

Decrypting
NEGOTIATION

HOW THE KEYS OF
LANGUAGE, CULTURE,
AND OUR SEARCH FOR SOLUTIONS
DEFINE PARTNERSHIPS



**DAVID B.
MORSE**

Excerpt:
RAISING THE PERISCOPE ON NEGOTIATION #1:
“MY FAMILY AND THE MOROCCAN POLICE”

Decrypting Negotiation

Table of Contents

Dedication	2
Introduction	4
PART I: PATTERNS OF NEGOTIATION	14
Chapter 1: Molecules to Mortals, or Curiosity Explodes	15
Chapter 2: Puzzles to Codes, or Disorderly Pieces	23
<i>On-the-Job Training, The Decoder Ring</i>	
Chapter 3: Codes to Ciphers, or Adjustable Seasonings	43
<i>Blended Enrichment, The Takedown</i>	
Chapter 4: Ciphers to Recipes, or Missing Ingredients	64
<i>Tangling with Authority, Clandestine Operations</i>	
PART II: DECRYPTION KEYS	80
Chapter 5: Language Ciphers Transmit	81
<i>Thought and Concepts, Speech and Sounds, Script and Characters</i>	
Chapter 6: Culture Ciphers Classify	102
<i>Association and Communities, Perception and Attributes, Abstraction and Categories</i>	
Chapter 7: Solution Ciphers Utilize	126
<i>Insight and Ideas, Dialogue and Discussions, Collaboration and Societies</i>	
PART III: NEGOTIATION DECRYPTED	151
Chapter 8: Preparation	153
<i>Understanding Context, Establishing Personality</i>	
Chapter 9: Engagement	176
<i>Developing Support, Assessing Change</i>	
Chapter 10: (In Conclusion,) Partnership	199
Further Reading (Bibliography)	206
Acknowledgements	220
About the Author	221

Introduction

Negotiation success is all around us. It permeates us. We create it.

Everyone negotiates, all the time, and everybody has the complete set of skills for success. We discuss with family about what programs to watch, friends about what to do, and colleagues about what to accomplish. We bargain for sustenance, shelter, and transportation. The media tells us about agreements between nations, companies, and community organizations affecting our daily lives. Negotiation is a discussion about achieving something more, together. It is a domain for everyone and not only for the experts, the powerful, and the influential. Negotiation is part of who all of us are.

Yet although negotiation is familiar, we nevertheless reach a point where understanding *how* to find agreement is elusive. Beyond the comforting confines of existing relationships and familiar responsibilities, negotiations can seem distant and unreadable. Today's headlines noisily proclaim NAFTA and its potential successor 'USMCA', Northern Ireland and Brexit, the Iran nuclear deal but newsworthy negotiations are difficult to interpret and apply to our own discussions at home and work. We feel unsure about such situations despite the plethora of news available 24 hours a day, 7 days a week. We seek to evaluate our business and political leaders concerning issues that influence our lives but feel ill equipped to render judgement confidently. Negotiation is intuitive yet distant.

Many of us seek out help to improve our knowledge and understanding of negotiation for personal, business, or community lives. The typical negotiation reference prescribes for success a series of steps, actions, or a combination of the two. However, negotiation does not move in simple steps from one stage to the next. Rather, negotiation ebbs and flows like a conversation. Negotiation does not march methodically through a rational process; negotiation dances between our conscious and unconscious capabilities. Each negotiation is as unique as each individual is, yet so common that we all negotiate, all the time. Still, experience and practice matter. Something about negotiation is innately human.

Opportunities surround us for improving our negotiation styles and their success, if only we could just translate them. We should be able to understand easily the foundations of negotiation as much as anyone should. We should be able to apply them to achieving life's interests: family, friends, and work. We should appreciate how the right kind of practice creates a fertile environment for accomplishment. We need and deserve an understanding of negotiation that applies to everyone, for discussions both big and small.

-- --- .:~ -:~ --- -:~ .

My family chooses big experiences over big things. A few years ago, we vacationed in Morocco, driving 1900 kilometers over two weeks, experiencing the north, south, and west of this beautifully diverse country. Our daughter had taken several Arabic classes by this time but could only roughly understand the meaning of words in a dialect heavily influenced by French and Berber. My four-month stay

Decrypting Negotiation

in Paris was several years in the past, so neither could I help with translation. Nevertheless, English and our earnest yet shoddy attempts with Arabic and French sufficed among these pleasant and friendly people.

Driving around the country was my responsibility, a somewhat stressful combination of navigating four-lane roundabouts with integral stoplights while trying to take in the scenery. At the end of the trip, we stayed in the south-central city of Marrakesh. We had not yet visited the southwestern coast of Morocco, so on the final day in the country we took a day-trip to Essaouira. Essaouira is a seaside town, north of an area popular with rich Saudi Arabian tourists. Nothing to it: we could leave our luggage in the hotel, take the three hours' drive each way, and be back in time for dinner.

The drive over was straightforward, uneventful. A traffic control point marked each small town's entrance and exit along the way, a familiar sight throughout our two-week tour. Traffic slowed at these points, allowing local police an opportunity to take a quick look at vehicle occupants. No bother for us; apparently, we did not fit any profiles of interest. The routine was familiar: slower speed limits approaching into towns, faster limits departing. We eventually arrived in Essaouira, walked around the town, and leisurely sipped tea by the ocean. Afterwards, we embarked confidently back to Marrakesh.

About an hour from Essaouira, two from Marrakesh, and merrily cruising along the highway, I noticed out of the corner of my eye a group of police officers standing by the side of the road. In the instant later as we passed them, our son yelled, "They're waving us down!"

Pulling the car over, my thoughts raced through what was happening. Maybe I stumbled into a speed trap. Maybe I was indeed speeding. I could not remember the last speed limit sign I had seen.

I rolled down my window as a young police officer walked up along the highway behind us. Different language, different culture; working out a solution to this problem did not seem obvious. We sat frozen in the car seats. No time to sit down and analyze the situation, I could only rely on the years of practice that trained instinct.

Advice from Douglas Adams' 1979 book *The Hitchhiker's Guide to the Galaxy* sprang into my head: Don't Panic. I took a deep breath and relaxed for the upcoming negotiation.

-- --- :. :.

This book offers to make you a better and more confident negotiator by recognizing and practicing our widespread but exceptional capabilities for collaboration. Wherever people work together to achieve more than they could have otherwise, success matters. Beneficial negotiations create solutions and solve problems whether at home, at work, or in business. More efficient and