



32nd Annual **INCOSE**
international symposium

hybrid event

Detroit, MI, USA
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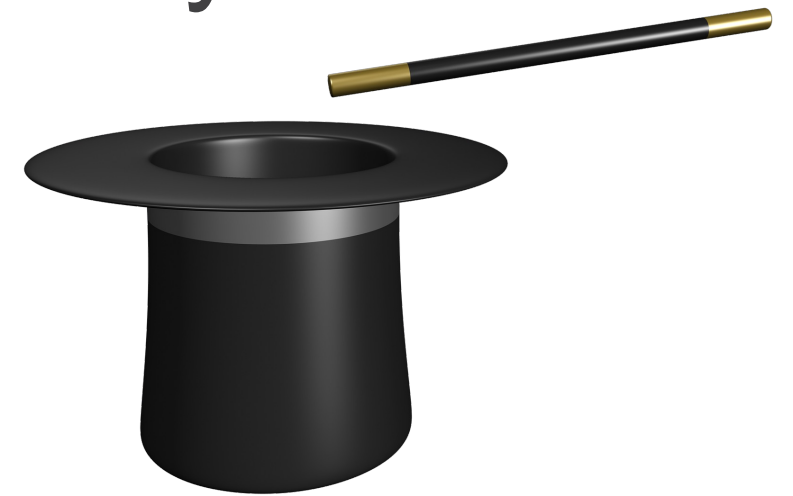
Negotiation for Work Teams

Negotiation: Playing the Infinite Game



Teach me some negotiating tricks!

- Is there a way to trap my opponent into capitulating to what I want?
- How do I turn what he says to my benefit?





Moot Court Example

Required exercise

Standard problem (nationwide)

Case on appeal

2 issues

2 lawyer teams –

one represents appellant

the other respondent/appellee

Appellant goes first, then appellee

then appellant responds

followed by appellee

Faculty member sits as judge

asks questions – issues judgment

Standard strategy:

each lawyer takes one issue

presents prepared argument

presents response

Our case: divorce

we drew the husband (appellee)

appellants, two women, top of class

Our strategy: **TRICKERY!**

we stipulate to first issue

both argue second issue



How did it work?

Great!

Their first speaker had nothing to say
Confusion! Their “second” speaker was unsettled
Court’s demands that they move on
We just presented as planned

Why did it work?

Finite game

taking advantage of the rules
“No tomorrow”
No relationship



BUT . . .

When **we** negotiate **we** are not
playing a finite game!

We care about tomorrow and
relationships



Awareness v. skills

- Awareness teaches us “what”
 - Knowledge or perception
 - Issues, skills, and choices
 - Resource identification
- Skills training would teach us “how”
 - Time constraints

This presentation is for **AWARENESS**





Agenda

- Scenario 1: The finite game
- Scenario 2: The infinite game
- Finite v. infinite – who cares?
- Playing the infinite game
- Solution seeking in the infinite game
- Wrap-up



Scenario 1: The finite game



Finite Games

- Played by known players
- Played with fixed rules
- Agreed-upon objective that, when reached, ends the game
- No concern over whether the game is continued beyond the present situation

Finite game examples

- Chess, card games
- Sports
- Some court cases
 - Except as to the lawyers!





Scenario 2: The infinite game



Infinite Games

- Played by known and unknown players.
- No exact or agreed-upon rules. (There may be conventions or laws that govern how the players conduct themselves.)
- Within those broad boundaries, the players can operate however they want. And if they choose to break with convention, they can.
- The manner in which each player chooses to play is entirely up to them. And they can change how they play the game at any time, for any reason.

Derived from Simon Sinek, *The Infinite Game*



Object of the infinite game

- Episodic goals
 - Define/solve this problem
- Long-term
 - Continue to play
 - Relationships matter

“(S)top thinking about who wins or who’s the best and start thinking about how to build organizations that are strong enough and healthy enough to stay in the game for many generations to come.” Simon Sinek *The Infinite Game*



Finite v. Infinite: Who cares?





Trust and the infinite game

- Trust is the key to continuing the “game”
- Trust in individuals
- Trust in leadership
- Trust in the group





Trust building v. trust-risky behaviors

Trust-risky

- Judgmental comments
- Controlling
- Determinative
- Scheming
- Uncaring
- Hierarchical

Trust building

- Descriptive comments
- Problem oriented (joint)
- Open-minded
- Spontaneous
- Empathetic
- Egalitarian



