

EPISODE 423

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[INTRODUCTION]

[0:01:21.6]

FT: Hey, welcome back to So Money everyone. How are you? Hope you're doing great. I'm your host Farnoosh Torabi and very excited for today's guest because he's going to solve all of our negotiation blunders and teach us how to actually maybe achieve world peace. Dan Shapiro is here, he is the founder and director of the Harvard International Negotiation program.

Dan has his PhD and he is a world renowned expert on conflict resolution. From advising leaders of war torn countries to working with senior executives and families in crisis. Dan has helped thousands of organizations and individuals solve the problems that divide us. He recently published a book, it's entitled *Negotiating the Nonnegotiable: How to resolve your most emotionally charged conflicts*.

One of the first questions I asked Dan was, "How do you get that raise once and for all?" Let's talk about the conflict in the workplace and sometimes that's the conflict we have with our

salary. What about the most important and effective way to resolve conflicts over money in your marriage? How to negotiate with people who are just being downright irrational? I mean, how do you even begin? He has all the answer and more.

Here is Dan Shapiro.

[INTERVIEW]

[0:02:40.3]

FT: Dan Shapiro, welcome to So Money, ready to solve all of our conflicts, right?

[0:02:44.6]

DS: Amen! It's good to be here with you Farnoosh.

[0:02:48.4]

FT: I'm so happy to connect with you, I read an article where you were quoted in this article on Business Insider about how to resolve conflict at work, specifically, if you're conflicted about your salary and you want to ask for that raise, it's just one of those emotionally overwhelming situations that we often find ourselves in and it's hard to really be rational and then of course your negotiation skills and advice is not just for people on the job but in politics and conflict resolution overseas and even in your home, when you have battles with your spouse.

Would love to start with how you became the expert in conflict negotiation and conflict resolution Dan. I mean you teach at Harvard, your new book is called *Negotiating the Nonnegotiable: How to resolve your most emotionally charged conflicts*. Where you the child on the playground that was the Switzerland? You were giving everybody the how to, conflict resolver on the playground?

[0:03:51.3]

DS: You know, I was something of the Switzerland on the playground although I'm by no means perfect. I was always, as you asked the question I was thinking about it, I was always sort of connected to the various different circles within elementary and middle and high school, never the center of the circle.

Not the most popular but I've always sort of able to relate to people within each of the different circles. So in that sense, an intermediary almost maybe by nature I'd suppose but definitely some truth to that, and then my own work, my real substance of work in conflict resolution began in the late 80's, early 90's. I was working in eastern central Europe, helping to share tools of conflict resolution as that part of the world was changing from a closed to an open society.

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FT: From your perspective, your book is called *Negotiating the Nonnegotiable*. Is that to say that we can have world peace, we can have harmony at work, we can have harmony at home regardless of whatever the obstacles may be?

[0:04:58.5]

DS: My research has shown that the single biggest problem in so many of these conflicts is not that they're impossible to resolve but that they feel nonnegotiable, which means in other words, it's a mindset that we get into. A mindset in my book, I call it "the tribes effect". When all of a sudden, no matter whether you're negotiating with your romantic partner or it's Israeli's and Palestinians negotiating, all of a sudden that other person becomes conceived of as an adversary, as the enemy. It's that mindset that gets very entrenched but it's also that mindset that one can change.

[0:05:36.3]

FT: So how do you change the mindset? How do I look at my husband when he hasn't done the dishes as you wrote about in Oprah Magazine recently? Something as small of a conflict as that but in the moment right, he's my adversary because he didn't do what he said he was going to

do and it's a small problem but it's maybe indicative of a bigger pattern of things, and I just want to fight and it's midnight. How do I resolve this and go to bed not angry?

[0:06:01.9]

DS: Yeah, I think in the book what I talk about are five emotional forces that tend to pull us toward divisive thinking. These forces most likely at least some of them are acting on you, you may not even know it and they're making the relationship with your husband more difficult. Let me give you one example.

