

From: dhshapir@uci.edu
 Subject: negotiations, mindfulness, xujing, dongjing!
 Date: Fri, April 30, 2010 3:37 pm
 To: jrothenberg@jd12.law.harvard.edu
 Cc: slshapiro@scu.edu

Hi Julie, Thanks for your kind note and your intriguing questions. Some comments in CAPS BELOW IN YOUR EMAIL.

Dear Dr. Shapiro,

I am a student at Harvard Law School studying negotiation, and I have been intrigued by the potential for meditative practices to improve negotiators' skills. I'M CURIOUS WHAT YOU FEEL MIGHT BE THE BENEFITS OF MEDITATION FOR NEGOTIATION! The current negotiation literature focuses on mindfulness insofar as it helps negotiators understand their emotions, which is crucial to success and satisfaction. WHY? GO A LITTLE DEEPER...WHY MIGHT UNDERSTANDING ONE'S OWN EMOTIONS BE CRUCIAL TO SUCCESS? MIGHT IT HELP THEM "CLEAR THEIR MIND" SO THAT THEY CAN "SEE" AND UNDERSTAND AND EMPATHIZE WITH THE PERSON WITH WHOM THEY ARE NEGOTIATING? MIGHT IT HELP THEM SEE WHEN THEY ARE NOT CENTERED, OR GETTING INTO A POWER STRUGGLE? NOTICE ANGER THAT COULD GET IN THE WAY? FEAR?

However, I and many of my colleagues have noticed that such meditative practices lead to a medium-term, mild depression, which is a significant barrier to adopting the practice. INTERESTING OBSERVATION!! WHEN YOU SAY THAT SUCH PRACTICES "LEAD" TO MILD DEPRESSION ARE YOU SAYING "SOMETIMES, ALWAYS?" WHY DO YOU THINK THAT MIGHT BE SO? Further, depressed moods are correlated with negative results in a negotiation, AGAIN, INTERESTING, WHY DO YOU THINK THAT MIGHT BE SO? IF YOU ARE DEPRESSED, YOU CARE LESS? AREN'T AS ATTENTIVE? suggesting that mindfulness may not be the most effective technique. I LIKE YOUR NUANCE HERE: "MAY NOT BE" BUT I'D AGAIN PROBABLY NUANCE YOUR STATEMENT STILL FURTHER: A) I'M INCLINED TO BELIEVE, IN GENERAL THAT THERE IS NO ONE BEST TECHNIQUE THAT IS ALWAYS BEST FOR EVERYONE IN ALL CIRCUMSTANCES! B) THAT MINDFULNESS SEEMS LIKE IT COULD BE A POSITIVE TECHNIQUE FOR SOME IN HELPING FACILITATE NEGOTIATION (WITH PROPER TEACHING AND WITH CARE IN ADDRESSING CONCERNS THAT ARISE--MORE ON THAT BELOW); C) I'D PROBABLY SAY IT MAY BE ONE OF SEVERAL "TECHNIQUES" THAT USED TOGETHER WOULD BE BETTER THAN ANY ONE ALONE.

I am particularly interested in your 1992 article on the adverse effects of meditation. Our library does not have access to this material, and I wonder if you might be able to send me the article, and perhaps point me in the direction of where I might learn more. INCLUDED, AS PER YOUR REQUEST! I'M ALSO TAKING THE LIBERTY OF INCLUDING AN ARTICLE ON SELF-CONTROL IN THE ENCYCLOPEDIA OF PSYCHOLOGY THAT MAY BE OF INTEREST TO YOU. NOTE IN PARTICULAR THE IDEA OF "XUJING" WHICH MEANS CENTERING ONESELF PRIOR TO ANY ACTION (INCLUDING NEGOTIATION). THIS CENTERING (WHICH MINDFULNESS CAN BE VERY HELPFUL IN DOING) CAN ALLOW THE MIND TO BE LIKE A CALM LAKE, SO WE CAN SEE MORE CLEARLY (AND EMPATHICALLY). XUJING (WHICH ALSO IS FROM CHINESE PHILOSOPHY, JUST AS MINDFULNESS ORIGINATED IN THE BUDDHIST TRADITION) HAS A CONTEXTUAL WORLD VIEW IN WHICH SELF AND OTHER ARE SEEN AS INTERCONNECTED. THEREFORE, YOU MIGHT THINK THIS WOULD BE GOOD IN NEGOTIATION, MOVING TOWARD A "WIN WIN" MODEL.

THE NEXT STEP AFTER XUJING, IS "DONGJING" WHICH SIMPLY MEANS FINDING THE BEST BALANCE OF ASSERTIVE AND YIELDING IN ANY GIVEN SITUATION, AGAIN, SOMETHING THAT MAY BE QUITE IMPORTANT IN NEGOTIATING (IN

STYLE, TONE, CONTENT).

