- (v) Emphasize the importance of communication and influencing in Negotiation
- (vi) Understand the importance of impersonal representation in the Negotiation and Emotional Intelligence.

3. Methodology:

The following methodology was adopted to achieve the course objectives:-

- Lectures
- Presentations by the Guest Speakers
- Simulations
- Experience sharing

4. Nominations:

49 nominations were received for the Course. However, 36 officers attended the Workshop as per the following details:-

| Sl No. | State / Organization | Officers Nominated | Officers Reported |
|---------------|-----------------------------|---------------------------|--------------------------|
| 1. | Uttar Pradesh | 03 | 03 |
| 2. | Tamil Nadu | 01 | 01 |
| 3. | Karnataka | 02 | Nil |
| 4. | Gujarat | 02 | Nil |
| 5. | Meghalaya | 01 | 01 |
| 6. | Nagaland | 01 | 01 |
| 7. | West Bengal | 01 | 01 |
| 8. | Maharashtra | 01 | 01 |
| 9. | Himachal Pradesh | 02 | Nil |
| 10. | Manipur | 01 | 01 |
| 11. | Punjab | 01 | 01 |
| 12. | Odisha | 02 | Nil |
| 13. | Telangana | 03 | 03 |
| 14. | Rajasthan | 02 | Nil |
| 15. | Arunachal Pradesh | 01 | 01 |
| 16. | Chhattisgarh | 03 | 03 |
| 17. | Madhya Pradesh | 04 | 03 |
| 18. | Jharkhand | 01 | Nil |
| 19. | Himachal Pradesh | 01 | Nil |

| | | | |
|-----|--|-----------|-----------|
| 20. | Sikkim | 01 | 01 |
| 21. | Delhi | 01 | 01 |
| 22. | Assam | 02 | 02 |
| 23. | Railway Board, Ministry of Railways | 02 | 02 |
| 24. | IB | 01 | 01 |
| 25. | CBI | 01 | 01 |
| 26. | CRPF | 02 | 02 |
| 27. | CISF | 02 | 02 |
| 28. | BSF | 01 | 01 |
| 29. | Cabinet Secretariat, New Delhi | 02 | 02 |
| 30. | SSB | 01 | 01 |
| | Total | 49 | 36 |

5. Valediction:

Ms. Aruna Bahuguna IPS, Director, SVP National Police Academy was the Chief Guest of the Valedictory Session and delivered the valedictory address to the participants of the Workshop on 16th September, 2016.

6. General feed back on course / services:

At the end of the Workshop, the participants were asked to evaluate the Workshop.

(A) The average rating given by the participants for various aspects of the Course / services are as follows:

| Sl No. | Views by course participants on: | Grading - Out of 5 |
|---------------|---|-------------------------------|
| 1. | Accommodation | 4.23 |
| 2. | Food | 4.43 |
| 3. | Service | 4.43 |
| 4. | Sports | 4.80 |
| 5. | Officers Club | 4.63 |
| 6. | Library | 4.65 |
| 7. | Interaction with Academy Faculty | 4.50 |
| 8. | Interaction with Guest Faculty | 4.57 |

(B) Comments by the participants:

- Been here for third time for different trainings. I have always gained, enjoyed and would love to come back here.
- It has been a rewarding experience.
- Duration of course be increased with timings each day reduced. The Academy has provided a life time opportunity and exposure on varies aspects of life i.e. present day life.
- Variety in the approach of the facilitators was a refreshing one.
- Well organized and useful in our day to day functions.
- The course was well conducted & compliments to NPA and its faculty. Hope to incorporate some of these tools in my professional job.
- A motivational change from daily routine of office life. A learning and attitude to see life a way of negotiation with many stakeholders.
- Course schedule to be given in advance so that participants can plan their return journeys accordingly.
- Three days can be reduced to two days.

- NPA should propose to conduct TOT (Training of Trainers) in the course for all the organizations.

7. **Reading Material:**

Handouts/worksheets were supplied to the workshop participants at the beginning and during the course, along with a DVD at the end of the course. A copy of the Handouts/worksheets and DVD are enclosed for ready reference please.

8. **Evaluation of the Workshop:**

The participants were asked to evaluate the Workshop on various aspects and important suggestions received on these aspects are given below:-

(A) **Lessons derived from the programme :**

- It has given a subjective meaning to many normal activities that we do in our day to day life and created the awareness of their importance.
- Negotiation is a science. Negotiation can be approached with proper homework of all the concepts involved.
- The programme helped us to develop an insight of our existing ability or capability and scope of improvement.
- Clarity about the Negotiation & real meaning.
- The variables involved in the process of negotiation by just learning about them have been a help and an eye opener.
- The future negotiation to be made will be attended in a better way. Learnt the grammar of negotiation.
- Develop the art of understand the expectations of the person. Confidence to negotiate.
- Clarity in the art/field of Negotiation for an agreeable solution.
- How to create a win-win situation.
- How to maintain relationships.
- Qualities of a good negotiator.
- Learned certain new terms and above all, the various role plays which were planned brought out the different facets of personality.
- Be prepared for the negotiations in advance and to create a win-win situation by adding value wherever possible.
- It may pave the way for doing the negotiation better than earlier. Always theory and subject (knowledge) helps the implementation better.
- Factors for a successful negotiation process.
- Being aware about preferred styles of negotiation.
- Laws of influence(persuasion)

- Effective communication.
- Role playing in negotiation models.
- Fact that Negotiation is not a win-lose proposition but can often be a win-win proposition was new to many young participants.
- The programme has given us an opportunity to know the actual meaning of the term 'Negotiation'. It will help me in tackling the crisis in my career.
- Basic things of Negotiations. Some skills to be developed.
- Negotiation is a science and if entered into properly, will be very beneficial.
- The programme was outstanding. Knew more about persuasion and negotiation, which we more useful in our day to day working.
- Learnt about negotiation basics and how to approach scientifically.
- We can try to change our behavior which normally is not easy to change.

(B) How well did the course hold your interest during the programme ?

- The programme is well structured & kept him interesting all through. But there is a slight chance of improving the connectivity (flow) between two sessions.
- Interest was there till the last session.
- An outstanding course curriculum which held us continuously.
- Very interesting, kept alert during the whole course, activities were really good.
- It was a course where different aspects of negotiation were taught by different faculty. Some facilitators could make their subjects very interesting, while some were not as inspiring.
- The course was well designed and it held most of his interests.
- Very well organized in an interactive manner, given chance to share our ideas.
- The methodology adopted was participative and interactive making the entire sessions very lively and interesting.
- Since it was a participative type of programme it held our interest to a large extent.
- Quiet interesting and kept him awake all the time of the journey during last three days, especially ever smiling, cool faculty members helped a lot in this regard.

(C) How well were the participants invited to share their ideas and knowledge?

- It's totally a multi directional approach. I really appreciate it.
- There was great sharing of ideas and knowledge.
- A highly interactive course duration where everybody got the opportunity to come out with their ideas. Every idea was welcomed and assessed.
- It was taken very well. All actively participated.
- Felt that some of the participants did not participate very much. They could have been drawn out more by paying a little more attention.
- Participation of the trainers was there because of the excellent mode of invitation to share ideas and knowledge.
- All the resource persons have given the opportunity to all the participants and the inputs given by them are very practical and knowledgeable.
- The interactive sessions provided an excellent platform for exchange and sharing of ideas and knowledge from diverse backgrounds.
- The participants were encouraged and invited to share their ideas and knowledge throughout the lectures.

(D) Were the current developments in the field discussed properly?

- Yes. As we are from different back grounds, I understand they have done a good job.
- Yes, without doubt. Current development, linked with our realistic life situation was thoroughly discussed. However, there is scope to widen it with fields outside police related examples.
- Not in a position to comment due to inadequate knowledge of current developments. But could have elaborated more on the approach being followed and other approaches there were available elsewhere.
- Perhaps some of the current developments specially in matters of extremism, discussion was not there.
- More real time disputes with Indian content can be discussed.
- All are very relevant to his current field work and discussed thoroughly within the very limited period.
- Most of the topics were more corporate oriented. This may be, since the documentation and research on 'Negotiation Skills' may be more from corporate side only.

(E) Were the material and Cases for the programme relevant?

- Very much relevant. More number of case studies will improve the practice & memory.
- Yes. Very relevant. However, examples from other similar live scenarios would further strengthen the course.
- Relevant. But materials in respect of some other important developments was left out.
- Though the nomenclature of course was negotiation skills which initially raised apprehension about relevance but in the end, it was found to be quite useful as field officers.

(F) Which aspects of the session did you find most useful?

- Case Studies
- Styles of influence and communication.
- Negotiation exercises, starting from single party to multiple issues. However, course duration be increased with more simulation exercise.
- Involvement of the participants through exercises followed by discussion.
- Modes of persuasion.
- Ethos/Pathos/Logos

(G) Which were the least useful?

- Play role.
- Perhaps everything was useful.
- Reaching individual goals

(H) What additional aspects/topics would you like included?

- Specifically some case studies dealing with superior & inferior officers.
- Multy party negotiation, more cases of international level.
- Hostage incidents, Extremism related negotiations and some actual negotiations that had taken place.
- Most of the examples taken from policing angle, it is better if they consider examples/case studies from other sectors.
- Actual life time situations/disputes where negotiation have happened in reality.
- Some case studies of successful/unsuccessful negotiation from real life.
- The daily lecture schedule should have been circulated in advance.

- Use of game theory in negotiations.
- Negotiations in conflict situation.
- Let more real time incidents from the administrative (Government) side be included.