One of the concepts is what I call Vertigo. Vertigo is that experience you get when you get so emotionally consumed in a conflict that you cannot think of anything else but that conflict and that evil other person, be it husband, wife, whatever it might be. And that evil other person, it's as though you are in the midst of an emotional tornado. The walls are swirling around and you cannot see outside of it. That's vertigo.

[0:06:51.5]

FT: That's also what happens when you start shaking, during a fight. That's what happens to me.

[0:06:55.9]

DS: Totally. It's also — one can often see that little tornado coming and the big question then to ask is, "Do I really want to go there? What kind of conversation do I want to have?" In your case with your husband about how to deal with those dishes. Do you want it to be a spiralling conflict that's getting out of control or do you want to approach it more from a place of mutual understanding.

Look, I'm frustrated right now, you said you were going to do this, help me understand what was going on from your perspective, you don't need to get rid of the anger but you don't necessarily need to avoid — to fall prey to vertigo, that spinning circle, spiral.

[0:07:42.6]

FT: You become your worst enemy.

[0:07:45.0]

DS: You can become your worst enemy and all of these emotional forces, they're actually there to protect you, you feel rightly upset, your husband did not do those dishes. So vertigo comes in as one example, it gives you this extra energy to fight for your cause and yet as you start to assert yourself, perhaps to forcefully, all of a sudden, your husband's response is, "You don't understand my situation, I just got home at 11 o'clock tonight." Each has validity to their perspective. The dangers to not — the dangers falling prey to some of these emotional forces that divide us rather than unite us.

[0:08:23.8]

FT: Another emotional force you identify in the book is repetition. Repetition compulsion.

[0:08:30.8]

DS: So this is the experience we all have when we repeat the same dysfunctional patterns of behavior again and again and again and again. This is the couples at home, colleagues at work who get predictably into the same difficult conversations again and again and again and again. And they don't know how to get out. That's the repetition compulsion and it's powerful. For example, I have a very good friend who was in the midst of like a 25 year emotionally abusive relationship. Finally, finally, about a month and a half ago, two months ago, she finally just out of the blue, packed her bags, walked out and went with family in Washington DC.

What does she do every single day as she's in Washington DC, she suddenly starts obsessing, "Should I go back?" She calls him every day and meanwhile the entire family, all of her friends, myself included say, "Don't go back, it doesn't make sense, don't go back." About three weeks ago, what did she do? She goes back, this is the repetition compulsion, we feel pulled to repeat

behaviors that we know don't make sense for us, they're self-sabotaging and yet it's often so difficult to break free of these patterns.

[0:09:54.0]

FT: Would love to talk about some ways we can break through our emotional barriers to resolve conflict at work and then with our money too. First at work, I think the biggest battle that we may have is feeling undervalued at work, we're not making as much as we'd like or as much as we know we can earn because other colleagues are making more than us. How do you go in for the "ask" and get what you want in that negotiation?

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DS: I think the first thing you want to do is to prepare, and to prepare carefully and systematically before walking in. Who is the decision maker? Is the decision maker my boss and what will it take for my boss to say yes, more importantly, why is my boss saying no? Who is my boss responsive to? Where is my boss going to get those extra funds to get me a 5% raise, who does my boss needs to talk to? What is some sort of invitation I could suggest to my boss that would allow him or her to more effectively navigate within that decision system as well?

Big question number one, what are your boss's interests, why should your boss say yes to your request? Point two on preparation, don't walk in with just a random percentage raise that you want. "I want a 5% or 10% raise, I'm essential to the company." What is that number based on? Look for some sort of market standard, there's a lot of information now on the internet. Something that can allow you to have a persuasive argument to your boss. Why this number, why not that?

"Look, I've done my market research, everybody in this junior position that I'm in, in the company for five years, after three other competitor companies, if they've been on the job for three years they get about a 5% to 6% raise. I'm only asking for the five here. I recognize I'm somewhat new still." You suddenly have some sort of objective standard that makes your argument more compelling, fair, it makes it hard to say no to.

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FT: Should you ask for more than what you actually want though? Because you have to leave room for negotiation?

