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Air Force Culture and Language Center

Negotiation Center of Excellence

**Research Cover Sheet**

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**Purpose: This paper captures critical negotiation terms, concepts, and Acronyms in alphabetical order to assist the student in organizing and understanding the basic concepts of negotiations and negotiation theory.**

## Negotiation Terms

<b>Anchoring</b>	Establishing position based on subjective information. Examples include the Manufactures Suggested Retail Price on a vehicle.
<b>Aspiration Point</b>	The best each party hopes to get out of a negotiated agreement. See the Practical Guide to Negotiation or NCE Primer.
<b>Barriers</b>	Actions or words that may prohibit successful negotiations
<b>BATNA</b>	Best Alternative To a Negotiated Agreement. An alternative to negotiation that you can execute independent of your opposite.
<b>Bias</b>	In negotiations, a personal or group tendency or inclination that prevents rational or reasonable decision making. Can be called a prejudice. A barrier to critical thinking or interest development during negotiations.
<b>CNS</b>	Cooperative Negotiation Strategy. Modeled after classical interest base negotiation principles, the Negotiation Center of Excellence developed CNS as a tool for the military negotiator. CNS balances mission and relationships to choose negotiation strategies including cooperative, settle, insist, comply and evade.
<b>Demand</b>	Your take it or leave it offer. A statement of terms with no room for adjustment. Often used in positional bargaining.
<b>Direct Negotiations</b>	The process of negotiation directly between two principles. Normally the least complicated negotiation process.
<b>Distributive Negotiation</b>	Based on limited resources where the parties work to divide the resources to claim maximum value. A zero-sum bargaining approach. Normally uses the comply, insist, or settle strategy.
<b>Framing</b>	The way interests or desires are explained or stated. Specific words and word patterns are important in how items are framed verbally.
<b>Indirect Negotiation</b>	The process of negotiation that employs agents to represent the principles. A typical example would be the use of real estate agents to represent the principles in the sale of a house. Often used in initial diplomatic negotiations. Agents may be needed for their expertise, detachment of the principle, or tactical flexibility for the principle.
<b>Integrative Bargaining</b>	Acknowledges the distribution of resources, but looks to create value. A more partner like approach that uses concepts from interest-based negotiations for both parties to maximize gains.
<b>Interrogative Questions</b>	Questions using "who, what, when, where, how much, and why." Allows for answers that can reveal interests.

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<b>Multi-Party Negotiations</b>	Negotiations between three or more parties.
<b>Offer</b>	A statement of terms which anticipates a counter-offer. It is more flexible than a demand.
<b>Opposite</b>	The person or group with whom you are engaged in negotiations. Sometimes called the negotiation partner, or even adversary, the opposite recognizes the idea that you lack agreement and must negotiate to solve a problem or reach an agreement.
<b>Position</b>	What you want. Your vision of your best possible outcome. A negotiating position is not haphazard. It should be based on carefully developed interests and desired outcomes.
<b>Reframing</b>	Communicating an idea is a new way or "frame" to broaden the view or perspective of your opposite. Much more than restating an idea, it is stating a concept or idea in a new way to expand the perspective of the discussion or interaction. A way to counter "thin slicing."
<b>Reservation Point</b>	The least favorable option or offer either side might accept. Your bottom-line in the negotiation. See the Practical Guide to Negotiation or the NCE Primer.
<b>Stakeholder/Constituents</b>	People outside the negotiation process who are impacted by the negotiation process.
<b>WATNA</b>	Worst Alternative To a Negotiated Agreement
<b>ZOPA</b>	Zone Of Possible Agreement. Also called Bargaining Range. The area between each party's aspiration and reservation points. See Practical Guide or NCE Primer.

