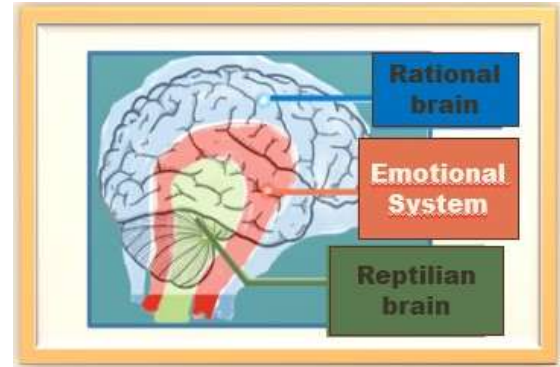


FIRST PART

TWO BRAINS AND A SHARED EMOTIONAL SYSTEM

When we negotiate, we conduct ourselves with two brains, the reptilian and the rational brain, both supported by the same system that produces and distributes emotions and serves either as a behavior enhancer or as an inhibitor.

- *Soma*, the reptilian or physiological brain, is responsible for instincts, vital functions and **perception** through the senses.
- *Logos*, the rational brain, is responsible for **knowing** through ideas and thoughts.
- *Ema*, the emotional system, is responsible for supporting the two brains so that they have extra energy to reach their goals.



Soma is of great importance in negotiation because of its influence on three decisive factors: *creativity, opening of communication channels and persuasion.*

Creativity depends on relaxed neuromuscular systems and fluid access to the *hard disk* of cognitive resources. By managing most nonverbal communication, Soma crucially influences the acceptance and opening of *communication channels*. As for its role in **persuasion**, neuroscience teaches us that, although the reptilian brain *does not understand the meaning of a word*, it is receptive to the physiological sensations that some words provoke: those that create emotions, those that make sensory references and those that touch what we call *reptilian buttons*.



Ema, the emotional system manufactures and distributes *cocktails of hormones and neurotransmitters* that promote or repress behavior. Neuromarketing teaches us that, while Soma is the brain that decides on the capture of **attention**, emotions are responsible first for **maintaining** that attention and then for acting as *the glue of the message*. If we want our arguments to be remembered and motivate action, it is essential to induce emotions that activate the brain's reward or punishment centers.





Logos, the rational brain, is in charge of controlling cognitive abilities such as memorization, concentration, self-reflection, planning, problem-solving, verbal communication, etc.

We use Kahneman and Tversky's model and divide mental processes into two groups:

- *System 1*, the intuitive, spontaneous and automatic ones.
- *System 2*, slow, reflective and controlled.

Finally, we discuss the concept of logical biases—tendencies to make errors due to the shortcuts (heuristics) that our rational brain uses. These are of great importance in negotiation, as they are used, whether consciously or unconsciously, as tactical tools of persuasion or control.

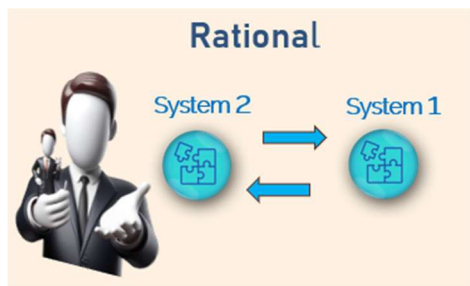
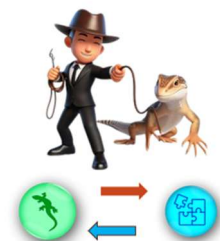
SECOND PART THE SELF-NEGOTIATION PROCESSES



Every day there are moments in which we negotiate with our bodies, others in which we do it with our emotions and many others with our own thoughts, in a dynamic of three processes that, in the *White Model*, we include in the category of **self-negotiation**.

They are defined as follows:

- **Reptilian or somatic** self-negotiation: I negotiate with the demands of my body and the dictates of my instincts so that *my nonverbal communication* and physiological state go in line with objectives and strategies.



- **Cognitive** self-negotiation: my reflective self-awareness (Logos *System 2*) debates with my *System 1*, questioning stereotypes, presuppositions, generalizations and all kinds of mental shortcuts or hasty judgments.



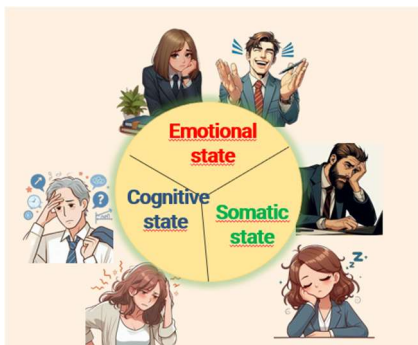
- **Emotional** self-negotiation: I negotiate with my emotions so that their nature and intensity are in line with the needs of the negotiation.

The **reptilian** one serves me to prevent neuromuscular blockage from hindering access to unconscious resources and to align my NVC with the verbal one, transmit credibility and facilitate my acceptance and the opening of communication channels.

I use the **emotional** one in order to put my emotional engines in favor of my objectives and strategies and I work it with the scheme **becoming aware of** (emotions), **wanting to control** them and **knowing how to** do it.

Cognitive one I use it when, due to lack of information or the complexity of the situation, it is convenient to doubt the first impressions and quick decisions of my *System 1*, especially when they may be influenced by my *cognitive biases*.

Throughout the book we will see that most of the control and persuasion tactics that we use to negotiate with other people, which we will examine in the final two chapters, are also susceptible to be used in self-negotiation.



We call **metastate** the conjunction of the states of both brains and their associated emotions. It influences my perception, capabilities and motivation to reach the goals. As the three software are permanently interacting, any imbalance in one of them influences the others and therefore their recovery through self-negotiation is an absolute priority.