[0:12:07.8]

DS: I suppose it makes sense to have some latitude there, maybe don't start with the 5% start with the seven and your boss can feel some success coming back and saying, "Ha! I got you down to five." On the other hand, I think there's a danger in approaching situation like a positional battle. "I have my position, you have your position," because you start to lose a sense of fairness through that process. My general advice would be to try and draw upon some legitimate standards that are out there, it's much more persuasive.

[0:12:40.1]

FT: There's even been some academic studies out of Harvard that look at the gender differences in negotiating at work. Does your work also mirror that or find truth in that that there should — usually as a woman there is a different strategy that works best because of your gender and also for men?

[0:13:02.0]

DS: I mean, there's very compelling research out there and quite, what's the word? Not disappointing but...

[0:13:11.2]

FT: Sobering.

[0:13:12.2]

DS: Sobering, that's the word I was looking for. It is absolutely sobering research that shows substantial differences over time in the salaries of men versus women and it often goes right back to those first salary negotiations when the man tends to ask for more, push a little bit harder, be a little bit more assertive. The woman perhaps more interested in building a good relationship doesn't ask at the beginning and then over the course of time it's some three fourths of a million dollars, by the end of a person's career, difference.

I think stereotyping the skill set of men and women, if the man's more assertive and the woman has a better ability to navigate the relationship, who is right? I would argue, they're both right. I want the male or female negotiate to build that good relationship and to be assertive. No matter your gender. So if the woman walks in and is somewhat fearful about asking for a bit more in terms of the initial salary or a salary or a promotion. My sense, practice.

Sit with a friend the day before that interview or that conversation, practice with a friend, have your friend be the boss and have the boss maybe even be a little jerky. Like, "No, we can't do the raise." What are you going to say? What are you going to say? How are you going to continue to assert to make sure that your interest get met? Of course that the boss gets mad as well.

[0:14:41.1]

FT: In the Business Insider piece, you actually recommend that you as the person seeking the raise, play the role of boss, of manager because perhaps that's what ultimately is going to give you the sense of empathy and how important is empathy when it comes to negotiation?

[0:14:56.6]

DS: This is the single most powerful thing I think I do when working with CEO's, with heads of state, with distressed families is to literally have them sit in another seat and pretend to be the other person with whom they're negotiating or negotiating against. Because once I understand the mindset of that other persons, empathically really feel with their feeling. I am much more able to influence them because I know where they're coming from, I understand where their mind is at. Now I can change it.

I think empathy to your point is essential and the way I see it, it boils down to one single concept, appreciation. We all want to feel appreciated. You said it at the beginning of our conversation, we want to feel heard and understood. We all want to feel that. The problem I think whether it's at work or at home with one's spouse is that each of us in a conflict desperately wants to feel appreciated by the other person but neither of us wants to do it.

"I'm not going to appreciate you until you appreciate me." You say the same thing, we're now in a stalemate. That offers you the opportunity because if only you, one person in that relationship works to appreciate the other side, they now feel heard and they're more likely to put down their window and listen to you.

[0:16:23.5]

FT: Right, it can be contagious.

[0:16:25.3]

DS: Yes, absolutely.

[0:16:27.4]

FT: So many couple argue about money, for good reason we come to the relationship often with different money patterns, money histories, our own relationship with money may differ. What's the wrong thing that we always do when it comes to money and relationships? We know we argue about it all the time. What is it that we just aren't able to hear each other, we don't have the empathy? Because sometimes it's not even about the money.

[0:16:52.4]

DS: My sense is if a couple or a family is fighting about money, they're not fighting about money. I would dare say they're always if not almost always fighting about something that's deeper

going on and emotional. One of the factors that I found most substantial is autonomy. Autonomy is the freedom to make decisions without somebody else telling you what to do.

Let's say in a marriage, each partner in that marriage wants some freedom to make decisions over money without the other person telling them what to do. Culture might come into this to some degree but generally I think this is true. All of a sudden, if one spouse goes out and spends \$200 on some nice new clothes or a new car even.

