

# Perception, Cognition, and Emotion

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# Please Read Me

- 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 2016, chap. 6](#))

# Purpose

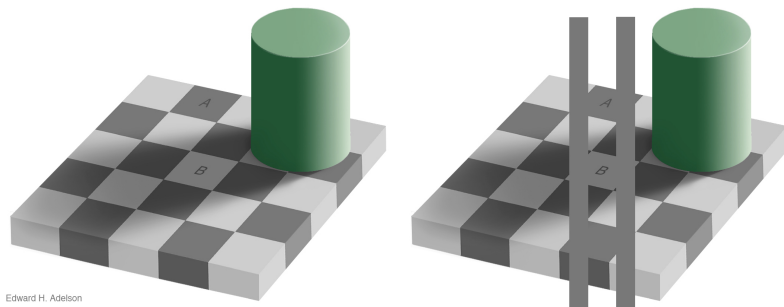
Understand how perceptions, knowledge and emotions affect a negotiation process.

# Perception

- **Perception** is defined as the process by which individuals acquire information from their environment through the senses.
  - This information generates that the individual builds impressions and in that way can act.
- The distortions of the perception may occur when the impressions that are generated don't reflect the real aspects of a situation.
  - This type of distortions are known as **cognitive biases**

# Perception

- Example of a distortion in perception

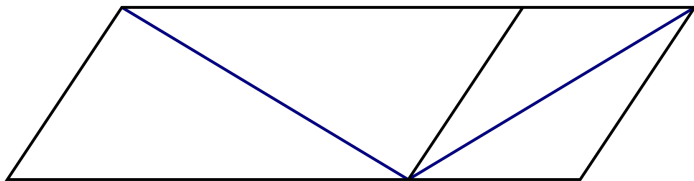


Edward H. Adelson

**Figure 1:** Checker Shadow illusion ([Adelson 1995](#))

# Perception

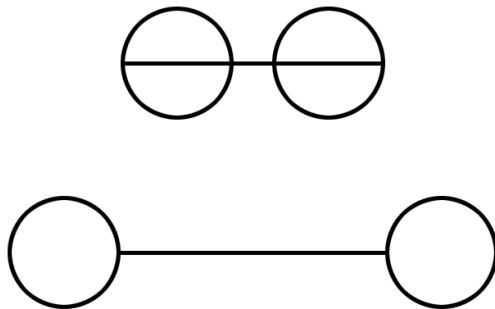
- Example of a distortion in perception



**Figure 2:** Sander's parallelogram ([Luckiesh 2017](#))

# Perception

- Example of a distortion in perception



**Figure 3:** Müller-Lyer Illusion ([Zeman et al. 2013](#))



# Framing

- **Framing** is a concept initially coined by ([Bateson 2000](#)) and developed by ([Goffman 1986](#)).
  - It is defined as the interpretation schemes that individuals use to understand reality and act based on the interpretation they perform.
- In general terms, this means that individuals have built mental filters throughout their lives that allow them to understand the world. In turn, these mental filters influence the decisions they make.

# Framing

- Example of how **framing** can change decisions depending on how information is presented (Tversky and Kahneman 1981, p 453):
  - **Problem 1** [N = 152]<sup>1</sup>: Imagine that the U.S. is preparing for the outbreak of an unusual Asian disease, which is expected to kill 600 people. Two alternative programs to combat the disease have been proposed. Assume that the exact scientific estimate of the consequences of the programs are as follows:
    - If Program A is adopted, 200 people will be saved. **[72 percent]**<sup>2</sup>
    - If Program B is adopted, there is 1/3 probability that 600 people will be saved, and 2/3 probability that no people will be saved. **[28 percent]**<sup>3</sup>
  - Which of the two programs would you favor?

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<sup>1</sup>Number of people that participate in the experiment

<sup>2</sup>Percentage of people that choose Program A

<sup>3</sup>Percentage of people that choose Program B

# Framing

- Example of how **framing** can change decisions depending on how information is presented (Tversky and Kahneman 1981, p 453):
  - **Problem 2** [N = 155]<sup>4</sup>: The same statement as **Problem 1**
    - If Program C is adopted, 400 people will die. [22 percent]<sup>5</sup>
    - If Program D is adopted there is 1/3 probability that nobody will die, and 2/3 probability that 600 people will die. [78 percent]<sup>6</sup>
  - Which of the two programs would you favor?
- **Problem 1** and **Problem 2** are equivalent but they are frame in a different way. This is why the majority choice in **Problem 1** is Program A and for the **Problem 2** is Program D.

