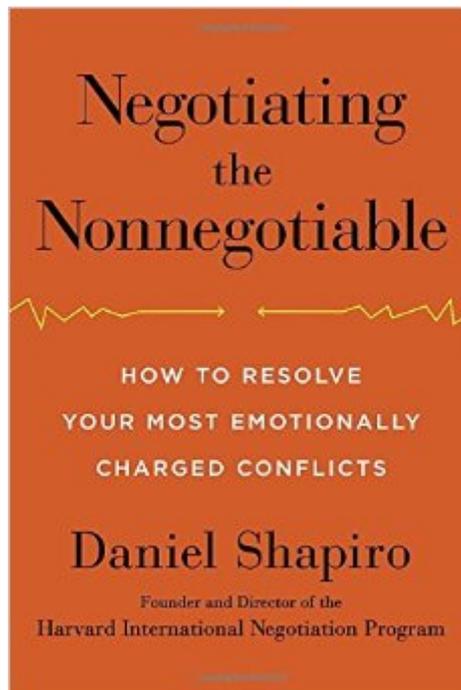


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# Negotiating The Nonnegotiable: How To Resolve Your Most Emotionally Charged Conflicts



## Synopsis

“A masterpiece.” William Ury, coauthor of *Getting to Yes* In this landmark book, world-renowned Harvard negotiation expert Daniel Shapiro introduces a groundbreaking, step-by-step method to resolve your most difficult conflicts. Find out how to successfully resolve your most emotionally charged conflicts. This indispensable guide reveals the five hidden emotional forces that strain your relations and block agreement: vertigo, repetition compulsion, taboos, assault on the sacred, and identity politics. The moment you feel attacked, these forces transform your conflict into an adversarial battle, turning even a straightforward disagreement into an emotional uproar. In *Negotiating the Nonnegotiable*, you will learn a powerful, proven approach to overcome these forces, reconcile your relations, and reach agreement in even your most challenging personal and professional disputes.

## Book Information

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## Customer Reviews

The title of this book certainly caught my eye, as it was intended to. Why negotiate if the given issues are nonnegotiable? Of course, some issues are less negotiable than are others but almost all issues can be negotiated so I proceeded through Daniel Shapiro's narrative, curious to share his thoughts about how to resolve the most emotionally charged conflicts in relationships. The etymology of the word negotiate is instructive. It probably dates back at least to the Latin term *negotiatu* and over time, has meant the removal of barriers to communicating in mutual agreement. Shapiro introduces what he characterizes as a new paradigm for resolving

conflict â ” one that speaks to as much of the heart as to the head. Just as scientists have discovered the inner workings of the physical world, my research in the field of conflict resolution has revealed emotional forces that drive people to conflict. These forces are invisible to the eye, yet their impact is deeply felt: They can tear apart the closest friendship, break up a marriage, destroy a business, and fuel sectarian violence. Unless we learn to counteract such forces, we will tend to engage repeatedly in the same frustrating conflicts, with the same frustrating results. This book provides the necessary tools to overcome these dynamics and foster cooperative relations, turning the more emotionally charged conflict into an opportunity for mutual benefit.â •I hasten to add that this book will be of substantial benefit to supervisors and their relations with their direct reports, to be sure, but it will also help prepare supervisors to increase their direct reportsâ™ understanding of various emotional forces.

Youâ™re sitting across the table from a person who is losing it. Theyâ™re upset again. It could be your boss, a key stakeholder, a customer, or even a member of your team or family, but the fact is, when the formula includes You + Them, the result is a meltdown. If you lead people or projects, conflict is inevitable. In his book *Why Great Leaders Donâ™t Take Yes for an Answer*, Michael Roberto talks about the differences between cognitive conflict and affective conflict. You need cognitive conflictâ ”this leads to better solutions because well-intentioned people are actively disagreeingâ ”even vigorouslyâ ”to get to a better solution. If you donâ™t have a fair dose of cognitive conflict with your team, Roberto suggests it could be a sign they just donâ™t care. But thatâ™s not what Iâ™m referring to in this review. Iâ™m talking about affective conflictâ ”when the line of respect gets crossed. When emotions and biases cloud judgment and people stop listening to each other. When a personal win is more important than a shared win. When you walk away from that meeting and you feel like the life was sucked out of you. Affective conflict sucks. Yet here you are again, with it screaming in your face. Dan Shapiro is the founder and director of the Harvard International Negotiation Program. The guy knows a thing or two about highly emotionally charged conflict and negotiation. He consults with the hostage negotiation arm of the NYPD. He gets Palestinian and Israeli leaders to the table and helps them make real progress. He facilitates sessions with world leaders to show how they are often too apt to prefer seeing the world explode than solve its problems.

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