The other says, "You did that and you didn't even tell me you were going to do that?" This isn't just a conflict about money, this is a conflict about autonomy. Who has the freedom in their relationship to make decisions about money? One simple way to get around this or to deal with this, if it's a couple's relationship, a family situation, might be for the couple to simply sit down and to think through how they should make those decisions about money.

In other words, hundred dollars or less, you or I, we can go out and spend that if we want, we don't need to even talk to the other about it. Anything more than a hundred or let's say \$200 to \$500, let's say we need to consult. So I need to consult you before I buy that nice new mink coat, you need to consult me before you buy that new office desk for home. Anything that becomes extremely substantial within the financial realm, say \$500 or more, whatever it is. My notion is that might be a third bucket, negotiating.

We need to talk about it and decide, are we really going to renovate the kitchen in our home or not? That becomes a joint decision. I think the problem is when people mix up these buckets. Someone buys the new car without consulting the other, someone makes a more expensive purchase and the other feels like, "Wait a minute, why didn't you tell me about that? This is something for our home, not your home."

[0:19:09.0]

FT: Right. I think it's so important now as couples are getting married later in life and by the time we get married, we've had such a run with our own personal financial life, we've been used to making our own choices, having that financial freedom and autonomy. One of the things I often suggest too in addition, you have great suggestions, I would also add, have your own separate

account and it doesn't have to be a Swiss bank account, it could just be a siloed account under your joint bank. It's just a way for you to be able to put money in, put it aside and also take out money without feeling like you have to "ask for permission" and this is just your personal fund. I completely agree, yup.

[0:19:53.0]

DS: I think that's a brilliant idea. As we talk, we make me think about a story that happened a long time ago. At the time, I was living in Massachusetts, Amherst, small town and dating this woman for about six months. I wasn't yet married and I was about to go off to do a workshop in Eastern Europe. Before I left, I simply asked my then girlfriend Mia, "Would you mind looking after my apartment while I'm gone?" She said, "Fine." I said, "Great."

Come back about two weeks later, walk into my apartment and I see that it is almost completely renovated. Almost everything had been changed. The sofa, different. The pictures on the wall, different. I mean I could go on and on and my autonomy felt impinged. "This is my apartment, this is not yours." I start changing it back to the way it was, but here's the weird part. The weird part is, this apartment the way that Mia had designed it, it looked 100 times better. She had a much better sense of style than I did and yet I'm turning it back to the way it was before. Why? Because it's not about the content, it's about the process.

My autonomy felt impinged and of course she walks in 20 minutes later, she doesn't feel appreciated, her autonomy feels impinged. We had a nice little argument there, I did not have that word autonomy in my vocabulary then, in my conceptual language. This is I think a huge problem when it comes to money. Imagine the situation, your husband lets' say. Farnoosh, let's say your husband puts together a wonderful surprise party for you and buys you a new \$50,000 BMW as a surprise.

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FT: Wow.

[0:21:41.6]

DS: All of this happens but you get there and it's all there. As exciting as this might be, you might also have the slight frustration, "Wait a minute, this is big money and you did not consult me." That's autonomy. In other words, even if somebody is doing something positive for you, if your autonomy doesn't feel respected, it can feel upsetting.

For example, family business. I was just working with someone this weekend. If the children don't feel that they're being consulted in how the money might be transferred to them over time with multigenerational family. They might feel upset even if they're getting the money. This is autonomy. The easiest way to deal with it around money, ACBD. Always consult before deciding, especially around decisions of money that you know will be important to that other person.

[0:22:37.0]

FT: Right. Even if you know what the answer is going to be, even if you know your partner's going to be in agreement with you, it's that process of asking, it's showing the respect and saying, "What do you think?" Can make the world of difference.

[0:22:51.8]

DS: Absolutely. I think even if you know what they're thinking, my sense is, you don't a 100%. You don't know whether they might have just written a check of \$100,000, spent all of your savings on something else. You just bought the surprise \$50,000 BMW, welcome to family chaos. So my sense is, you can always learn, consulting is a nice way to learn and you still can make the decision you want.

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FT: What keeps you continuously curious in your space?