(I) Overall rating for this programme is 4.49/5.0

Comments:-

- Programme is very good. It will make some difference to him.
- The programme has been extremely beneficial.
- An incredible course, graded as outstanding. I immensely benefited in improving personal traits.
- It was a very useful course.
- Entire programme is organized very well. Inputs given in this course are very interesting, useful and given an additional power.
- Training will help in improving their personal and professional life.
- Overall it was surely a very useful and enlightening programme which gave an insight into their strength & weakness specially when on public platform.

9. Remarks of the Course Director on the feedback given by the participants vide paras 6 (A & B) and 8 (A to I).

This was a greatly successful programme which was designed & delivered out of the research done by the undersigned for last two years. Comments have been noted & will try to incorporate in future programmes.

Over all Grading - 4.49/5.0

(Dr. Nikhil J. Gupta.)
Dy Director(Admn) &
Course Director

- Encl: 1. List of Participants
2. Reading Materials, Feedback & Final Evaluation
3. DVD contains presentations and photos
4. Group Photograph



SARDAR VALLABHBHAI PATEL NATIONAL POLICE ACADEMY
(Government of India : : Ministry of Home Affairs)
HYDERABAD – 500 052.

COURSE REPORT
Workshop on ‘Negotiation Skills’
(11-13 January, 2017)

1. About the Workshop:

Three days Workshop on ‘Negotiation Skills’ has been conducted at the Academy from 11-13 January, 2017 for the IPS officers of the rank of SP to IG (5 TO 22 years of service) and equivalent rank officers from other services of IFS, IC & CES, IRS (IT), Officers from CAPFs, Railways, Postal Services etc. (Direct recruited officers of 5-22 years of service).

2. Workshop Objectives:

- (ii) Understanding the individual role in negotiation process.
- (ii) Developing effective and successful negotiation strategies.
- (iii) Create a sense of mutuality while negotiating with others.
- (iv) Emphasize the importance of Human Psychology through communication and influencing in Negotiation
- (v) Negotiate effectively with various stakeholders on the job through understanding of factors like trust, fairness, power, consistency and knowledgeability.

3. Methodology :

The following methodology was adopted to achieve the course objectives:-

- Interactive presentations
- Simulations
- Group work by the participants
- Presentation by the participants
- Brain storming by the participants and the faculty
- Videos followed by discussions

4. Nominations:

44 nominations (36 Main + 08 Reserve) were received for the Workshop. However, 30 officers attended the Workshop as per the following details:-

| Sl No. | State / Organization | Officers Nominated | Officers Reported |
|--------|--------------------------|--------------------|-------------------|
| 1. | Jharkhand | 02 | 01 |
| 2. | Madhya Pradesh | 02 | 02 |
| 3. | .Maharashtra | 02 | 02 |
| 4. | Tamil Nadu | 01 | 01 |
| 5. | Telengana | 01 | 01 |
| 6. | Uttar Pradesh | 02 | 01 |
| 7. | Uttarakhand | 01 | 01 |
| 8. | Cabinet Sectt | 01 | 01 |
| 9. | Chhatisgarh Forest Deptt | 02 | 01 |
| 10. | HP Forest Deptt. | 02 | 02 |
| 11. | MP Forest Deptt. | 06 | 05 |
| 12. | Ministry of Railways | 03 | 02 |
| 13. | Assam Rifles | 01 | 01 |
| 14. | BSF | 03 | 02 |
| 15. | CISF | 03 | 02 |
| 16. | CRPF | 02 | 02 |
| 17. | CBDT | 02 | 01 |
| 18. | CBI | 01 | 01 |
| 19. | SSB | 01 | 01 |

| | | | |
|-----|--------------------------|-----------|-----------|
| 20. | Puducherry Forest Deptt. | 01 | 00 |
| 21. | Nagaland | 02 | 00 |
| 22. | Rajasthan | 02 | 00 |
| 23. | DRI | 01 | 00 |
| | Total | 44 | 30 |

5. Valediction:

Valedictory Programme was held on 13th Jan. 2017, in the afternoon session and **Ms Aruna M. Bahuguna, Director, SVP NPA, Hyderabad**, delivered the valedictory address on “**Negotiation Skills**” and distributed course completion certificates to all the participants of the course.

6. GENERAL FEED BACK ON COURSE / SERVICES:

At the end of the Workshop, the participants were asked to evaluate the Workshop.

(C) The average rating given by the participants for various aspects of the Course / services are as follows:

| Sl No. | Views by course participants on: | Grading - Out of 5 |
|--------|----------------------------------|-----------------------|
| 1. | Accommodation | 4.68 |
| 2. | Food | 4.15 |
| 3. | Service | 4.34 |
| 4 | Sports | 4.37 |
| 5. | Officers Club | 4.40 |
| 6. | Library | 4.52 |
| 7. | Interaction with Academy Faculty | 4.44 |
| 8. | Interaction with Guest Faculty | 4.50 |

(D) Comments by the participants:

- This course shall not be a onetime affair, rather a biennial.
- The programme is nicely chalked. Sports and library facilities could not be used due to time constraint.
- Overall this workshop was very relevant and excellently organized. My best wishes to all faculty members of institution. We are proud of you.
- Overall gain from this workshop was excellent and it was systematically designed. The content was delivered in a nice way.
- Thanks for everything, a wonderful team of instructors. Learned a lot and remember always. A beautifully crafted programme.
- The quality of food served needs improvement.
- It is good to be the part of multi service negotiation skill courses.
- Well designed course, simulation exercise may include the other party to speak like now
- Excellent programme. Duration should have been more, enabling the participants to interact with groups themselves as all had come from varied backgrounds/organizations
- The whole course was very well and relevant for participants and we would love more and more courses like this to improve our negotiation skills and other professional issues.
- Faculty should also share their experience whatever they have done in past.
- Exclusive programme organized by scientifically elaborative methods. Credit goes to Nikhil Gupta Sir and his team.
- Please give 1 hour for emotional intelligence and simulation on that.
- There is a need for continuously upgrading the knowledge of the course participants and some mechanism should be developed for it.
- It is a new area for course. Hence, some more sharpening is required.
- The infrastructure in the Academy is excellent. Accommodation, transport and classroom facility are truly of every high standards. Some monitoring of the quality of food is required.
- The accommodation and food was very good. The participants should be given the opportunity to access library.
- The programme may be designed to have the sessions during the morning session only by stretching the duration, to enable the participants to visit places of interest in Hyderabad.
- Overall a very enlightening and interesting session.

7. READING MATERIAL:

Handouts/worksheets were supplied to the workshop participants at the beginning and during the course, along with a DVD containing reading material at the end of the course. A copy of the DVD and reading material are enclosed for ready reference please.

8. Evaluation of the Workshop:

The participants were asked to evaluate the Workshop on various aspects and important suggestions received on these aspects are given below:-

(J) Lessons derived from the programme : (Rating out of 5 : 4.65)

- How to design a precise training module, how to deliver a subject in an interesting manner and how to enrich the contents of the course insight.
- Every resource person gave best of his knowledge to improve personality in negotiation.
- Don't come to conclusion straight, some avoidance also needed before reaching to consensus.
- The negotiation skills that I already have become structured , sharpened and expanded
- Self awareness increased, learnt which style to use and how all styles can be put to use.
- We will think in more logical manner and will also look for other benefits also for better and long lasting associations.
- Negotiation skills and the principle on which it is based is understood. Simulation model/practices helped in applying them subconsciously/ consciously.
- During negotiation skill workshop, I gained knowledge about how to play with ethos, pathos and logos, so that outcome during negotiation will be proactive.
- Technical and specific inputs into the negotiation skills learnt will have far reaching impact in my day to day and professional life too.
- We can now do better attempt in our negotiation issues than earlier.
- To think specific and use scientific techniques in negotiation at field level.
- It's something required for police.
- The course provided key theoretical inputs and practical exposure to hone the negotiation skills. Some practical real life case studies should also have been included.
- Openness and trust factor is very important to negotiation. Negotiation is not like always competing with each other.

- Making me aware of shortcomings and strengths during negotiations ; Never reveal your cards initially during negotiations.
- The quality of food can be improved. However, in all other respects, it is an excellent programme.
- More professionalism in our approach would be there in future, I guess.

**(K) How well did the course hold your interest during the programme ?
(Rating out of 5 : 4.74)**

- Enthralling, all four resource persons were outstanding and the way they involved participants, a magnificent show, just like watching a classic movie !
- It is quite interesting and helpful in self assessment in negotiation capability.
- It is one of few courses undergone in last few years in which I have not felt sleepy.
- The course was interesting, particularly simulating exercises.
- Very interactive and our involvement was a lot thereby keeping our interests in the programme alive.
- It was interesting, engaging, interactive and innovative and applicable in day to day life.
- First time such workshop I attended in which participants were given an opportunity to their difficulties and expectations from the negotiation course. Now I feel that I am more systematic in the negotiation process.
- Negotiation skills are highly important in day to day functioning and social life. One must sharpen by acting upon the weak areas.
- The subject matter was catchy and excellently arranged.
- 95% of the time, it was more simulation based, less PPT, so everybody has to participate actively.
- Yes, it is modeled as a pucca workshop.
- Interest level was maintained through simulation and exercises. Mundane lectures were avoided. That was the best part.
- The course was extremely vibrant and achieved its goals completely in terms of holding interest.
- Not even once I was disinterested during the course.