<b>Cooperative Negotiation Strategy</b>
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<b>Comply Strategy</b>	A negotiating strategy from the NPSC. The comply strategy reflects low interest in task orientation and high interest in people orientation. The negotiator is concerned with establishing, preserving or improving his/her reputation or relationship. "We will do it your way."
<b>Cooperative Strategy</b>	A negotiating strategy from the NPSC. The cooperative negotiation strategy or CNS reflects high interests in both people and task orientations. Based on the classic IBN model. The cooperative strategy seeks to create new value within available resources. Not a zero-sum process.
<b>Evade Strategy</b>	A negotiating strategy from the NPSC. The evade strategy reflects low interest in people orientation or task orientation. The negotiator seeks to avoid engagement or negotiations.
<b>Settle Strategy</b>	A negotiating strategy from the NPSC. This option is used when task and people orientation are similar or equal and the desire to develop a compromise solution. "Let's split the difference and call it a day"

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**Insist Strategy**

A negotiating strategy from the NPSC. The insist strategy reflects low interest in people orientation, but high interest in task orientation. The negotiator wants to see all his/her interests or outcomes met with little regard to people or relationships. "My way or the highway."

**Negotiation Options**

Different negotiation strategies or processes developed in preplanning that can potentially assist you in solving the problem or reaching the agreement

<b>Cialdini's Influencers</b>
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**Reciprocity**

From Robert Cialdini's Influence: The Psychology of Persuasion - Considered a powerful means of influence, people can feel obligated to return a gift or favor even if it is given freely and without condition. This is the idea behind free samples. If you are given a small sample at the store, you may feel obligated to purchase the product.

**Scarcity**

From Robert Cialdini's Influence: The Psychology of Persuasion - A classic way to attract or influence. Often used in negotiations as a tactic to pressure a decision. You may be told that the "offer is on the table for only the next hour." The opposites desire is to make you commit. In sales it is the idea of a car advertisement that says only two left in stock. This is trying to say "There are very few of these left and this may be the last one." You do not want to miss this deal and are influenced to buy.

**Social Proof**

From Robert Cialdini's Influence: The Psychology of Persuasion -The classic concept of "Everyone is doing it!" You will look at the behavior of larger groups of society and model your behavior after the group. This form of influence can sometimes explain positive or negative behaviors. This is why groups will dress alike or purchase the "popular" toy at Christmas.

**Authority**

From Robert Cialdini's *Influence: The Psychology of Persuasion* - People tend to agree or follow others in perceived or actual power positions or positions of authority. As an example, advertisers will use actors who play authority figures to endorse products even though they have no legitimate knowledge or expertise about the product.

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**Consistency/Commitment** From Robert Cialdini's Influence: The Psychology of Persuasion - Psychologists have identified that people are motivated to and highly desire consistency. They want to feel that they are following a logical and similar path to others. One example of this behavior is the use of the secret ballot. If you were to use a show of hands in a public vote, some may vote in a certain way to be consistent with the largest voting group.

**Liking** From Robert Cialdini's Influence: The Psychology of Persuasion - People will agree with other people that they admire or with their group of friends. The use of "home parties" to sell products to friends is one example of using this concept to increase sales. It is the same reason car dealers use models to advertise their cars as an endorsement by attractive people.

**Interests**

- IBN Interest** Interest Based Negotiations. Underlying reason you are aspiring to a position.
- Process Interests** Interest in establishing or reflecting a specific and logical sequence for a desired outcome. The problem solving effort will establish a specific process or procedure.
- Psychological Interests** Interest in an outcome that provides a non-material reward such as an apology or recognition of position.
- Substantive Interests** Interest in material success in a problem solving process. Reflects a desire for fiscal or material reward.
- Thin Slicing** A term used to describe decision making or development of evidence based on limited information or "thin slices" of reality. For example, thin slicing limits ones ability to see the entirety of a complex situation, to see all sides of an argument, or to fully consider the interests of all parties in a negotiation.

**Cross-Cultural**

**cross-cultural competence** As defined by the Air Force Culture and Language Center - the ability to quickly and accurately comprehend a culturally-complex environment, and then appropriately and effectively act to achieve the desired effect. See [http://www.culture.af.mil/library/pdf/3c\\_factsheet.pdf](http://www.culture.af.mil/library/pdf/3c_factsheet.pdf)

**culture** As defined by the Air Force Culture and Language Center - the creation, maintenance and transformation across generations of semi-shared patterned of meaning, sense-making, affiliation, action and organization by groups. See <http://www.culture.af.mil/>

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**high context culture**

Term from the 1976 book *Beyond Culture* by Edward Hall. Deals with the idea of communications styles and messaging within a culture. High context cultures communicate in a less direct manner. They use messaging through context and delivery with many implied and non-verbal communications. This messaging can be very complex, but is normally well understood within a cultural group, but not well understood outside the group. This is especially true as a low context culture attempts to understand a high context culture. As with any model, this is a rule of thumb. Example high context cultures include Japan, China, African and Arab, etc.