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DS: The opportunity to talk to people like you and to explore this concept from a hundred different perspectives. So my work really has taken me both around the world and I felt utterly fortunate and humbled by it, and also to get to meet a whole variety of different people. Working during the war in the imploding Yugoslavia around issues of conflict. To working later on with heads of state, business leaders and civil society leaders. Everybody is dealing with conflict, everybody is dealing with negotiation. What keeps me alive is both being able to develop new ideas that can help people and then working with a whole variety of different people to try and spread those ideas.

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FT: Are there any current situations that you have tried to help that you just feel are not negotiable?

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DS: There's certainly are some situations that are nonnegotiable. God forbid, somebody with a gun walks into somebody else's office and starts shooting. That might be a better time to run than to try and negotiate. So I think there are certain situations that are nonnegotiable. My whole area of research and the focus is my practical work is how do you help people deal with the emotional and the identity based dimensions of conflict.

How do you deal with the roots of conflict? And there's much more possibility than people think. There are tons of books out there on how to negotiate more effectively and my sense is some are very good and some are quick fixes. "Here is the magic tools." My *Negotiating the Nonnegotiable*, it is not a quick fix, it's a real fix. So how do you deal with the emotional roots of conflict?

To give you one other example, in my book there is a whole chapter on taboos and when I think of the subject of your show, it's so relevant because it's often taboo to talk about money. Whether it's trying to ask for the raise at work or to talk even about money at home with your aging parents or your growing up kids. It becomes like a social prohibition, it can feel dangerous

to almost talk about it. Yet if you don't talk about these issues that you so wonderfully talk about on your show, you can have the danger of people making very dysfunctional decisions.

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FT: It's real, it's valid points.

[SPONSOR BREAK]

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FT: Need a website? Why not do it yourself with Wix.com? No matter what business you're in, Wix.com has something for you. Used by more than 84 million people worldwide, Wix.com makes it easy to get your website live today. You need to get the word out about your business, it all starts with a stunning website.

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[INTERVIEW CONTINUED]

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FT: If you understand that what you're struggling with is a taboo, how do you break through that, given that you might not be supported in your environment because everyone else believes it is a taboo and you are the crazy one now who is bringing it up?

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DS: In my book I talk about a basic system, ACT, three ways to deal with taboos. One, do you want to just accept it? Taking away from money, let's say mom has a drinking problem. I might realize, "Boy, if I raise this issue with mom, she's going to threaten to kill herself again and that does neither of us any good so I'm just going to accept the taboo, I'm not going to talk about it," that's one possibility.

Two, you can chisel it away, that's the C. The idea here is I'm not going to probably talk directly with mom but let me talk to a doctor or someone like that and say the doctor, "Look, I think my mother's really drinking too much right now, I'm worried about our health, when she comes in next week, do you think you might privately be able to talk with her about that." That's chiseling away.

The T is tearing it down, tearing down that taboo. "Mom, we've all come, we're confronting you right now, you have a problem, we're scared for you." There's three different ways to deal with taboos. If you do want to break a taboo and talk about it around money for example, the first thing to do might be to try and establish some sort of safe environment, saying, "Look, can I talk to you Farnoosh confidentially for just a few minutes about something that's really been bothering me?"

You can say, it's something about the money, you can say yes or maybe or no but I'm trying to establish some sort of safe environment where we can start to talk about an issue that otherwise would be very dangerous to talk about.

[0:28:45.9]

FT: So it sounds like in all negotiations, it takes two and you might come to the table with all of this awareness around empathy and autonomy and wanting to create a safe environment but

ultimately that other person needs to be in agreement, how do you get the other person to see your perspective?

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DS: It's a wonderful question, it only takes one. It only takes one...

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FT: Really?

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DS: ...to make the difference. Let me give you an example, part of the work I do is working with hostage negotiators. They're often dealing with someone who is extremely volatile on the other side, most people in the world would consider that person on the other side irrational, "They're going to kill a child, they're going to kill the colleague, they have a gun."

It only takes one, it takes the ability for that hostage negotiator to listen, extremely effectively. To appreciate that other side's perspective to the extent that that other side feels heard, feels understood and the moment that happens, all of a sudden, it's no longer me versus you but it's the two of us thinking through the same problem in front of us.