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<sup>4</sup>Number of people that participate in the experiment

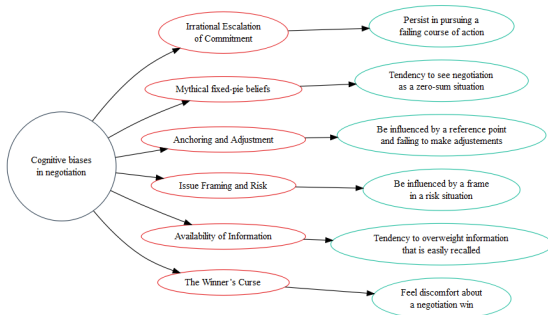
<sup>5</sup>Percentage of people that choose Program C

<sup>6</sup>Percentage of people that choose Program D

- In the field of negotiation you can also influence the perception of the counterpart through framing. An introduction to this topic can be found in ([Shonk 2020](#)):
  - Offer Manageable Choices ([Iyengar and Lepper 2000](#))
  - Make Several Offers ([Leonardelli et al. 2019](#))
  - Be Willing to Be Rejected ([Simonson and Tversky 1992](#))

# Cognitive Biases in Negotiation

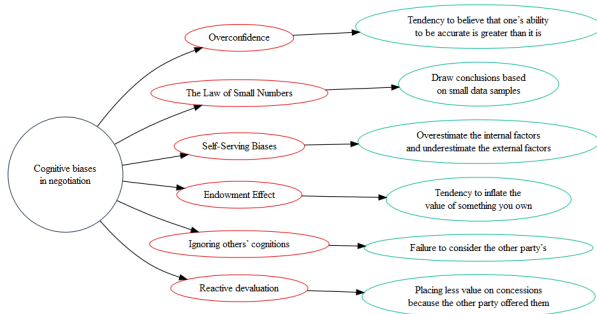
- A **cognitive bias** is defined as a systematic error that affects the decisions and judgments. In (Lewicki, Barry, and Saunders 2016, p 150-156) 12 **cognitive bias** that may occur in the context of a negotiation are described<sup>7</sup>:



<sup>7</sup>For a general **cognitive bias** taxonomy check out (Dimara et al. 2020)

# Cognitive Biases in Negotiation

- A **cognitive bias** is defined as a systematic error that affects the decisions and judgments. In (Lewicki, Barry, and Saunders 2016, p 150-156) 12 **cognitive bias** that may occur in the context of a negotiation are described<sup>8</sup>:



<sup>8</sup>For a general **cognitive bias** taxonomy check out (Dimara et al. 2020)

# An alternative approach: Mood and Emotion

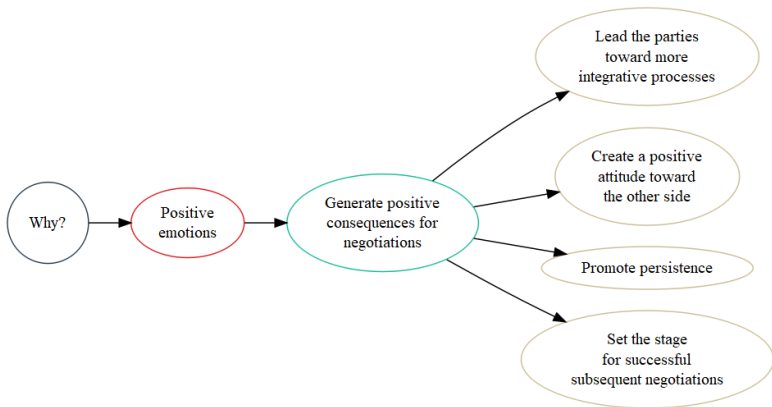
- The study of **cognitive biases** in negotiation is focused on how negotiators make judgment errors or how can negotiators can mitigate or eliminate this errors to improve the decision making process.
- Another approach is to use emotions as a strategic tool in negotiations<sup>9</sup> by adjusting the negotiation stance based on the other party's emotional state.

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<sup>9</sup>As a conflict negotiation professor I am quite bad at using this tool

# An alternative approach: Mood and Emotion

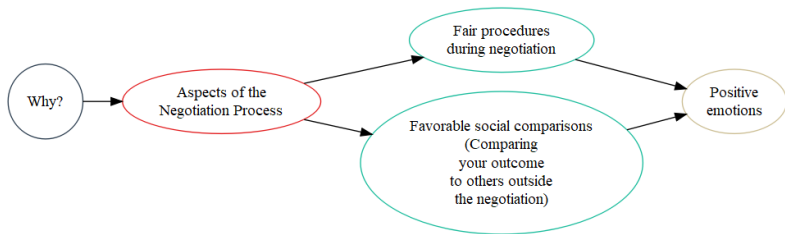
- Positive emotions and positive consequences for negotiations (Lewicki, Barry, and Saunders 2016, p 157-158):





# An alternative approach: Mood and Emotion

- Aspects of the negotiation process and positive emotions (Lewicki, Barry, and Saunders 2016, p 159):



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- 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**
- To the **R Core Team**, the creators of **RStudio IDE** and the authors and maintainers of the packages **DiagrammeR**, **knitr**, and **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

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