(L) How well were the participants invited to share their ideas and knowledge? (Rating out of 5 : 4.75)

- Open platform architecture of the course, power point presentations and simulation exercises opened up every one, rather every one learnt to express with the mind.
- Participants are invited to share their ideas and knowledge nicely.
- All the participants were given chance to share their ideas and knowledge.
- Very Good. There were ample opportunities.
- It was an open forum, the trainers invited and encouraged the participants to share ideas.
- It fulfills the organizational as well as the personal development interest.
- It was very systematic. Each participant got time to share ideas.
- Mostly. But there were few who were not evincing interest and hence spoil sport for the groups. So please change the groups seating plan often.
- Faculty encouraged the participants all along.
- The encouragement for participation by the faculty was very appreciable which resulted in very active participation by us.
- Participation was at its best, but inhibition on my part stopped me to be more vocal.

**(M) Were the current developments in the field discussed properly?
(Rating out of 5 : 4.48)**

- Yes, simulations like sharing of tone or eloping of a girl and dispute thereof etc. were quite illustrative.
- Yes, real life examples were used in simulation exercises.
- The last case study was the best.
- Yes, wherein it was applicable to police service, but for other services examples may be drawn in future.
- Yes, discussed properly.
- The new concepts of ethos, pathos and logos are new to us. The current videos shown are of advanced techniques.
- Yes, it was 100% relevant to current developments.
- Yes, more close to reality.
- Not really. More real life case studies can be included.
- Current cases/developments were not discussed. This aspect may be focused in future workshops.
- Faculty was thoroughly updated and they tried to provide the inputs of latest development in the field.
- Relevant issues were cited.

(N) Were the material and Cases for the programme relevant?
(Rating out of 5 : 4.68)

- Sufficient. Power Point Presentations were really powerful !
- Yes, material and cases are relevant.
- Contents are designed meticulously and relevant for the participants.
- Yes, in fact refreshers can be held for the people who have interest in the subject.
- The simulation pattern of material is really fantastic.
- Yes, situations and cases were varied and useful.
- Yes. It is very contextual and relevant for the field situation.

(O) Which aspects of the session did you find most useful?

- Smiling faces of resource persons, content of the course and interaction.
- Simulation part
- Multiple party multiple task negotiation is eye opening, it gave new direction for conversation.
- Daily questionnaire forms
- Multiparty negotiation.
- Multi-party negotiation – last case study was the best, because as a field officer that is a situation which we all face.
- Identification of BATNA, ZOPA, how to set goals.
- Simulations which were progressive in the level of negotiations was a good aspect of the training.
- Communication skills needed in negotiation.
- The simulation with competitive partners, marking the goals is good as identifiable with other portion need not be reasonable, objection and can be mischievous.
- Persuasion.
- Simulation exercises on negotiation were the most useful.

(P) Which were the least useful ?

- As such, none.
- Proforma given for Negotiation ability, style and strategy (observation grid).
- Real estate negotiation

- Introductory part of negotiation like characteristics etc.
- The simulation exercise related to Real Estate was in no way concerned with Govt. Officers like me.
- Simulation of constables being divided was not useful as discussion was not in the group with interest. To avoid, maybe we can make the groups to enact discussion in the stage.
- Goal setting, observation grid.
- Inventories used to assess personal choices in the course was least useful. It heavily depended on individual preferences.

(Q) What additional aspects/topics would you like included?

- A few case studies in Indian context, a few illustrations of international level, annual mail exchange on these topics within the group and NPA as a long term measure.
- Case studies on lines with Police like BSF, Forest, Income Tax Department, should also be introduced.
- Gesture of face reading (Non verbal communication), some practical session, simulation exercises.
- More simulation exercises on multi party negotiations
- More Indian movies and clips.
- The case study where ethos, pathos, logos have to be used in the speech, there it could be combined with role play.
- Dressing sense like grading of clothes we wear (International scale), how to develop a child.
- The personal grooming if at all impacts negotiations may be included.
- More number of practical exercises relating to different problems.
- Bring in more case studies from the field rather than giving examples of Bollywood etc.
- Topics like human psychology, legal issues involved and social/peer pressure in negotiation should also be included.
- More emphasis on communication skills during negotiations ; video recording and showing the same on presentation skills.

| |
|----------|
| 4.75/5.0 |
|----------|

(R) Overall rating for this programme

Comments:-

- Excellent, commensurate with need of Force personnel job in the context of globalization and age of virtual reality.
- Excellent
- Programme is very well designed to achieve practical output and resource person restrained to have only power point presentation.
- The course is excellent for anybody to acquire good negotiation skills.
- The training delivered its goods as per my expectations.
- Highly effective programme to enhance and sharpen various skills such as communication, negotiation and inter-personal.
- It is one of the most relevant programme for all of us who are working in field. In day to day job, we can upgrade our negotiation skill by using this negotiation tactics.
- Excellent- Very nicely managed, beautiful atmosphere and set up, Excellent delivery of subject matters by the expert faculties.
- The course conduction and model is really commendable.
- Bring more faculty from other Departments/field.
- Course was useful. Negotiation skills were sharpened by providing key theoretical inputs. The concepts were presented in simple lucid manner.
- Very interactive, participative and excellently formulated. There was o slight hint of dreariness during the workshop. Cheerful and forthcoming ambience.

9. **Remarks of the Workshop Director on the feedback given by the participants vide paras 6 (A & B) and 8 (A to I).**

(Dr. Nikhil J. Gupta.)
Dy Director(Admn) &
Workshop Director

- Encl: 1. List of Participants
2. Reading Materials, Feedback & Final Evaluation
3. DVD containing reading material and photos
4. Group Photograph

2-day Programme for Sub-Inspectors & Inspectors

2-day programme for Sub-Inspectors & Inspectors

(Sessions at a glance)

| Day-1 | | | |
|-----------|---|--|--|
| Time | Session | Key issues to be covered/Resources | Negotiation Competencies |
| 0930-1000 | Introduction | | |
| 1000-1100 | Understanding various issues involved with SIs/Inspectors with respect to Stake-holders they Negotiate with | | <ul style="list-style-type: none"> Contextual Astuteness |
| 1100-1300 | <ul style="list-style-type: none"> Discussion on important Negotiation Competencies Discussion on importance of <ul style="list-style-type: none"> Trust (Building & Repair) Fairness (Defining & Measuring) Power (Where does my power come from?) Consistency (What constitutes Consistency in Negotiation?)..... in Negotiation | Show video of a politician in argument with an Inspector | <ul style="list-style-type: none"> Contextual Astuteness Rigidity & Inflexibility Impersonal Representation of position |
| 1300-1400 | LUNCH | | |
| 1400-1500 | Influencing & Lateral Influencing (Understanding Human Psychology) | <ul style="list-style-type: none"> Cialdini's Six Influencing tactics (Video) Video on "Shadi Mubarak" | <ul style="list-style-type: none"> Effective Communication |
| 1500-1630 | Communication Skills including Non-verbal Communication | <ul style="list-style-type: none"> PPT on Communication Skills Video on Gandhi (1982) Protest speech Video on "Lagaan" PPT on Non-Verbal Communication | <ul style="list-style-type: none"> Effective Communication |
| 1630-1700 | Distribution of communication presentation Work-sheets & explaining how to prepare | Caselets 1 - 3 | <ul style="list-style-type: none"> Effective Communication |

| Day-2 | | | |
|-----------|---|------------------------------------|--|
| Time | Session | Key issues to be covered/Resources | Negotiation Competencies |
| 0915-0930 | Recap | | |
| 0930-1000 | Discussion on knowledge-ability. (Where does knowledge come from? Why knowledge is respected? How can I improve my knowledge over the issue before & during the Negotiation?) | | <ul style="list-style-type: none"> Contextual Astuteness |
| 1000-1115 | Presentation by Groups | | <ul style="list-style-type: none"> Effective Communication |
| 1115-1130 | Tea | | |
| 1115-1300 | Simulation | Simulation for SIs/Inspectors | As per teaching notes |
| 1300-1400 | LUNCH | | |
| 1400-1600 | <ul style="list-style-type: none"> De-brief on Simulation and discussing the Key competencies in Negotiation. Discussion on importance of: <ul style="list-style-type: none"> Effective communication Impersonal representation of position Familiarity bias Rigidity & Inflexibility in Negotiation | Teaching Notes on Simulation | <ul style="list-style-type: none"> Contextual Astuteness Effective communication and Influencing (Human Psychology) Impersonal Representation of position (Emotional balance) Rigidity & Inflexibility |
| 1600-1630 | Wrap up & Conclude | | |

Trainer Notes

Day – 1

Session 1.1

Session Title: Introduction to Negotiation and Overview of the Course

Timing: 0930 – 1000

| Instructor's Guide | Reference | Negotiation Competency |
|---|------------------|-------------------------------|
| <p>Introduction: Welcome all the participants to the 2-Days Programme on “Negotiation Skills”. All the participants should be asked to introduce themselves by telling their names, the work that they are doing. To make introduction interesting they may also be asked to tell one thing about themselves which others do not know.</p> <p>Ask participants what they understand by the term ‘Negotiation’? Take some responses. Then give definition of Negotiation as ‘Communication between two or more parties to reach an agreement on issues on which the parties do not agree.’”</p> | | |

Session 1.2

Session Title: Understanding various issues involved with SIs/Inspectors with respect to Stakeholders they negotiate with

Timing: 1000 – 1100

| Instructor's Guide | Reference | Negotiation Competency |
|---|------------------|---|
| <p>In this session an open discussion should be done to understand various stakeholders with which the SIs/Inspectors negotiate as a part of their job. Similarly, difficulties faced by the SIs/Inspectors in dealing with these stakeholders are discussed. Also ask their responses as to the reasons why they face such difficulties, chart the responses. This will force the participants to think about the handicaps they face different situations on which the 2-day programme can be built. Facilitator may do an open session by asking participants to share their experiences and the responses may</p> | | <ul style="list-style-type: none">• Contextual Astuteness |

| | | |
|---|--|--|
| be put up on chart paper which can be displayed on the walls of the classroom during the whole training. Alternatively this session can be done by way of small group discussion followed by presentation by each group (Preferred method). | | |
|---|--|--|

