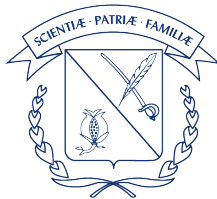


Ethics in Negotiation

Luis Francisco Gómez López

FAEDIS

2024-07-27



UNIVERSIDAD MILITAR
NUEVA GRANADA

Table of contents I

- 1 Please Read Me
- 2 Purpose
- 3 Ethics and its relationship with negotiation
- 4 Ethically ambiguous tactics
- 5 Motives and consequences of using deceptive tactics
- 6 Dealing with the use of deceptive tactics by the counterpart



Table of contents II

7 Acknowledgments

- Check the message **Welcome greeting** published in the News Bulletin Board.
- Dear student please edit your profile uploading a photo where your face is clearly visible.
- The purpose of the virtual meetings is to answer questions and not to make a summary of the study material.
- This presentation is based on (Lewicki, Barry, and Saunders 2024, chap. 5)

Explore and understand the ethical standards commonly accepted in a negotiation process in order to detect and deal with deceptive tactics.

- Ethics is understood as the social standards that are applied to examine what is right or wrong in a specific situation or a process to establish such standards (Lewicki, Barry, and Saunders 2024, chap. 5, p 136).
- The ethical considerations in a negotiation are related to how the exchange of information occurs (Lewicki and Robinson 1998).
 - Because the exchange of information in the negotiation process is vital, the analysis of ethics is associated with examining whether or not there is a dishonest communication.

- To evaluate how ethical the strategies and tactics are in a negotiation, 4 standards can be used (Lewicki, Barry, and Saunders 2024, chap. 5, p 118):

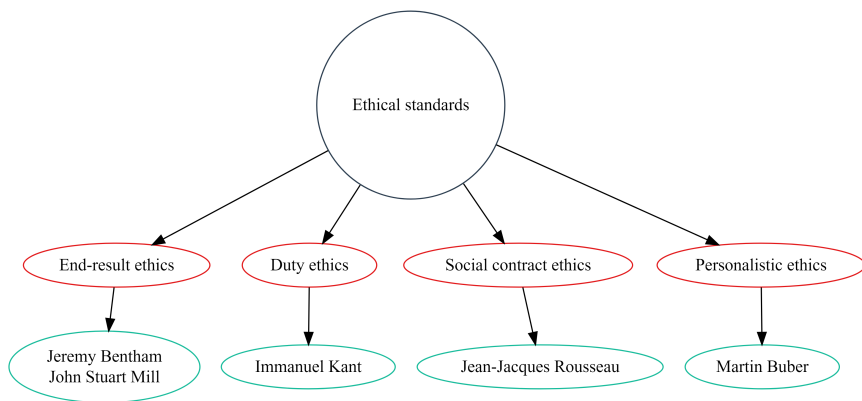


Figure 1: Approaches to ethical reasoning to evaluate strategies and tactics in a negotiation (Lewicki, Barry, and Saunders 2024, pp 140)

- There are tactics that are not ethical and that can be quickly identified, such as stealing confidential data from the counterpart.
 - These types of tactics must be removed from the negotiator's toolbox.
- However, in the context of negotiation there are gray areas. These gray areas are known as ethically ambiguous tactics within the theory of negotiation.
 - These tactics are related to what the negotiators say or what they claim they will do concerning what they really do.

- Gray areas within a negotiating context regarding ethically ambiguous tactics are presented due to the 2 dilemmas a negotiator faces:
 - Dilemma of honesty
 - How much truth should be revealed to the counterpart?
 - Dilemma of trust
 - How much should a negotiator believe what the counterpart says?

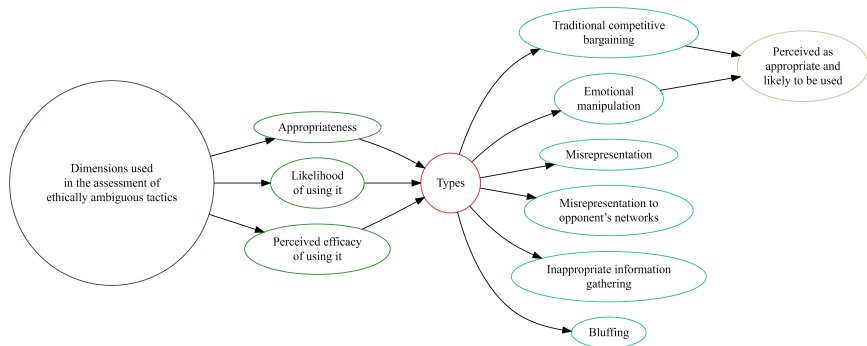


Figure 2: Types of ethically ambiguous tactics (Lewicki, Barry, and Saunders 2024, p 148)

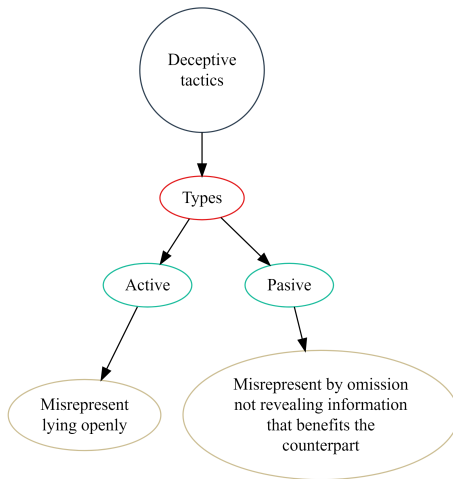


Figure 3: Use of deceptive tactics (Lewicki, Barry, and Saunders 2024, p 151)

