



NEGOTIATOR'S NOTEBOOK

Association for Conflict Resolution Savage 2010 Teleclass Notes/ Our Tendencies in Conflict by David B. Savage

A) Introduction:

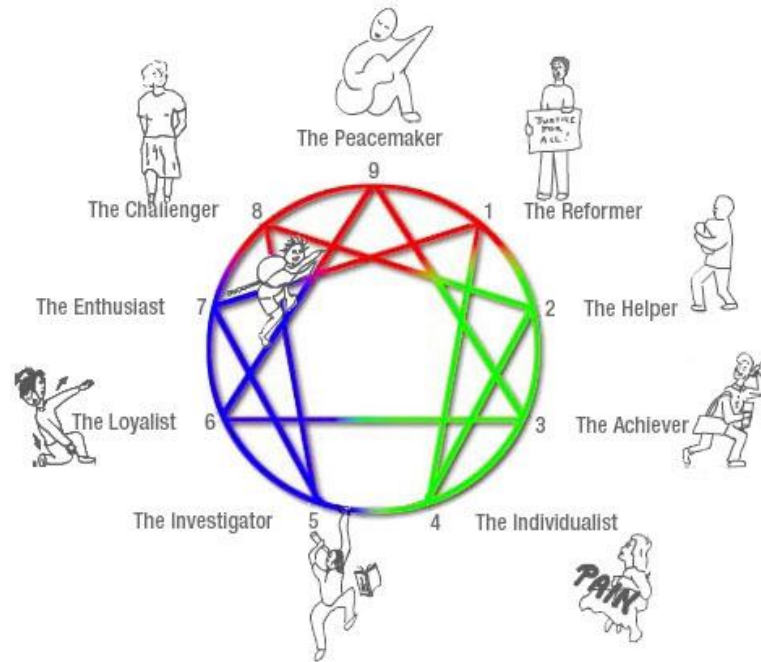
- 1) Three pillars of negotiation;
 - i. Negotiation with others clients or organizations (that is where most focus).
 - ii. Negotiation within your team or organizations (negotiating that relationship, authorities, roles, expectations..), and
 - iii. Negotiating with myself (Erica Fox's upcoming Beyond Yes: Negotiation Mastery from the Inside Out), Global Negotiation Insight Institute (GNII).
- 2) Professional Enneagram Institute of Canada (PEAC) and Association for Conflict Resolution (ACR).
- 3) Enneagram allows insight into our tendencies in relationship and insight on others we are in relationship. Awareness, insight and choice to move to higher levels of functioning. Not typing; untyping.
- 4) Powerful frame to understand myself, my team and other organizations.
- 5) 9 Domains provides the same awareness and insight for teams, families and organizations. 9 Domains and 9 levels of functioning.
- 6) The Triads within the Enneagram provide insight into our tendencies in conflict and under stress. With the awareness this provides, we may better understand behaviours and needs. Therefore bring parties to mutual respect, understanding and possibilities for growth and agreement.

B) Main Points for today

- 1) The Enneagram allows insight into our tendencies in relationship including our tendencies in conflict
- 2) With awareness, I/ we/ our clients may be more empowered to see behaviours and manage their conflict more effectively and successfully.
- 3) The Harmonics of the Enneagram reveal what the other needs most from us to get to the shift in the relationship.
- 4) There are specific approaches, tests, tools, practices, questions that a conflict coach, mediator, negotiator may employ.

C) Basics on the Enneagram

- i. **Enneagram** is insight;
- ii. 9 personality types



- iii. Each type brings value to the world.
 - 1. Each has strengths and weaknesses.
 - 2. No one type is better than another.
 - 3. As we learn more about our own type and those of others', we begin to:
 - a. Understand that people have different motivations, values, and priorities
 - b. Communicate more effectively
 - c. Treat ourselves and others with more compassion and tolerance
- iv. Note, the Enneagram symbol as we know it through the International Enneagram Association, Riso/ Hudson and Palmer, etc is 2 dimensional

1. I believe the Enneagram is actually 3 dimensional and has a pulse. We have tendencies that are dominant at times and over time and in different circumstances I believe we move or pulse between them. The goal of the Enneagram is actually to “untype” and with awareness and choice, go to higher levels of awareness and relationship.
- v. Each type has 9 levels of development
 1. Higher levels means more positive
 2. For a helper/ mentor 2
 - a. Level 2 is empathetic caring
 - b. Level 7 is self justifying manipulation
- vi. With a direction of disintegration/ under stress
- vii. With a direction of integration/ for growth
- viii. Instincts
 1. Social, sexual, self preservation stack
 2. What do you think of when you first wake up in the morning?
- ix. Triads
 1. Centres

a. Instinctive	8, 9, 1	seeks autonomy, underlying feeling rage
b. Feeling	2, 3, 4	seeks attention, underlying feeling shame
c. Thinking	5, 6, 7	seeks security, underlying feeling fear
 2. Hornevian Groups

a. Assertive	7, 8, 3
b. Compliant	1, 2, 6
c. Withdrawn	4, 5, 9

How is the Enneagram useful in understanding our tendencies?

- x. Harmonics
 1. In conflict and difficult conversations, our reptilian brain, our amygdale can get into reactions that feed the negative.
 2. With awareness, and giving ourselves a little time to “go to the balcony” in the words of Bill Ury in Getting to Yes, our prefrontal cortex is in charge and we can avoid those damaging statements and behaviours.
 3. Consider the following response and what the Enneagram informs us.
 4. Think about what you are hearing and then provide the type and harmonic group.

Harmonic Groups at a Glance

The Positive Outlook Group: Deny that they have any problems

- NINE** “What problem? I don’t think there is a problem...”
- TWO** “You have the problem. I am here to help you...”
- SEVEN** “There may be a problem, but I’m fine....”