So, "Wow, your wife divorced you, you haven't seen the kid that you now have in the room with you for the — you haven't seen this kid in five years, you're threatening to kill your own child unless your wife gives you more opportunity to do so, I'm getting it. Help me understand more." All of a sudden, it only takes that one to build that partnership between both sides. Even in extreme situations.

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FT: So when you hear on the news and you read in the papers that certain organizations, let's say ISIS, "We won't even entertain their demands, we won't even entertain or listen to what they need," is that the wrong approach?

[0:30:33.1]

DS: Well I'm not sure that's totally true in terms of what's actually happening. I think at a very formal level, the United States government is not acknowledging or recognizing ISIS. I don't know any facts beyond that but my hunch would be that there are some people who are, at least through third party channels, are trying to connect with some of those people. If that's not true, I would hope that it should be happening.

I wouldn't want a formal US representative to be meeting formally with ISIS representatives. That gives too much legitimacy to a terrorist organization. On the other hand, if there's some way that you can get someone else, lower level person who has connections to the US government who has some ability to connect with people in the ISIS organization, now you can start to learn, "What do they really want? Is their interest just in committing reprehensible violence toward innocent people?"

My hunch is there's something more there. What are their political interest? What are their social interests? Why are 14 year olds joining this organization, what are their interests? Once we can understand what those interests are, we're in a much better place to build policies that can effectively influence the degradation of ISIS.

[0:31:52.8]

FT: Dan, in hearing you, it sounds like a lot of this is also having patience which can be very difficult in this era.

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DS: It is, well certainly in the place like the Middle East. Somebody who I've worked with to some degree, the chief negotiator for the Palestinian authority, he wrote a book recently offering

a number of principles to effective negotiating in the Middle East. Just as you say, patience is one of those big principles. I think patience on the other hand doesn't mean doing nothing. I think there is always something you can do to make yourself a more effective negotiator and conflict resolver.

For example, you just simply observing, "What are my fights typically like with my spouse or with my colleague at work, what's the pattern look like?" Then asking yourself, what is one behavior that you personally might change? To change that behavioral pattern, that's power. It might not solve the whole problem, that might take two years but tomorrow, you can do something that can start moving that relationship in a better direction.

[0:33:01.8]

FT: What have you learned from writing this book? I always ask authors, after you have spent so much time researching and writing the book and now publishing it and marketing it, what's been the biggest lesson learned from publishing this book?

[0:33:14.7]

DS: It's a great question. I honestly have learned so much through publishing this book. One chapter for example is on how do you negotiate the sacred? How do you negotiate those issues that are most important and meaningful in your life, whether religious or not? And writing that chapter took at least a year or two on to itself.

[0:33:38.5]

FT: Really?

[0:33:39.5]

DS: Just trying to understand what is the sacred? How do you understand what this thing is and is it possible to negotiate the sacred? Because what I realized was that the sacred by definition,

it has infinite value. How can I try and quantify the value of my children or my love for my spouse or my parents or something like that? You can't, it's infinite.

It's non-quantifiable and yet how do you then negotiate it? Can you negotiate things that people hold is sacred, whether sacred land or sacred beliefs? And I came to the conclusion that it is possible but a lot of learning in that process and how it might be possible to negotiate. You have a husband and wife, two spouses of different religious backgrounds, how did they negotiate raising the kids? It's a sacred problem but there are ways to deal with this, it wasn't apparent to me before writing the book, after writing the book and as writing it, the idea started to appear.

[0:34:43.4]

FT: Can you give us a clue? How do you do this? I know many families that are of split religions and they are the living in harmony. It can be done obviously.

[0:34:55.1]

DS: It absolutely can be done and some do it wonderfully, some do it terribly, probably many or in between. But one way to do it to simply to become more aware of what that other side holds as sacred and why they hold it as sacred. So in the book I offered the example of a couple, one of the spouses is Jewish, the other is a Christian and the Christian spouse wanted a Christmas tree in the home, the Jewish spouse said, "Oh my gosh, no way."