Session 1.3

Session Title: Concepts in Negotiation

Timing: 1100 – 1300

| Instructor's Guide | Reference | Negotiation Competency |
|--|---|--|
| <p>Show the video of an Inspector and a politician. Take their initial reactions in general. Now ask them to reflect on the video keeping in mind the following issues:</p> <ol style="list-style-type: none"> 1. Was the Inspector fully aware of who is politician is and his influence on the people, the location, the issue in question, the action police took or did not take etc. (Contextual Astuteness) 2. How did the Inspector respond? (Impersonal Representation) 3. Did the conversation go as per the wishes of Inspector? (Rigidity & Inflexibility) 4. Did the ACP offered assistance/guidance to the Inspector (Rigidity & Inflexibility) 5. Was the place appropriate for Negotiation? (Contextual Astuteness) 6. Did the Inspector tried to seek clarification from the politician? <p>The participants may reflect on the above issues for around 20 minutes. This should be followe4d by discussion in the large group.</p> <p>Also discuss the concepts and importance of the following factors: 1. Trust, 2. Fairness, 3. Power, 4. Consistency. Show the video and take some initial reactions from the participants. The facilitator should take one issue at a time and ask the participants their understanding of the concept and the importance of each of these concepts in successful negotiation with various stakeholders. In order to help smooth discussion, facilitator may ask questions like what is Trust. How to build Trust? How to repair Trust if damaged etc. or What is Fairness? What is the importance of</p> | <p>Show video of politician in argument with an Inspector</p> | <ul style="list-style-type: none"> • Contextual Astuteness • Rigidity & Inflexibility • Interpersonal relationships |

| | | |
|--|--|--|
| <p>Fairness in Negotiation, What if one is unfair to some while fair to others etc or What is Power? Where does my Power come from? Is it only related to one's position etc.? What is consistency? How does it keep in Negotiation?</p> <p>A good grounding of understanding of these factors must be done.</p> | | |
|--|--|--|

Session 1.4

Session Title: Influencing & Lateral Influencing (Understanding Human Psychology) Timing: 1400 – 1500

| Instructor's Guide | Reference | Negotiation Competency |
|--|--|-------------------------|
| <p>Show the video "Shadi Mubarak". Ask for their reactions. In this session facilitator should discuss on the concept of influencing and how a person can be influenced while negotiating. Six different methods of influencing as given by Prof. Robert Cialdini should be discussed with the participants by giving suitable examples from policing. Participants should be encouraged to give examples from their past experience if they have used any of these six methods or any other methods to influence someone. (Enclosed note on Cialdini's Six influencing tactics may please be referred to) Facilitator should also discuss with the participants the concept of lateral influencing where a person is indirectly influenced through some other person/persons when one is able to influence him or her directly. Some examples may be given like influencing a political functionary through his party senior or community leader etc. Similarly participants may be asked to share examples from their experience. Facilitator must stress on the importance of lateral influencing in negotiation along with direct influencing.</p> | <ul style="list-style-type: none"> • Cialdini's Six Influencing tactics (Video) • Video on "Shadi Mubarak" | Effective Communication |

Session 1.5

Session Title:

Communication Skills including Non-verbal Communication

Timing: 1500 – 1630

| Instructor's Guide | Reference | Negotiation Competency |
|---|---------------------------------------|-------------------------|
| <p>Facilitator to inform the participants that if one thing that is most important in negotiation then it is communication. Similarly influencing other party(s) is the key to negotiation.</p> <p>Communication is effective in influencing the listeners if three important factors, viz.</p> <ul style="list-style-type: none">• Ethos• Pathos• Logos..... <p>....are kept in mind.</p> <p>Explain the terms ethos, pathos and logos. (Aristotle's Rhetoric)</p> | PPT on Communication Skills | Effective Communication |
| Introduction to Negotiation | | |
| <p>Let the facilitator play the video (Gandhi (1982) Protest speech).</p> <p>Give participants about two (2) minutes to individually think on how ethos, pathos and logos were used by Gandhi to influence the crowd. Let the individuals share their views with the other participants.</p> | Video on Gandhi (1982) Protest speech | Effective Communication |
| Persuasion | | |
| <p>Facilitator to convey to the participants that communication is the most important skill of negotiation. Show another video 'Lagaan'. Let participants give comments on the Ethos, Pathos and Logos they saw in the video.</p> | Video on "Lagaan" | Effective Communication |

| | | |
|---|---------------------------------|-------------------------|
| Also inform them about sequence of Ethos, Pathos and Logos depending upon the situation. | | |
| Non-Verbal Communication | | |
| <p>Facilitator will play another presentation on non-verbal communication and will explain the difference between verbal and non-verbal communication. He will also explain the model of communication.</p> <p>Facilitators will emphasis on the importance and power of non-verbal communication.</p> <p>Discuss with the participants the two types of non-verbal communication and explain the difference between Intentional and Unintentional non-verbal communication.</p> <p>Facilitator will ask the participants about the different forms of non-verbal communication. Note down their responses on the board and have a brief discussion on the different forms.</p> | PPT on Non-Verbal Communication | Effective Communication |

Session 1.6

Session Title: Distribution of Communication presentation Work-sheets & explaining how to prepare Timing: 1630 – 1700

| Instructor's Guide | Reference | Negotiation Competency |
|--|------------------|-------------------------------|
| Introduction | | |
| <p>Facilitator to inform the participants that this is a group exercise and is the extension of the previous session on Communication, Influence and persuasion in negotiations.</p> <p>Facilitator to ask the participants to make group of four (4). Distribute one (1) caselet out of the three caselets provided to each participant in the group.</p> <p>If there are more participants left after forming the groups, then remaining participants can be formed into more groups of 4 each and they will be given one caselet each.</p> <p>Facilitators are encouraged to write more caselets depending upon local issues.</p> | Caselets 1 - 3 | Effective Communication |
| Preparation for the Presentation | | |
| <p>Ask the participants to go through the caselets and prepare their speech/arguments conforming to the presentation using Ethos, Pathos and Logos.</p> <p>Facilitator should ensure that the participants are made to sit in the classroom for the indicated time for the preparation and not allowed to go anywhere.</p> | | |

Day – 2

Session 2.1

Session Title: Re-cap

Timing: 0915 – 0930

| Instructor's Guide | Reference | Negotiation Competency |
|--|------------------|-------------------------------|
| <p>Facilitator to welcome the participants to the second and the final day of the training.</p> <p>Instruct the participants to sit in their small groups, where each participant will get 1 minute to recall and discuss about one issue from the yesterday's training. Facilitator should quickly go through the day's schedule.</p> | | |

Session 2.2

Session Title: Discussion on Knowledgeability

Timing: 0930 – 1000

| Instructor's Guide | Reference | Negotiation Competency |
|---|------------------|-------------------------------|
| <p>Facilitator should discuss the importance of knowledgeability in Negotiations. Following questions may be used to initiate discussion 1.Where does knowledge come from? 2. Why knowledge is respected? 3. How can I improve my knowledge over the issue before & during the Negotiation? 4. What are the consequences of lack of knowledge?</p> <p>Participants should be encouraged to share experiences when they had better knowledge about the issue or did not have adequate knowledge.</p> | | <p>Contextual Astuteness</p> |

Session 2.3

Session Title: Presentation by Groups.

Timing: 1000 – 1115

| Instructor's Guide | Reference | Negotiation Competency |
|---|------------------|-------------------------------|
| <p>Each group will nominate one or two presenters on behalf of the group to make presentation on the given caselet.</p> <p>The facilitator and other participants to keenly observe the presentations and provide instant feedback immediately after the presentation of a group is over. The feedback shall cover whether all the three factor of effective communication, i.e., Ethos, Pathos and Logos have been covered and covered in the sequence as prescribed on day 2.</p> | | Effective Communication |

Session 2.4

Session Title: Simulation

Timing: 1115 – 1300

| Instructor's Guide | Reference | Negotiation Competency |
|---|-------------------------------|-------------------------------|
| <p>In this session participants should be taking part in simulation. Detailed teaching notes as given should be read properly by the facilitator before going into the simulation exercise.</p> | Simulation for SIs/Inspectors | As per teaching notes |

Session 2.5

Session Title: De-briefing on Simulation and discussing the key issues in Negotiation

Timing: 1400 – 1600

| Instructor's Guide | Reference | Negotiation Competency |
|---|------------------------------|---|
| <p>Post lunch session Facilitator may like to undertake a small 5-10 minutes energizing activity so that the participants do not fall asleep lazy after lunch.</p> <p>This session is primarily meant for discussing various key competencies in Negotiation by way of de-briefing of the simulation. Facilitator should write the following competencies on the chart paper (one factor on one chart paper) and ask the participants to share their experience as explained in the teaching notes. The responses given by the participants shall be noted down on different chart papers having titles as given in the column 3 i.e., Negotiation Competencies</p> <p>At the end of the facilitator should emphasize on the importance of these competencies in Negotiation.</p> | Teaching Notes on Simulation | <ul style="list-style-type: none">• Contextual Astuteness• Effective communication and Influencing (Human Psychology)• Impersonal Representation of position (Emotional balance)• Rigidity & Inflexibility |

Session 2.6

Session Title: Wrap Up & Conclude

Timing: 1630 – 1700

| Instructor's Guide | Reference | Negotiation Competency |
|--|------------------|-------------------------------|
| This is the last session of this 2-day Programme. Facilitator should recall all the discussion that has taken place during the 2 day. Especially, remind the participants about benefit they will get if they keep in mind various factors like Trust... etc and different competencies that will help them negotiate better in future. He should clarify any unanswered questions from the participants. Thereafter the participants should be asked to say one sentence about their experience and learning from the programme and how they are going to use the contents or learnings of the programme in their jobs to improve their negotiation skills. | | --- |
| Conclusion | | |
| To conclude, depending on the availability of the time, facilitator may encourage few remarks (feedback) from other participants. | | |

Caselet (1)

Presenter: You are officer-in-charge of a Police station of a district

Your Audience: A group of religious leaders of a minority community from your area

Place of Presentation: Police Station.

