

# Class 8: Autonomy and Status

# CORE CONCERNS

appreciation, autonomy, status,  
affiliation

**LENS:** To understand negative emotions

E.g., why upset? Why hostile response?

**LEVER:** To stimulate positive emotions

e.g., how address core concerns proactively?

# CORE CONCERN: *AUTONOMY*

We want to be free to make decisions without imposition from others

If others impinge on your autonomy you are less likely to have a positive interaction

In organizations there is a constant tension over degree of consultation because it TRIGGERS core concern for Autonomy

See this in your work life?

Recall last week's movie: how use autonomy as "lens" and "lever" to analyze it?

# WHICH BUCKET TO USE?

When faced with a decision that affects others should you:

- 1) decide alone, don't tell others
- 2) decide then inform ("executive decision")
- 3) consult before decide
- 4) negotiate

Are 1) & 2) the quickest way to resolve issue?

E.g., new furniture for common area? Pay raise for new employees?

# IN WHICH BUCKET SHOULD DECISIONS GO?

CONSIDER:

- time
- effect on quality of decision
- effect on stability of decision
- impact on party discovering they were not included/consulted

# LUNA PEN: TAKE AWAY POINTS

- when making tactical choices consider:
  - how your moves may be read by other party (might it look different depending on cultural filter? E.g., status, gender)

how might your moves may be countered? how might your moves open/foreclose options?

- Tactics should serve a *strategy* (otherwise hard to choose optimal tactic)
- Avoid acting/thinking incrementally (temptation to take it “one step at a time”)

# EMAIL v. FACE:FACE

Advantages of email over face to face?

- Opportunity to think and compose
- Potentially less intimidating (power often exercised by non-verbal means)
- In conflictual relations may mitigate negative emotions
- Convenient

# EMAIL v. FACE:FACE

## Face to Face advantages?

- More trust and cooperation (particularly when interact for first time)
  - Why? **Richness of communication** enhances rapport, which raises trust. (we underestimate value of non-verbal: body language, facial expressions, tone, nodding, eye contact)
- Face:Face opens up critical “**informal time**” (walking down hall, lunch, bathroom, is where the action is!)
- Misunderstandings, and no immediate correction mechanism
- Email leads to more **risky interpersonal behavior** unhinged from social conventions of politeness which build trust (“flaming,” threats, ultimatums, etc.)



# HYPOTHETICAL

- Which world would *you* prefer?
  - A) You make 90k, neighbor makes 100k
  - B) You make 110k, neighbor makes 200k

# HYPOTHETICAL

- Which world would most people (not MBA students) prefer to live in?
  - A) You make 90k, neighbor makes 100k
  - B) You make 110k, neighbor makes 200k

# HYPOTHETICAL

Contrary to economic theory, most people around the world pick A (you make 90k, neighbor makes 100k)

WHY?

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# CORE CONCERN #3: STATUS

- Status: our standing in relation to others.  
Higher OR Lower
- STATUS MATTERS: We DON'T want to be lower.

# CORE CONCERN #3: STATUS

- How do people try to raise their status?
  - Mention which university you attend?
  - Mention “important” people you had dinner with or “important” things you’ve done?
  - Make the other person wait?
  - How we talk, walk, take space
  - Lots of cultural variation but status concern is universal

# CORE CONCERN #3: STATUS

- In a negotiations, what happens if one's status is:
  - Diminished?
  - Elevated?

# CORE CONCERN: STATUS

- What happens if one's status is:
  - diminished?
    - Resentful
    - embarrassed
    - uncooperative
  - elevated?
    - Open
    - confident
    - cooperative



# CORE CONCERN: STATUS

- If we want a cooperative negotiation - don't compete over status. It is not one-dimensional or zero sum.
  - **Claim your status** AND
  - **Recognize other's status**
  - We all have a particular **expertise or experience** which trumps everyone else in the room – find it and point it out.
  - Beware of your “default” status that does not adjust to the situation.

“The Riddle”

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