Playing the Infinite Game



Techniques

- Active listening
- Curiosity
- Sincere inquiry
- Inclusiveness
- Trust

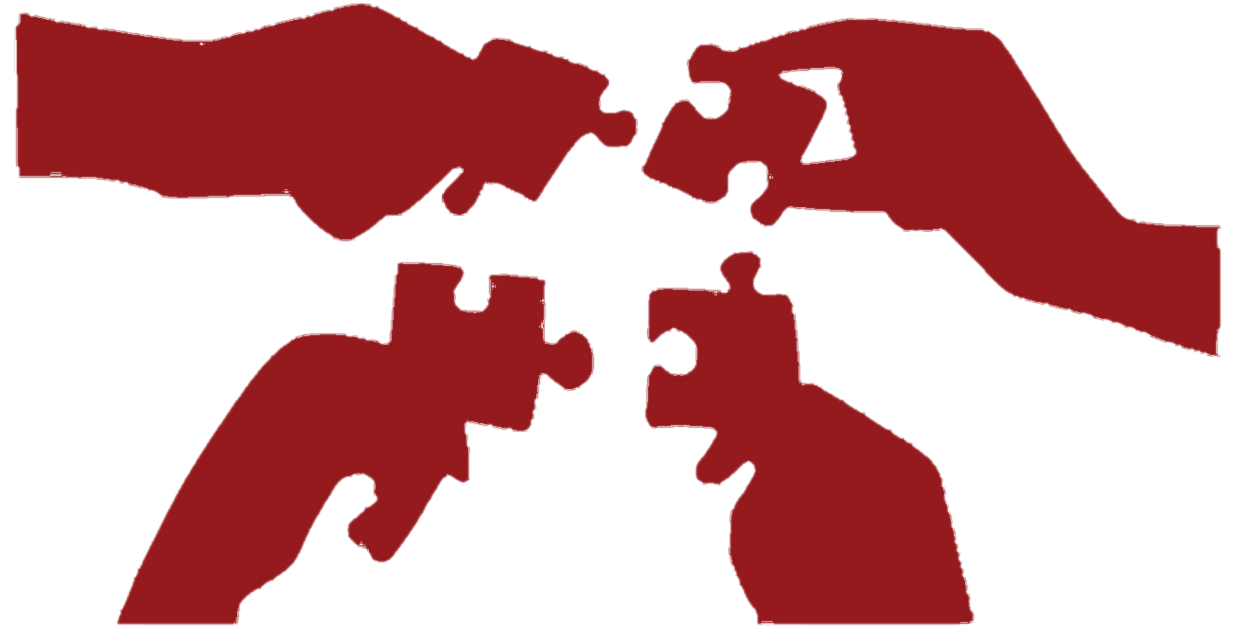




Techniques

- Other-focused
- Curiosity-driven
- Sincerity





Solution Seeking in the Infinite Game



Effective facilitation is the key

- Everyone needs to “feel” heard
- The best path is by actually hearing them
- Use active listening techniques
- Incorporate appreciative inquiry mindset as a part of your approach





Interest-based problem solving

- Solutions designed to satisfy the greatest number of interests
- Based in interests held in common
- Opportunity to invite everyone into the negotiation/decision space through interest discovery





Full Analytical Criteria Method (FACM)

- Based on Thomas Saaty's AHP
- Reduces choices to head-to-head comparisons
- Provides ranking of alternatives
- Value is in the discussions

	Criterion 1	Criterion 2	Criterion 3	Criterion 4	Criterion 5	Row Totals	Criteria Weights
Criterion 1	X					RT1	RT1/GT
Criterion 2		X				RT2	RT2/GT
Criterion 3			X			RT3	RT3/GT
Criterion 4				X		RT4	RT4/GT
Criterion 5					X	RT5	RT5/GT
Grand Total (GT = 1 RTs)						GT	

"The ROW is ____ to the decision than the COLUMN"

Much More Important = 10
More Important = 5
Of Equal Importance = 1
Less Important = .2
Much Less Important = .1

CRITERIA WEIGHTING

	Alternative 1	Alternative 2	Alternative 3	Alternative 4	Alternative 5	Performance Score
Alternative 1	X					RT1
Alternative 2		X				RT2
Alternative 3			X			RT3
Alternative 4				X		RT4
Alternative 5					X	RT5

COMPARISON BY (Criterion)

	C1		C2		C3		C4		C5		
	PS	W	PS	W	PS	W	PS	W	PS	W	FINAL
ALT 1											
ALT 2											
ALT 3											
ALT 4											
ALT 5											

FINAL SCORING



Wrap-up



Where have we been?

- Avoid the idea of “tricks”
 - Why? Undermines trust
- Finite v. Infinite games
 - Depends on continuation
- Why do we care?
 - Ongoing life of the group/team
- How do we play?
 - Relationships matter
- Solution seeking



Resources



Resource list

- Finite and infinite
 - *The Infinite Game*, Simon Sinek
- Negotiation
 - *Never Split the Difference: Negotiating as if Your Life Depended on It*, Chris Voss
- Active listening
 - *Active Listening*, Carl Rogers
 - *Active Listening Techniques*, Nixaly Leonardo
- Problem solving
 - Collaborative Interest Based Problem Solving (<https://bit.ly/3B5j0nu>)
- Supplemental
 - *Stalling for Time: My Life as an FBI Hostage Negotiator*, Gary Noesner

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Thank You!

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