**low context culture**

Term from the 1976 book *Beyond Culture* by Edward Hall. Deals with the idea of communications styles and messaging within a culture. Low context cultures are opposite of the high context with direct communications and do not hold back in their messaging. Examples of low context cultures include the United States, Canada (English speaking), Australia, etc.

<b>Power</b>
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**Expert Power**

Having knowledge in either how to do a process or specific subject matter knowledge.

**Influence Power**

A combination of reward and coercive power. Developed through a working relationship.

**Legitimate Power**

In the military this is quickly identified because of rank or position.

Power gained when you see the authority of others as legitimate/legal/acceptable

**Power**

Power has many definitions, but it can be simply the ability to control outcomes or gain desired outcomes. If you have power you can get things done or achieve your desired objectives. Power comes in many forms to include expert, reward, coercive, legitimate, and referent. Power is also gained through information and relationships.

**Power over**

The power is "fundamentally domination and coercive in nature."

The other party might feel powerless or dependent if the opposite is using "power over."

**Power with**

Power that is jointly developed and shares power with the others involved. The other party might feel empowered and independent if sharing "power with." In the Cooperative Negotiation Strategy this power reflects the interests of both parties.

**Referent/Charismatic Power**

Power because people either have a high identification with and /or respect/admiration for you.

**Reward Power**

Power gained by perceived ability to compensate the opposite

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**Coercive Power**      Power gained by perceived ability to harm or withhold reward

<b>Thinking</b>
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**Divergent**      Creative, spontaneous, adding new options

**Active Asking**

Important negotiation and critical thinking skill. Asking questions that allow the opposite or other party to respond and frame an answer that provides necessary information to further the negotiation process.

**Active Listening**

Critical negotiation skill. First step in any dialogue is to pay attention, but active listening goes beyond this. Active listeners are engaged in the communication process. They provide feedback during the process and avoid biases.

**Convergent Thinking**

Convergent thinkers tend to see problems as obstacles. The problem is a target to be destroyed, managed or overcome. They are capable problem solvers in crisis situations. Effective, but often set their mind on one solution. Normally rational, and principle-based.

**Critical Thinking**

A challenging concept to define, but an important characteristic to obtain. Simply put a critical thinker looks at all parts of a complex issue or problem with a fair, open-minded, and unbiased perspective. The Joint Staff Officer Handbook has a brief description of the critical thinker and states the critical thinker has a "willingness to see ambiguities, multiple potential solutions to a problem, recognition that few answers are black and white, and an interest in exploring the possibilities."

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<b>Terms</b>
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<b>intelligence</b>	(DOD) The product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations. The term is also applied to the activity which results in the product and to the organizations engaged in such activity. See also acoustic intelligence; all-source intelligence; basic intelligence; combat intelligence; communications intelligence; critical intelligence; current intelligence; departmental intelligence; domestic intelligence; electronic intelligence; electro-optical intelligence; foreign intelligence; foreign instrumentation signals intelligence; general military intelligence; imagery intelligence; joint intelligence; laser intelligence; measurement and signature intelligence; medical intelligence; military intelligence; national intelligence; nuclear intelligence; open-source intelligence; operational intelligence; political intelligence; radar intelligence; scientific and technical intelligence; strategic intelligence; tactical intelligence; target intelligence; technical intelligence; technical operational intelligence; terrain intelligence.
<b>Perception</b>	An awareness based on your sensory processes that develops understanding or cognition of a situation
<b>information</b>	1. Facts, data, or instructions in any medium or form. 2. The meaning that a human assigns to data by means of the known conventions used in their representation. Source JP 3-13.1
<b>Trust</b>	From Webster's Online Dictionary - 1. reliance on the integrity, strength, ability, surety, etc. of a person or thing; confidence - 2. confident expectation of something; hope.
<b>Personal Trust</b>	Trust established between two people who share interests. Example would be in a high-context culture with a strong, informal tribal structure that calls for trusting relationships between leaders.
<b>Process Trust</b>	Trust established in procedures, institutions, or structures. Examples in a low context system would be the legal system of the United States
<b>Prevention</b>	The act of preventing
<b>Communication</b>	As defined by Webster's - "the imparting or interchange of thoughts, opinions, or information by speech, writing, or signs." The communication process is one of the keys of successful negotiations including the ideas of active listening and clear and concise sending as well as receiving of ideas.