The Competency Group: Cut off feelings and solve problems logically

- THREE** “There’s an efficient solution to this—we just need to get to work.”
- ONE** “I am sure that we can solve this like sensible, mature adults.”
- FIVE** “There are a number of hidden issues here: let me think about this....”

The Emotional Realness (Intensity) Group: React strongly and need response from others

- SIX** “I feel really pressured, and I’ve got to let off some steam!”
- FOUR** “I feel really hurt, and I need to express myself...”
- EIGHT** “I’m angry about this and you’re going to hear about it!”

Types	Harmonic	Description	Examples of talents in actions	Talents under stress be aware of...
2 7 9	Positive Outlook	Adopt a positive attitude Reframe disappointment in some positive way Do not like to look at anything painful or negative in themselves	Focus on: <ul style="list-style-type: none"> • Good intentions towards others • Having positive experiences, excitement, fun • Positive qualities of others and their environment 	Downplay and gloss over problems Want to get problems settled as soon as possible
1 3 5	Competency	Put aside their personal feelings Want to be objective and competent Have issues working within a structure or system	Focus on: <ul style="list-style-type: none"> • Improving themselves • Goals and pragmatism • Being the expert 	Solve problems logically, efficiently and objectively Minimum emotional stickiness
4 6 8	Intensity	Look for an emotional response from others that mirrors their concern Have strong likes and dislikes Simultaneously trust and distrust others	They seek: <ul style="list-style-type: none"> • To be seen for who they are • Both independence and support • Both Independence and self- reliance 	Need to deal with emotions first Venting of feelings required

- 1) Examples of how a mediator, ombudsperson, coach, negotiator or advisor may integrate the Harmonics into the conversation with the client'
 - a. Probe their words, thoughts, emotions, feelings... and link to the harmonics
 - b. Ask them to self assess or take a test to determine their tendencies

- c. Raise awareness of their behaviours under stress and what they need to move to a direction for growth
 - d. What do you understand about the behaviours and tendencies of the person or organization you are in conflict with?
 - e. What do you need to pay attention to?
 - f. What would support your movement to....?
 - g. What is your/ your client's harmonic strategy?
 - i. Optimism (PO), rationality (Comp), strong Response (intensity)
 - ii. Are you overplaying one?
 - iii. What does the other need from you right now?
 - h. Through awareness of self and other, then we can start the journey of learning together
 - i. Accountability; not projecting together.
 - ii. At times conflict and being very uncomfortable are the very best places for learning and transformation.
 - i. How would you use the Harmonics/ tendencies in conflict to move your clients forward?
- 2) my partners and I in conflict
- a. she as a 1 perfectionist/ reformer in the competency group
 - b. me as a 2 mentor, connector in the positive outlook group
 - c. She wants to be good and honour process and rules. "I'm sure we can resolve this like mature adults"
 - d. I want to be loved and get to the sunny place quickly. "What problem? This is your problem. I'm here to help you."
 - e. How may that awareness lead us to make healthy choices in conflict?
 - i. I must not move too quickly or gloss things over. I need to say with her as we process the conflict together. She must recognize how difficult that is for me.
 - f. You can look at \$500,000 business conflicts and family conflicts in this way to see what serves the conflict resolution and what gets in the way.
 - g. My main business partner for the past 15 years is a 5, he wants to be seen as the expert, know it and not be governed by others rules.
- 3) Where it works best
- a. In my experience, the Enneagram and harmonics work best when individuals or organizations are in conflict and/ or stuck in an important negotiation. The awareness of self and others at the table or in authority is important.
 - b. For organizations, teams or families wanting to function more effectively and profitably, the new 9 Domains and 9 Levels of Functioning are more effective as we work with the group as one unit.
 - c. Both the Enneagram and the 9 Domains allow for awareness and then positive, measurable transformative change. Other personality and team assessments tools, in my view, do not have the depth of wisdom and interventions to serve the client, organization and individual to their own future successes.

D) Summary

1) Main Points for today

- i. The Enneagram allows insight into our tendencies in relationship including our tendencies in conflict
- ii. With awareness, I/ we/ our clients may be more empowered to see behaviours and manage their conflict more effectively and successfully.
- iii. The Harmonics of the Enneagram reveal what the other needs most from us to get to the shift in the relationship.
- iv. While I have spent over a thousand hours studying and testing the Enneagram (for individuals) and the 9 Domains (for organizations), you can familiarize yourself with the harmonics and work with your clients to understand their tendencies in relationship and tendencies in conflict. The Harmonics is a great place to work from.
- v. This is insight towards healthier, more balanced and creative relationship to ourselves, others and our spirit.
- vi. There are many specific approaches, resources, tests, tools, practices, questions that a conflict coach, mediator,
 1. Cinnie Noble www.cinergycoaching.com
 2. David Savage www.savagemanage.com
 3. International Enneagram Association www.internationalenneagram.org
 4. Professional Enneagram Association of Canada www.enneagramcan.net
 5. Others, Ginger Lapid- Bogda, Enneagram Institute, Helen Palmer...
 6. Test to determine dominant Enneagram type:
 - a. Enneagram Institute http://www.enneagraminstitute.com/Tests_Battery.asp#Likert
 - b. Similar Minds and others. <http://www.similarminds.com/test.html>
 7. Specifically on the Harmonics
 - a. <http://www.enneagraminstitute.com/harmonics.asp>
- vii. 9 Domains and Enneagram in Business are powerful approaches to using the Enneagram for organizational development.
- viii. There is significant value for ACR members in the Enneagram Harmonics. There is also value in learning together and sharing our perceptions, challenges and experiences as we move forward. I suggest we create such an informal network.

Thank you.

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