Your Objective: To persuade the religious leaders to agree not to change the traditional route of a procession taken out on a particular festival

Background: While your police station area is largely peaceful and people from all the communities have lived peacefully in the past, a group of religious leaders from a minority community have been asking for changing the route of a procession taken out annually. They have made this demand on a few forums. Their argument is that a majority population from their community has shifted to a newer area and hence the route of the procession must change. There are many well meaning leaders from the same community who do not want this change to happen as it may evoke unnecessary tension in the society as other communities may also ask for changing the route. The current regulation states that for any such change, the SP and the Collector must jointly send a report to the Government.

Caselet (2)

Presenter: You are the officer –in-charge of police station Nagpur.

Your Audience: Association of Parents of College going students.

Place of presentation: Your Police Station.

Your Objective: To get the parents to agree to the order issued by the SP that no two wheeler rider shall wrap/cover his/her face with the cloth while driving the vehicles in the city.

Background: You have only recently received a memorandum from the parents' association of college going students requesting you to cancel the order issued by the SP of the district u/s 144 CrPC that disallows any two wheeler rider to wrap/cover his/her face with long cloths.

Nagpur district has had always faced extreme heat along with heat waves during summer months. Most of the college going students who use two wheelers to commute to the college or coaching classes wrap their faces with long cotton cloths to save themselves from extreme heat. However some criminals have used this as an opportunity to commit crimes like chain snatching or robbery by using these long cotton cloths to wrap/cover their faces so as to avoid identification. There was a hue and cry in the area about these crimes and many organizations gave memorandum to the SP to take action against these criminals. After lot of thoughts and discussions the SP has issued the said order u/s 144 CrPC.

While working as OIC of Police Station, you have naturally annoyed many people due to strict action taken by you from time to time. Two such persons who are extremely annoyed with you and have spoken against you in the newspapers in the past are also present in the delegation.

Caselet (3)

Presenter: You are the OIC of Raipur Police Station.

Your Audience: Reporters of English and regional language newspapers in the city at a press conference convened by you. Time: 3 pm

Place of presentation: Your Police Station.

Your objective: To convince the reporters that a particular rumor about a number of thefts in a colony adjacent to the police colony is false. As last year some young boys from the police lines were caught by the citizens stealing number plates and logo of expensive cars in the colony adjacent to the police lines, there is a rumour that the latest thefts in the same colony are being committed by those police boys only.

Background: You took charge of OIC of Police Station Raipur last year. Just a month after you took over the charge of OIC of PS a report of some police boys being caught by the local citizens stealing the number plates and logos of expensive cars was received. You personally intervened into the whole matter. You found that these young boys from police lines are graduates without any jobs. They just keep sitting in the park inside the police lines. They got fascinated with the fancy cars and started collecting the numbers plates and logos by removing those quietly from those cars at night. When you came to know this, you made those boys and their parents' apologies to the owners of the cars and to save the future of these boys, no offence was registered against them-which your SP agreed to. You also had a meeting with local industry association and requested them to give some jobs to them. All the boys were given some kind of minor job which they would do at home and supply to the industries. You have also checked up upon these boys a couple of times in the past. You are convinced that these boys must not have committed these thefts as being reported in the newspapers. However the residents and the newspapers have doubted that these boys must have committed these thefts.

Simulation for Sub-Inspectors/Inspectors Programme

General Brief for the Negotiation Simulation for Sub Inspectors

Rampur Police station was one of the most important PS in the district of Mandi. Not only did the population was huge, the demographic division was also making it a very sensitive area. Equal population of Hindus, Muslims and other castes made this area very troublesome with history of violence.

On 21/12/2015 one SI Ramesh Kumar from the Police station who was investigating a robbery case, was informed by one of his informants that 2 boys from village Dalia were involved in the case. On the information such received the SI went to the village Dalia at around 2100 hrs and met the Sarpanch of the village. He asked for the address of the two boys but Sarpanch refused. Angered by the reply of sarpanch, the SI slapped him and left his house. He then went to the Gram Panchayat office and enquired about the boys. He got the addresses of both and thereafter he went to their houses and took them to police station. The SHO of the PS asked the SI to put them in lock up without arresting them.

Next morning, the SI went to Village Dalia in to record statement of some witnesses. While he was recording the statement of the two witnesses, Sarpanch along with about 100 villagers came there and started shouting slogans against the police and the excesses committed by the police. They were extremely furious and started calling other villagers. More villagers gathered and started shouting slogans against the Police. Soon the villagers forcibly locked the Si inside the village temple and started demanding release of the two boys.

Confidential brief for the SI

You are Ramesh Kumar SI from the Police Station. Your immediate task is to get yourself freed from the Temple. You should also try not to give any assurance to the villagers regarding release of the two boys. After all they are accused of committing robbery and they cannot be released just like that. However, if no evidence is found against them, they will be surely released.

You will get points as below:

You get free without any assurance to the villagers-----100 points

You get free with assurance that at least one of the boys will be released -----50 points

You get released with assurance that both the boys will be released-----25 points

You do not get released though you assure to release the boys -----0 Points

Confidential brief for the Sarpanch

You are Gangadhar –Sarpanch from the village Dalia. Last night the SI slapped you for no fault of yours. The whole village knows about this incident. Your reputation is at stake. This is the chance to settle the score. The villagers are with you. You can now teach a lesson to the Police.

You shall try to get both the boys released from the Police who are innocent. Also you must not release the SI easily to teach the police a lesson so that they do not mess with you in future. However you know that Police may retaliate in future and so you don't mind releasing the SI after some time so that he can go to the PS and get the two boys released. In any case your main task is to get the two innocent boys released from the police.

You will get points as below:

SI gets free without any assurance to the villagers-----0 points

SI gets free with assurance that at least one of the boys will be released -----25 points

SI gets released with assurance that both the boys will be released-----50 points

SI does not get released though he assure to release both the boys -----100 Points

TEACHING NOTES

Simulation exercise for Sub-Inspectors/Inspectors:

This exercise is meant to give the participants a feel of Negotiation. Due to certain issues [here the SI taking away the two boys from the village] the villagers are angry with the police. As soon as they see any police person they try to vent out their anger and frustration in some way or the other [here locking up the SI in the temple and demanding for release of the two boys]

Facilitator to divide the participants in the group of 3 out of which the first person will be playing the role of SI and the other one of the village Sarpanch and the third one a villager. The last one to be made the observer for this group. Facilitator may either divide the participants into roles or let the participants choose their roles. There is no confidential brief for the villager and he is supposed to get briefing from the sarpanch (As the sarpanch deem fit). After explaining the exercise, the facilitator should handover the common brief and the confidential briefs to all the participants according to the roles that they are performing. Thereafter they shall be given 10 minutes to go through their brief after which at least 15-20 minutes shall be given for both the groups that is the SI and the (sarpanch + villager) to prepare their strategies. This should be followed by actual simulation for which around 45 minutes should be given. Before the participants start simulation facilitator should ensure that every participant has understood what exactly is to be done by him or her i.e., what is the goal of simulation. One group of 4 participants playing the simulation shall preferably be given separate rooms or if no separate rooms are available they should be made to sit at some distance from each other. Facilitator should also brief the participants that they should try and get into the actual persona of the character that they are playing in to the simulation and to take the exercise seriously.

Debriefing: After the simulation is over all the participants shall be made to sit in the same group as in the simulation that is 3 participants + 1 observer in a group to sit together. Thereafter facilitator to ask scores from each of the groups and make a note of the same on the white board. All the high and low scores shall be highlighted. Thereafter the facilitator should write down the following questions on a chart paper or a slide:

- (i) How did they feel performing the simulation?
- (ii) What were the difficulties that they faced?
- (iii) What factors helped them to achieve whatever they could achieve in this simulation?
- (iv) If they were to perform the simulation again what will they do differently?

Facilitator should call some of the groups on the dais to talk about their experiences. Especially the groups with lowest and highest scores be asked to share how did they negotiated which will result into peer learning. While the groups are sharing their experiences, the facilitator should go on writing various points on 4 different charts under four different competencies i.e.,

- (i) Effective Communication,
- (ii) Impersonal representation of position (Emotional balance),
- (iii) Rigidity & Inflexibility.
- (iv) Familiarity Bias

If no participant is talking about either of the competencies from 1 – 4 above, the facilitator may ask leading questions to bring about importance of these issues. Facilitator should lead the discussion by highlighting the importance of these four competencies in the negotiation. The facilitator should also remind the participants about various factors discussed in the session 2 i.e., Trust, Fairness, Power and Consistency for effective negotiation.

By the end of this simulation, most of the participants will be fairly convinced about the use of important competencies and factors like Trust... etc. in Negotiations. Facilitator should encourage them to develop these for future negotiations.