- Why do negotiators use deceptive tactics in the context of a negotiation?
 - Need to acquire greater power through the manipulation of information to get closer to the target point
 - Use of a more competitive negotiation style¹

¹This aspect generates a greater probability of using this type of tactics

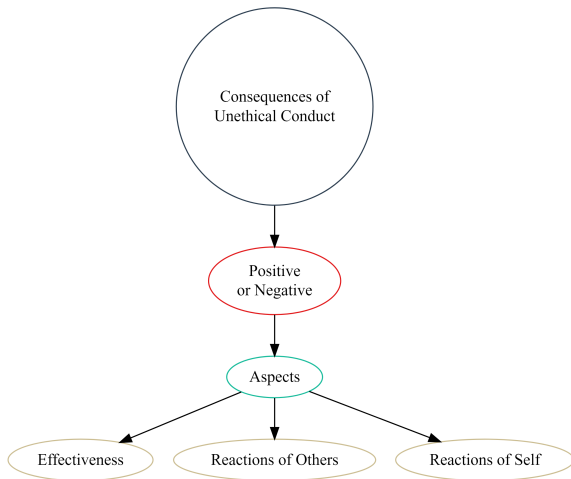


Figure 4: Consequences of unethical conduct (Lewicki, Barry, and Saunders 2024, pp 155-158)

● Effectiveness

- Deceptive tactics generate **positive consequences** when the outcome of the negotiation improves compared to whether a negotiator had acted ethically and if the conduct is not punished where the consequences materialize in the short run.
- Deceptive tactics generate **negative consequences** because the reputation of the negotiator is damaged where the consequences materialize in the future.

● Reactions of Others

- Deceptive tactics generate **positive consequences** only if constituents, indirect actors or interest observers considered appropriate to use this type of tactics².
- Deceptive tactics generate **negative consequences** because retaliations occur directly from the counterpart and possibly from the constituents, indirect actors or interest observers if they consider that the tactic used is inappropriate³.

²This is my own personal opinion and it is not mentioned in (Lewicki, Barry, and Saunders 2024, chap. 5)

³As a personal opinion in the case of the indirect actors or interest observers the retaliation is materialize through a social sanction.

• Reactions of Self

- Deceptive tactics generate **positive consequences** only if the negotiator does not suffer from guilt, remorse or discomfort.
- Deceptive tactics generate **negative consequences** when the negotiator suffers from guilt, remorse or discomfort for having used these tactics⁴

⁴This issue directly affects the negotiation since the negotiator is willing to make greater concessions to the counterpart to compensate for using deceptive tactics.

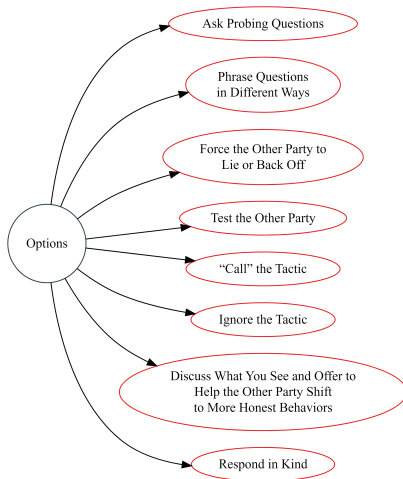


Figure 5: Dealing with deceptive tactics by the counterpart (Lewicki, Barry, and Saunders 2024, pp 172-174)

- **My personal opinion:**

- Read the article (**Adler 2007**):
 - Before the Bargaining Begins
 - During the Bargaining Process
- I think the best approach is to follow the recommendations in the section **Before the Bargaining Begins** because they are carried out during the planning stage of a negotiation where there is more time and information that can be collected in order to respond adequately to deceptive tactics.

- To my family that supports me
- To the taxpayers of Colombia and the **UMNG students** who pay my salary
- To the **Business Science** and **R4DS Online Learning** communities where I learn **R** and **π -thon**
- To the **R Core Team**, the creators of **RStudio IDE**, **Quarto** and the authors and maintainers of the packages **tinytex** for allowing me to access these tools without paying for a license
- To the **Linux kernel community** for allowing me the possibility to use some **Linux distributions** as my main **OS** without paying for a license

References I

Adler, Robert S. 2007. "Negotiating with Liars." *MIT Sloan Management Review* 48 (4): 69–79.

Lewicki, Roy J., Bruce Barry, and David M. Saunders. 2024. *Negociación*. 9th ed. McGraw-Hill Education.
<https://www-ebooks7-24-com.ezproxy.umng.edu.co/?il=40562>.

Lewicki, Roy J., and Robert J. Robinson. 1998. "Ethical and Unethical Bargaining Tactics: An Empirical Study." *Journal of Business Ethics* 18 (2): 211–28. <https://doi.org/10.1023/A:1005719122519>.