Now they could have simply had a positional battle over that for years and divorced over it, instead they sat down and really tried to understand why do you want the tree in the house? The Christian spouse she said, "Well, ever since I've been young, there's always been a Christmas tree in our home, I never grew up very religious but it means family to me. It symbolizes family. Why do you not want it?"

The husband says, "You know what? My grandparents, Jewish grandparents disowned me if they knew that I had something of a different religion in my home that I'm not loyal to my own heritage." Very different sacred reasons and once they started talking about that, there were possibilities for living together that had not been clear before. What they ended up doing was

over Christmas, every Christmas, they would celebrate it in the Mother in-law's home who had a Christmas tree and they indeed celebrated Christmas there with the tree but there was no Christmas tree at home.

[0:36:34.5]

FT: See now that to me I feel like I want to respect that but in some other cases, you might be faced with what you consider to be an irrationality. How do you make that work?

[0:36:49.0]

DS: It's a wonderful question and I'm smiling now because I literally just this weekend and I was working with about a hundred family business owners. I asked all of them, "Can I have a show of hands, how many have you recently have negotiated with somebody irrational? Even within your family?" Hundred people, hundred hands are raised. Question number two, "Show of hands, how many of you believe that you have ever been irrational when you negotiated?"

[0:37:17.1]

FT: No one.

[0:37:18.0]

DS: One hand barely goes up. This is what I mentioned earlier and I called the tribes effect. It is this mindset of us versus them in a conflict, there's some basic symptoms to it. Symptom number one, think about that recent conflict in your mind that you're talking about whether with your husband or otherwise.

Symptom one, we start to see the conflict as adversarial. It's me versus you. Point number two, to the tribe's effect, to this mindset is that self-righteousness. "I believe my perspective is absolutely right and legitimate and my husband or wife, I believe your perspective is absolutely wrong and you're crazy."

[0:38:03.9]

FT: So clearly I've learned nothing in the last 35 minutes.

[0:38:05.6]

DS: No, no, no. Point number three is that it becomes a closed system. I'm going to defend my perspective to no ends and I'm not going to inquire curiously about yours. This is a mindset and the good thing is that once you are aware that you're in the mindset, you can move out of it and start to recognize, "Well wait a minute. You know what? In this marriage, it's not who is winning and who is losing. Ha! I won over the dishes this time." The moment the marriage starts keeping score, that marriage is in trouble.

You want, in a family system and an organizational system, you want people working side by side together. "It's not me versus you my spouse, it's the two of us facing the same shared problem. You're not the problem, I'm not the problem, how are we going to deal with this issue of dishes and this issue of time that we want to spend together or how to divide up the project management duties at work? It's not me versus you, it's us."

That's the critical mineshaft. Moving from the tribes effect to a communal or cooperative mindset, the two of us working together on the same shared problem. We've seen the impact of this mind shift work effectively in extremely difficult circumstances. It's not necessarily easy, I think you're right, it is the Promised Land but is absolutely possible to do.

[0:39:39.7]

FT: Well I'm going to work hard to get there.

[0:39:43.6]

DS: At a core, I think the most single powerful piece of advice is to appreciate that other side's perspective. To truly understand and see the value in that other side's perspective and to let

them know. If your husband follows that advice, if you do, if I do, if my wife does, if we all do, that is real power.

[0:40:06.0]

FT: Yes.

[0:40:06.8]

DS: It sounds soft and easy, it is incredibly hard to do it but that's the real power.

[0:40:12.0]

FT: Yeah, that's the power; patience, respect, empathy and I love what you said about autonomy, it's so true. It's so true and we try to practice it in our marriage as well. Thank you so much Dan, I really appreciate your advice and the book is called *Negotiating the Nonnegotiable: How to resolve your most emotionally charged conflicts*. Congratulations on accomplishing that book.

[0:40:38.5]

DS: Well thank you so much and good luck and to your husband, thank you for listening as well.

[0:40:43.4]

FT: He appreciates it, thank you Dan.

[0:40:45.1]

DS: No, thank you, it's an honor to be on your show.

[END]