PRESENTATIONS

Communication Skills for Negotiation



Understanding the Communication Skills

- What is Communication?
- Is Intention of Sender = Receipt by the Receiver
- Heart/Mind = Heart/Mind

There are three Objectives of communication

- **Informing**
- **Convincing** = State of Mind (Agree)
- **Persuading** = State of Action (Do)

You need to know three things to Make your talk most effective

- **Aristotle's Rhetoric**
- **Ethos**: Credibility of persuader in the eyes of persuadee on the subject
- **Pathos**: Passion -Make people emotional
- **Logos**: Reason & Logic -Man is a rational animal, (Necessary but not sufficient).

Let us watch a movie Clip !

- **Speech in Africa MPG (Video) by MK Gandhi**
 - His first experiment with Satyagraha (1907)

Could You See the Ethos Pathos and Logos in this Speech?

- **Emotions** - Pathos
- **Credentials** - Ethos
- **Logic** - Logos

How to Use Ethos Pathos and Logos?

Negative Bias :

- Start with Pathos
- (If you can't Convince'em -Confuse'em)
- Reason
- Foot in the door technique

Neutral :

- Context specific
- One sided or 'inoculation'.
- Start with Logos & end with Pathos

Lagaan Video

Non Verbal Communication

Categories of Non-Verbal Communication

- **Aesthetic communication**
 - occurs through creative expression. This would include all the art forms: music, dance, theater, crafts, art, painting, and sculpture.
- **Physical communication**
 - includes a smile or frown, wink, touch, smell, salute, gesture, and other bodily movements.

Categories of Non-Verbal Communication

- **Signs are a more mechanical kind of non-verbal communication**
 - include signal flags or lights, a 21-gun salute, a display of airplanes in formation, horns, and sirens.
- **Symbols of communication are used to build self-esteem**
 - includes jewelry, cars, clothing, and other things to communicate social status, financial means, influence, or religion.

Effects of Non-Verbal Communication

- **Your body language can:**
 - Repeat the message your words are saying
 - Contradict what your words are saying
 - Be a substitution for your verbal message
 - Add to the meaning of your message.

Tips for Reading Body Language and Non-Verbal Communication

- **Eye Contact**
 - Is eye contact being made? If so, is it overly intense or just right?
- **Facial Expression**
 - What is their face showing? Is it masklike and unexpressive, or emotionally present and filled with interest?
- **Tone of Voice**
 - Does their voice project warmth, confidence, and interest, or is it strained and blocked?
-

Tips for Reading Body Language and Non-Verbal Communication

- **Posture and Gesture**
 - Are their bodies relaxed or stiff and immobile?
 - Are shoulders tense and raised, or slightly sloped?
- **Touch**
 - Is there any physical contact? Is it appropriate to the situation? Does it make you feel uncomfortable?
- **Intensity**
 - Do they seem flat, cool, and disinterested, or over-the-top and melodramatic?
 -

Tips for Reading Body Language and Non-Verbal Communication

- **Timing and Pace**
 - Is there an easy flow of information back and forth? Do non-verbal responses come too quickly or too slowly?
- **Sounds**
 - Do you hear sounds that indicate caring or concern?

The Five Non-Verbal Abilities

- **Repetition**
 - They can reinforce what is already being said.
- **Contradiction**
 - They can contradict the message and make the speaker seem untruthful.
- **Substitution**
 - They can take the place of words
- **Complementing**
 - They can complement a verbal message, for instance, a pat on the back.
- **Accenting**
 - They can underline a certain point in the message.

Barriers to Non Verbal Communication

- Cultural differences
- Deceptive gestures
- Inappropriate touching
- Negative non-verbal communication
- Perceptual filters.

Thank you

ANNEXURES

Dr. Robert Cialdini and 6 principles of persuasion

By Tom Polanski, EVP, eBrand Media and eBrand Interactive

I have long been a big fan of Dr. Cialdini. I originally became familiar with his work years ago through, “Influence: The Psychology of Persuasion”. It’s a must read. It gave me useful tools to use for marketing to others and taught me how to resist the marketing efforts of others.

Here is a reprint from a leading publication regarding his work and a new book he’s coauthored. It’s the cliff notes version of his original book which I referenced in the preceding paragraph.

SUMMARY: Influencing others isn’t luck or magic – its science. There are proven ways to help make you more successful as a marketer and an office politician.

We talked to a renowned expert on the science of influence and pulled excerpts from two of his books to demonstrate ways to make people say “yes” to your messaging and management. Includes links to scientific studies and takeaways to use at work or at home.

Robert Cialdini, Regents’ Professor of Psychology and Marketing, Arizona State University, has spent 30 years studying the ways people are influenced. He’s whittled his findings down to six key principles, found in the fifth edition of ‘Influence: Science and Practice’.

We interviewed Cialdini and also read through ‘Yes! 50 Scientifically Proven Ways to Be More Persuasive’, a book he co-authored with Noah Goldstein, a professor at the University of Chicago School of Business, and Steven Martin, Director, Influence at Work. The authors “relied entirely on the significant body of research from the study of social influence and persuasion” to suggest ways you can improve outbound messages and office interactions to get the results you want.

Science behind the Principles

“People’s ability to understand the factors that affect their behavior is surprisingly poor,” Cialdini says.

Most people can’t explain why they made a particular decision. But Cialdini can. And being able to identify the underlying factors that influence decisions means he also understands how to use them to get more positive responses.

Be forewarned, though: The knowledge you’re about to receive shouldn’t be used to push shoddy goods or set unfair prices. “When these tools are used unethically as weapons of influence ... any short-term gains will almost invariably be followed by long-term losses.”

Below are Cialdini's six principles of persuasion – along with excerpts from real-world experiments. Note: All experiments cited are from 'Yes! 50 Scientifically Proven Ways to Be More Persuasive'.

6 Principles of Influence

Principle #1: Reciprocation Reciprocation recognizes that people feel indebted to those who do something for them or give them a gift.

For marketers, Cialdini says: "The implication is you have to go first. Give something: give information, give free samples, give a positive experience to people and they will want to give you something in return."

- Experiment conducted

Social scientist Randy Garner published a 2005 experiment that tested whether sticky notes could persuade people to respond to a marketing survey (see hotlinks below). He sent one-third of the surveys with a hand-written sticky note requesting completion, one-third with a blank sticky note, and one-third without a sticky note.

Results:

- Hand-written note: 69% response rate
- Blank sticky note: 43% response rate
- No sticky note: 34% response rate

"[The principle of reciprocation] was born out in the fact that not only did those who received the hand-written note have twice as much compliance, the quality of the answers they gave was significantly better," Cialdini says.

- Application for Marketers

The reciprocation principle explains why free samples can be so effective. People who receive a free, unexpected gift are more likely to listen to a product's features, donate to a cause, or tip a waitress more money. The gifts do not have to be expensive or even material; information and favors can work.

Principle #2: Social Proof

When people are uncertain about a course of action, they tend to look to those around them to guide their decisions and actions. They especially want to know what everyone else is doing – especially their peers.

"Laugh tracks on comedy shows exist for this very reason," Cialdini says.

- Experiment conducted

Cialdini and a team of colleagues ran a soon-to-be published experiment to see which types of signs would most encourage Arizona hotel visitors to reuse towels. They tested four types of signs:

- #1 Cited environmental reasons to encourage visitors to reuse their towels
- #2 Said the hotel would donate a portion of end-of-year laundry savings to an environmental cause
- #3 Said the hotel had already given a donation and asked: “Will you please join us?”
- #4 Said the majority of guests reused their towels at least once during their stay

Percentage of those who reused towels per request:

- Sign #1: 38%
- Sign #2: 36%
- Sign #3: 46%
- Sign #4: 48%

When guests found out that most people who stayed in the same hotel reused their towels, they were more likely to comply with the request.

“What’s most interesting to me,” Cialdini says, “is that the most effective strategy was entirely costless to the hotel. But I’ve never seen it used by any hotel room in any city.”

- Application for marketers

Testimonials from satisfied customers show your target audience that people who are similar to them have enjoyed your product or service. They’ll be more likely to become customers themselves.

A similar principle applies to television commercials that say: “If our lines are busy, please call again.” Instead of saying “Operators are standing by.” The first response implies that other people like your offer so much that the phone lines are busy, which may persuade others to act similarly.

Principle #3: Commitment and Consistency

People do not like to back out of deals. We’re more likely to do something after we’ve agreed to it verbally or in writing, Cialdini says. People strive for consistency in their commitments. They also prefer to follow pre-existing attitudes, values and actions.

- Experiment conducted

In 1987, social scientist Anthony Greenwald approached potential voters on election-day eve to ask whether they would vote and to provide reasons why or why not. 100% said they would vote. On election day, 86.7% of those asked went to the polls

compared to 61.5% of those who were not asked. Those who publicly committed to voting on the previous day proved more likely to actually vote.

- Application for marketers

People want to be both consistent and true to their word. Getting customers or co-workers to publicly commit to something makes them more likely to follow through with an action or a purchase.

Ask your team members if they'll support your next initiative and say why.

Getting people to answer 'yes' makes them more powerfully committed to an action, Cialdini says. For instance, don't tell people: "Please call if you have to cancel." Asking "Will you please call if you have to cancel?" gets customers to say yes, and measurably increases their response rates.

- Note: Age matters

The older we get, the more we value consistency. And that makes it harder for older people to make a change.

Researcher Stephanie Brown co-authored a 2005 study titled "Evidence of a positive relationship between age and preference for consistency," published in the Journal of Research in Personality. The study confirmed the belief that older people become "set in their ways."

The solution? Praise them for making good past decisions, based on the information they had at the time. Then find ways to stress the consistent values connecting old actions and purchases with values underlying any new actions or purchases.