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<b>Deductive Reasoning</b>	A form of logical reasoning that moves from general thoughts or premises to specific thoughts or conclusions. The example includes: Mary is an Air Force Pilot. All Air Force Pilots attend formal flight training. Mary attended formal flight training.
<b>Divergent Thinking</b>	Divergent thinkers tend to see problems as opportunities. The problem is a starting point from which to imagine solutions. They are creative and spontaneous and are comfortable with uncertainty and ambiguity. Often dislike settling on one solution.
<b>Emotion</b>	Negotiations should minimize the impact of emotion. Negotiators must be aware of the role of negotiation in the process.
<b>Inductive Reasoning</b>	Considered the opposite of deductive reason.

### Non-English Terms

Note: Terms help define the cross-cultural environment. One of the first challenges is insuring an understanding of how individuals and groups define the terms used to frame the environment. These terms are defined with a western bias and the definitions, most likely, do not capture the nuances of each term. It is important to understand, however, that being cross-culturally aware can give you tools and methods to improve your understanding of the environment.

<b>Harengi</b>	Japanese - Taking a stance on reading your opponent. A "gut check" in which you make an emotionally based assessment of your opposite
<b>Wa</b>	Japanese - Harmony. Group harmony is an important and traditional cultural value in Japan. The American concept of individualism is in direct contrast to Wa. Often accompanied by a desire to do well for the status of the group and not the individual. "conflict is a failure of harmony"
<b>Awase</b>	Japanese - one should adapt to the environment as it is presented. A low context American culture may try to "adjust" the environment to meet their needs. A high context culture will assess and adapt to the environment by adjusting instead of changing the environment.
<b>Erabe</b>	Japanese - taking steps to "control" the environment. Low context cultures will react to the environment by attempting to control the situation or the issue. If the river floods, a low context culture might dam the river or dredge a relief canal. A high context culture may adjust their lifestyle to deal with the floods.

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<b>Rengesi</b>	Japanese - The concept of circling a decision making process, especially when changes are made in a process or decision, in order to gain full consensus from the group. A very slow and often bureaucratic process of decision making, but develops harmony by bringing agreement from all in the group. Often viewed as a high context process.
<b>Kto kogo</b>	Russian - "who does what to whom"
<b>Kto za kem</b>	Russian - "who stands behind whom?"
<b>Blat</b>	Russian - system of payments within a business transaction to insure "things get done."
<b>Wasta</b>	Arabic - a go-between or someone that can help get things done within a close personal or perhaps business relationship. Similar to Guanxi.
<b>Baksheesh</b>	Egypt - system of rewards or tips
<b>Guanxi</b>	China - similar to Blat, Wasta, and the American "good old boy" network. A Chinese term for personal connections or networks that allows someone to provide and ask for favors or for services. It can be between two people or a group of people and can also describe extended family that allows someone to "get things done." Depends on a spirit of reciprocity.

<b>Acronyms</b>
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<b>ADR</b>	Alternative Dispute Resolution - Generally defined as formal and informal problem solving or conflict resolving processes that settle issues short of using formal litigation.
<b>ACSC</b>	Air Command and Staff College
<b>AWC</b>	Air War College
<b>NCE</b>	Negotiation Center of Excellence. Find out all details at <a href="http://culture.af.mil/NCE/">http://culture.af.mil/NCE/</a>
<b>NPSC</b>	Negotiation Preferences and Styles Chart. A tool developed by the NCE based on traditional negotiation models and research. The NPSC provides negotiators a quick methodology based on the perceived value of task and people orientation. The NPSC provides five strategies for negotiations.
<b>PME</b>	Professional Military Education - As defined in the Air University Continuum of Officer and Enlisted Professional Military Education Strategic Guidance, December 2009 - The systematic instruction of professional in subjects, which will enhance their knowledge of the science and art of war.
<b>TIPO</b>	Trust, Information, Power, Options. The NCE model for negotiation planning and evaluation
<b>VUCA</b>	Volatile, Uncertain, Complex, Ambiguous