Principle #4: Liking

"People prefer to say 'yes' to those they know and like," Cialdini says. People are also more likely to favor those who are physically attractive, similar to themselves, or who give them compliments. Even something as 'random' as having the same name as your prospects can increase your chances of making a sale.

- Experiment conducted

In 2005, Randy Garner mailed out surveys to strangers with a request to return them. The request was signed by a person whose name was either similar or dissimilar to the recipient's. For example, Robert James might receive a survey request from the similarly-named Bob Ames. (See hotlinks below.)

According to a study reported in Yes!, "Those who received the survey from someone with a similar-sounding name were nearly twice as likely to fill out and return the packet as those who received the surveys from dissimilar sounding names (56% compared to 30%)."

- Application for marketers

“One of the things that marketers can do is honestly report on the extent to which the product or service – or the people who are providing the product or service – are similar to the audience and know the audience’s challenges, preferences and so on,” Cialdini says.

So, for instance, sales people could improve their chances of making a sale by becoming more knowledgeable about their prospects’ existing preferences.

Principle #5: Authority

People respect authority. They want to follow the lead of real experts. Business titles, impressive clothing, and even driving an expensive, high-performing automobile are proven factors in lending credibility to any individual.

Giving the appearance of authority actually increases the likelihood that others will comply with requests – even if their authority is illegitimate.

- Experiment conducted

Stanley Milgram, Psychologist, Yale University, conducted a 1974 experiment where ordinary people were asked to shock ‘victims’ when they answered questions incorrectly. Those in charge were dressed in white lab coats to give the appearance of high authority. The participants were told that the shocks they gave increased 15 volts in intensity each time the person answered incorrectly. In fact, the shocks were completely imaginary. Respondents were acting.

As participants continued to shock their victims, the respondents feigned increasing discomfort until they let out agonized screams and demanded to be released. Astoundingly, about two-thirds of participants ignored these cries of pain and inflicted the full dose of 450 volts.

“According to Milgram, the real culprit in the experiments was the [participants’] inability to defy the wishes of the boss, the lab-coated researcher who urged and, if necessary, directed them to perform their duties, despite the emotional and physical mayhem they were causing.”

- Note: The participants in Milgram’s study were males from a range of age, occupation and education levels. Later research concluded that the subjects’ sex was irrelevant to their willingness to shock the victim.
- Application for marketers

When people are uncertain, they look outside themselves for information to guide their decisions. Given the incredible influence of authority figures, it would be wise to

incorporate testimonials from legitimate, recognized authorities to help persuade prospects to respond or make purchases.

Principle #6: Scarcity

In fundamental economic theory, scarcity relates to supply and demand. Basically, the less there is of something, the more valuable it is. The more rare and uncommon a thing, the more people want it. Familiar examples are frenzies over the latest holiday toy or urban campers waiting overnight to pounce on the latest iPhone.

- Experiment conducted

In 1985, the Coca-Cola Company made their infamous switch from their traditional formula to the sweeter formula “New Coke.” Their taste tests indicated that 55% preferred the new Coke over the old. Most of those tests were blind, but some participants were told which formula was new and which was the original. Under those conditions, the preference for new Coke increased 6%.

Despite the taste tests, the switch to new Coke triggered incredible backlash against it. Time magazine later dubbed it “the marketing fiasco of the decade.”

“The company must have looked at the 6% difference between blind and non-blind preferences and said to themselves ‘Oh, good, this means that when people know that they’re getting something new, their desire for it will shoot up.’”

“In fact, what that 6% really meant was that when people know what it is they can’t have, their desire for it will shoot up. Later, when the company replaced the traditional recipe with the new one, it was the old Coke that people couldn’t have, and it became the favorite.”

- Application for marketers

Say the authors: “The tendency to be more sensitive to possible losses than to possible gains is one of the best-supported findings in social science.”

Therefore, it may be worthwhile to switch your advertising campaign’s message from your product’s benefits to emphasizing the potential for a wasted opportunity:

- “Don’t miss this chance...”
- “Here’s what you’ll miss out on...”

In any case, if your product or service is genuinely unique, be sure to emphasize its unique qualities to increase the perception of its scarcity.

1 day programme for Constabulary

1 day Programme for Constabulary

(Sessions at a glance)

| Time | Session | Key issues to be covered/Resources | Negotiation Competencies |
|-----------|--|--|--|
| 0930-1000 | Introduction | | |
| 1000-1100 | Understanding various issues involved with constabulary with respect to Stake-holders they Negotiate with | | <ul style="list-style-type: none"> • Contextual Astuteness |
| 1100-1300 | <ul style="list-style-type: none"> • Discussion on Negotiation Competencies • Discussion on importance of Trust, Fairness, and Knowledge-ability in Negotiation | <ul style="list-style-type: none"> • Show video of a politician in argument with a Constable | <ul style="list-style-type: none"> • Contextual Astuteness • Rigidity & Inflexibility • Impersonal Representation of position |
| 1300-1400 | Lunch | | |
| 1400-1600 | <ul style="list-style-type: none"> • Simulation and De-brief on Simulation and discussing the Key competencies in Negotiation • Discussion on importance of following competencies <ul style="list-style-type: none"> • Effective communication • Impersonal representation of position (Emotional balance) • Rigidity & Inflexibility • Familiarity bias | <ul style="list-style-type: none"> • Simulation for Constables • Teaching Notes on Simulation for Constables | <ul style="list-style-type: none"> • Contextual Astuteness • Effective communication • Impersonal Representation of position (Emotional balance) • Rigidity & Inflexibility. |
| 1600-1630 | Framing a Check list for Constables (Do's and Don'ts for Negotiation) | Check-list for constables | |
| 1630-1700 | Wrap up | | |

Trainer Notes

Session 1.1

Session Title: Introduction to Negotiations and Overview of the Course

Timing: 0930 – 1000

| Instructor's Guide | Reference | Negotiation Competency |
|--|-----------|------------------------|
| <p>Introduction: Welcome all the participants to the 1-Day Programme on “Negotiation Skills”. All the participants should be asked to introduce themselves by telling their names, the work that they are doing. To make introduction interesting they may also be asked to tell one thing about themselves which others do not know.</p> <p>Also have a quick discussion on what is Negotiation?</p> <p>Let participants reply and then the facilitator may give a simplistic definition as “Communication between two or more parties who have disagreement over certain issues.”</p> | | |

Session 1.2

Session Title: Understanding various issues involved with constabulary with respect to Stake-holders they negotiate with

Timing: 1000 – 1100

| Instructor's Guide | Reference | Negotiation Competency |
|---|-----------|---|
| <p>In this session an open discussion should be done to understand various stakeholders with which the constabulary negotiates as a part of their job. Similarly, difficulties faced by the constables in dealing with these stakeholders may be discussed. Facilitator may do an open session and the responses may be put up on chart paper which can be displayed on the walls of the classroom during the whole day. This session can also be done by</p> | | <ul style="list-style-type: none">• Contextual Astuteness |

| | | |
|--|--|--|
| <p>small group discussions followed by presentations and charting. (Preferred method). Let every participant or groups write down various participants they negotiate with. Thereafter they should discuss difficulties faced by them while negotiating with each of the stake holders. Narrating stories within the small group will put the participants in a proper frame for further discussion on the issue.</p> <p>This session will provide opportunity to the participants to air their views and also connect with their past experience on the topic at the beginning.</p> | | |
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Session 1.3

Session Title: Concepts in Negotiation

Timing: 1100 – 1300

| Instructor's Guide | Reference | Negotiation Competency |
|--|--|--|
| <p>Show the video of a Constable and a politician. Take their initial reactions in general. Now ask them to reflect on the video keeping in mind the following issues:</p> <ol style="list-style-type: none"> 1. Was the Constable fully aware of who is the politician and his influence on the people, the location, the issue in question, the action police took or did not take etc. (Contextual Astuteness) 2. How did the Constable respond? (Impersonal Representation) 3. Did the conversation go as per the wishes of Constable? (Rigidity & Inflexibility) 4. Was the place appropriate for Negotiation? (Contextual Astuteness) 5. Did the Constable tried to seek clarification from the politician? <p>The participants may reflect on the above issues for around 20 minutes. This should be followed by</p> | <p>Show video of a politician in argument with a Constable</p> | <ul style="list-style-type: none"> • Contextual Astuteness • Rigidity & Inflexibility • Impersonal Representation of position |

| | | |
|--|--|--|
| <p>discussion in the large group.</p> <p>Also discuss the concepts and importance of the following factors: 1. Trust, 2. Fairness, 3. Power, 4. Consistency. The facilitator should then take one issue at a time and ask the participants their understanding of the concept and the importance of each of these factors in successful negotiation with various stakeholders. In order to help smooth discussion, facilitator may ask questions like what is Trust? How to build Trust? How to repair Trust if damaged etc. or What is Fairness? What is the importance of Fairness in Negotiation, What if one is unfair to some while fair to others etc or What is Power? Where does my Power come from? Is it only related to one's position etc.? What is consistency? How does one keep consistency in Negotiation?</p> | | |
|--|--|--|

Session 1.4

Session Title: Simulation and De-brief on Simulation and discussing the Key issues in Negotiation

Timing: 1400 – 1600

| Instructor's Guide | Reference | Negotiation Competency |
|---|---|---|
| A. In this session participants should be taking part in simulation. Detailed teaching notes are given which should be read properly by the facilitator before going into the simulation exercise. | Simulation for Constables | |
| B. This session is primarily meant for discussing various key competencies in Negotiation by way of de-briefing of the simulation. Facilitator should write the following competencies on the chart paper (one competency on one chart paper) and ask the participants to share their experience as explained in the teaching notes. The responses given by the participants shall be noted down on different chart papers with titles as given under the | Teaching Notes on Simulation for Constables | <ul style="list-style-type: none"> • Contextual Astuteness • Effective communication • Impersonal representation of position (Emotional balance) • Rigidity & |

| | | |
|--|--|----------------|
| column “Negotiation competency”. | | Inflexibility. |
| At the end of the facilitator should emphasize on the importance and development of these competencies in Negotiation. | | |

Session 1.5

Checklist (Do’s and Don’ts) for Negotiation

Timing: 1600 – 1630

| Instructor’s Guide | Reference | Negotiation Competency |
|--|---------------------------|-------------------------------|
| Facilitator should hand-over the checklist Do’s and Don’ts in Negotiation to participants. Let the participants go through the same. Take comments if any. Alternatively facilitator may ask the participants to write one ‘do’ and one ‘don’t’ each & then do the charting followed by handing over the check list. | Check-list for constables | |

Session 1.6

Session Title: Wrap Up

Timing: 1630 – 1700

| Instructor’s Guide | Reference | Negotiation Competency |
|--|------------------|-------------------------------|
| This is the last session of this 1-day Programme. Facilitator should recall all the discussion that has taken place during the day. He should clarify any unanswered questions from the participants. Thereafter the participants should be asked to say one sentence about their experience and learning in the programme and how they are going to use the learning of the programme in their job to improve their negotiation skills. | | |

Simulation for Constables Programme

General Brief for the Negotiation Simulation for Constables

Rampur Police station was one of the most important PS in the district of Mandi. Not only did the population was huge, the demographic division was also making it a very sensitive area. Equal population of Hindus, Muslims and other castes made this area very troublesome with history of violence.

On 21/12/2015 one SI from the Police station who was investigating a robbery case, was informed by one of his informants that two boys from village Dalia were involved in the case. On the information such received the SI went to the village Dalia at around 2100 hrs and met the Sarpanch of the village. He asked for the address of the two boys but Sarpanch refused. Angered by the reply of sarpanch, the SI slapped him and left his house. He then went to the Gram Panchayat office and enquired about the boys. He got the addresses of both and thereafter went to their houses and took them to police station. The SHO of the PS asked the SI to put them in lock up without arresting them.

Next morning, two Constables- Rajesh Kumar and Ramesh Kumar of the Police Station who were on leave on 21/12/2015, went to Village Dalia to serve a summons. They were not aware of the happenings yesterday and went to the Sarpanch directly. When they met him, he was extremely furious and started calling other villagers to his house. Soon around 100 villagers gathered at the house of the Sarpanch. They started shouting slogans against the Police. The two Constables were totally unaware of what was happening. Soon the villagers forcibly locked the two Constables inside the village temple and started demanding release of the two boys.

Do not show this to anyone

Confidential brief for the Constables

You are Ramesh and Rajesh –Constables from the Police Station. While initially you did not know what is happening but villagers told you about last night's incidence.

Your immediate task is to get yourself freed from the Temple. You should also try not to give any assurance to the villagers regarding release of the two boys. After all they are accused of committing robbery and they cannot be released just like that. However, after conducting some more investigation, if the boys are found innocent they can surely be released.

You will get points as below:

Both get released without any assurance to the villagers-----100 points

One of you get released without any assurance to villagers-----75 points

Both of you get released with assurance that one of the boys will be released -----
-----50 points

Both of you get released with assurance that both the boys will be released-----
-----25 points

One of you get released with the assurance that one of the boys will be released -----
-----10 points

One of you get released with the assurance that both the boys will be released-----
-----0 points

Confidential brief for the Sarpanch

You are Gangadhar –Sarpanch from the village Dalia. Last night the SI slapped you for no fault of yours. The whole village knows about this incident. Your reputation is at stake. This is the chance to settle the score. The villagers are with you. You can now teach a lesson to the Police.

You shall try to get both the boys released from the Police who are innocent. Also you must not release the two Constables easily to teach the police a lesson so that they do not mess with you in future. However you know that Police may retaliate in future and so you don't mind releasing one of them after some time so that he can go to the PS and get the two boys released. However you will not release both of them. In any case your main task is to get the two innocent boys released from the police.

You will get points as below:

One of Constables gets released with the assurance that both the boys will be released-----
-----100 points

One of the Constables gets released with the assurance that one of the boys will be released -----75 points

Both the Constables get released with assurance that both the boys will be released-----
-----50 points

Both the Constables get free with assurance that at least one of the boys will be released --
-----25 points

One of the Constables gets free without any assurance to the Villagers -----
-----10 points

Both gets free without any assurance to the villagers-----0 points

Both gets free without any assurance to the villagers-----0 points

TEACHING NOTES FOR

Simulation exercise for constables:

This exercise is meant to give the participants a feel of Negotiation. Due to certain issues [here the SI taking away the two boys from the village] the villagers are angry with the police. As soon as they see any police person they try to vent out their anger and frustration in some way or the other [here locking up the two constables in the temple and demanding for release of the two boys]

Facilitator to divide the participants in the group of 4 out of which 2 will be playing the role of police constables and the other two of the village sarpanch. The 4th participant be made observer. Facilitator may either divide the participants into roles or let the participants choose their roles. After explaining the exercise, the facilitator should handover the common brief and the confidential briefs to all the participants according to the roles that they are performing. Give a separate copy of “Confidential brief for Constables” to both the participants playing the role. Thereafter they shall be given 10 minutes to go through their brief after which at least 15-20 minutes shall be given for both the groups that is the two constables and the sarpanch to prepare their strategies. This should be followed by actual simulation for which around 45 minutes should be given. Before the participants start simulation facilitator should ensure that every participant has understood what exactly is to be done by him or her i.e., what is the goal of simulation. The group of 4 participants playing the simulation shall preferably be given separate rooms or if no separate rooms are available they should be made to sit at some distance from each other. Facilitator should also brief the participants that they should try and get into the actual persona of the character that they are playing in to the simulation and to take the exercise seriously.

Debriefing: After the simulation is over all the participants shall be made to sit in the same group as in the simulation that is 3 participants + 1 observer in a group to sit together. Thereafter facilitator to ask scores from each of the groups and make a note of the same on the white board. All the high and low scores shall be highlighted. Thereafter the facilitator should write down the following questions on a chart paper or a slide:

- i. How did they feel performing the simulation?
- ii. What were the difficulties that they faced?
- iii. What factors helped them to achieve whatever they could achieve in this simulation?
- iv. If they were to perform the simulation again what will they do differently?

Facilitator should call some of the groups on the dais to talk about their experiences. The groups with maximum and minimum scores should be asked to share how they did the Negotiation. This will help peer learning. While the groups are sharing their experiences, the facilitator should go on writing various points on 4 different charts under four different Negotiation competencies i.e.

- (i) Effective Communication,
- (ii) Impersonal representation of position (Emotional balance),
- (iii) Rigidity & Inflexibility.
- (iv) Familiarity Bias

If no participant is talking about either of the competencies from 1 – 4 above, the facilitator may ask leading questions to bring about importance of these competencies. Facilitator should lead the discussion by highlighting the importance of these four factors in the negotiation. The facilitator should also remind the participants about various factors discussed in the session 2 i.e., Trust, Fairness and Consistency for effective negotiation. By the end of this simulation, each participant will be fairly convinced about the four competencies above and also the various factors like Trust, Fairness, etc. The facilitator to encourage the participants on developing the above competencies and factors to help them in future negotiations.

CHECKLIST

Check List for Constables for Success in Negotiations

Do's

1. Always remain alert about the happenings in the society.
2. Talk to your colleagues and seniors about various issues that affect peace or cause of Conflicts in your area.
3. Know your area well. Know the problems, the people, the friends, the mischief mongers, the Conflict creators.
4. Whenever you are deployed on duty, ask questions about the event, the people to be handles, past history of the event, any issues of conflict, steps taken by the concerned departments and Police etc.
5. Try to know as many people in your area as possible. Try to genuinely help them in the times of crisis. If you help people when they are in trouble, people will reciprocate the same.
6. Check if you are able to communicate properly with others. The first test is to check whether you can listen! Though it appears to be very basic, many of us forget the most important aspect of communication i.e. listening. If you listen to the other person carefully, you can respond better.
7. You should always speak in an assertive manner. Assertive does not mean Aggressive! There is a difference. Without raising your voice (Or abusing) you can be assertive in your communication. You must listen, then respond (not react) to other person. A response is a well thought reply informing the other person what can be done and what cannot be. Also, if the other person is getting aggressive or abusive, he shall be told clearly that his style of communication will not lead to any fruitful result.
8. Know the local customs, traditions and language to negotiate better. If you can speak in a language understood by others and speak in their language, chances of success in negotiation improve.
9. Use logic as far as possible to convince people. However, logic may not work always. Sometimes, emotional appeals also work. Learn to do that.
10. Eye contact should be maintained while talking to other people.
11. Maintain reasonable distance while talking with others.
12. Any other.....?

Don'ts:

1. Don't ill treat people when they come to you for help.
2. Don't be foulmouthed. People will not forget your behaviors when you need their help.
3. Never try to bully people in negotiation because you think you have 'Power'.
4. Do not try to impose 'your way' on the other party. Try to convince them.
5. Do not threaten people with legal consequences unless it is really necessary.
6. Never let your Ego come in way of your work. People do not like egoistic people and may not help you.
7. Do not get threatened by the threats given by people especially people with political background. If you know your job well and use the law fairly, no one can harm you.
8. Do not bluff or give false promises. You should not get bogged down under pressure of people if you think it's wrong legally or morally.
9. Any other.....?