In particular, I am trying to understand if the adverse effects are linked to a particular style of meditation, such as mindfulness, or if they are present across meditation styles. TO THIS QUESTION, THE RESEARCH SUGGESTS THAT THERE ARE "ADVERSE" EFFECTS TO ALMOST ANY TYPE OF MEDITATION, JUST AS THERE CAN BE ADVERSE EFFECTS TO RELAXATION, EXERCISE, ETC.

WHAT IS IMPORTANT IS TO TRY TO "MATCH" THE TECHNIQUE TO THE PERSON (SEE CONTROL THERAPY ARTICLE BELOW). ALSO, AS YOU'LL SEE IN THE ADVERSE EFFECTS STUDY, IT IS IMPORANT, TO NOTE HOW THE "ADVERSE" EFFECTS ARE ADDRESSED. WHEN A PERSON BEGINS MEDITATING, IT IS POSSIBLE THAT A LOT OF "STUFF" WILL COME UP, SOME OF WHICH MAY BE TOO MUCH FOR THE PERSON TO HANDLE, ESPECIALLY IF THEY HAVEN'T HAD TRAINING IN SELF-REFLECTION. YOU MAY ALSO WISH TO CHECK OUT AN EXCELLENT RECENT BOOK "THE ART AND SCIENCE OF MINDFULNESS" (AMERICAN PSYCHOLOGICAL ASSOCIATION PRESS) 2009, SHAPIRO, SL AND CARLSON, L. THEY DISCUSS THE IMPORTANCE OF LOOKING AT THE INTENTION OF DOING MINDFULNESS, THE ATTITUDE (E.G., ONE OF COMPASSION AND NON-JUDGMENTALNESS." SO, I THINK IT WOULD BE IMPORTANT TO SEE WHY A PERSON IS BECOMING DEPRESSED. IS IT THE CONTENTS OF THE MEDITATIVE EXPEREINCE THAT ARE COMING UP? IS IT THE FEELING (ESPECIALLY I IMAGINE AT HARVARD LAW SCHOOL, WHERE ACTIVITY IS VALUED) OF FEELING TOO PASSIVE? AGAIN, THIS DOESN'T MEAN A PERSON SHOULD CONTINUE WHAT ISN'T WORKING; BUT IT DOES MEAN IT MIGHT BE IMPORTANT TO EXPLORE GENTLY AND KINDLY, WHAT'S GOING ON!

BTW, I'VE LONG SINCE RETIRED INTO A "CONTEMPLATIVE CAVE" AND FOR MORE UP TO DATE AND WISER INFO, LET ME REFER YOU TO MY DAUGHTER DR. SHAUNA SHAPIRO (THE SL SHAPIRO) OF THE ABOVE BOOK <SLSHAPIRO@SCU.EDU> WHO IS ON THE FACULTY OF SANTA CLARA UNIVERSITY.

SO, HOPE THAT HELPS. BEST WISHES ON YOUR JOURNEY, AND I HOPE YOU CONTINUE TO BRING WIN WIN NEGOTIATIONS ,AND PEACE, COMPASSION, AND HEALING, BOTH TOYOURSELF, AND THE WORLD. WARM REGARDS, NAMASTE, DR. S

With gratitude,
Juliet Rothenberg

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Attachments:

EOP-Control Therapy.pdf

Size: 1.1 M

Type: application/pdf

EOP-Self-control.pdf

Size: 928 k

Type: application/pdf

Adverse Effect of Meditation.pdf

Size: 563 k

Type: application/pdf

----- Original Message -----
Subject: RE: negotiations, mindfulness, xujing, dongjing!
From: "Juliet Rothenberg" <jrothenberg@jd12.law.harvard.edu>
Date: Mon, May 3, 2010 12:21 pm
To: dhshapir@uci.edu
Cc: slshapiro@scu.edu

Dear Dr. Shapiro,

Thank you for your very thoughtful comments! I am delighted to discover such a warm and considered community. To answer a few of your questions:

* Emotional Awareness in Negotiation

There are a number of books detailing the ability of emotions to "derail" a negotiation: the classic example is an angry negotiator who refuses to agree to an economically good deal for personal reasons. Negotiators who are aware of their emotions can work to deal with the issue, either by gently raising their concerns with the other side, by taking a time out, by having another negotiator step in, or, in some cases, by deciding that pride is in fact more important - but making that decision consciously rather than being taken hostage. On the flip side, there are concerns that negotiators who are experiencing overly positive emotions might agree to deals that they shouldn't. Awareness can help here, too - such a negotiator might, for example, run the deal by a colleague to check to see if it is worth agreeing to.

* Depression from Mindfulness

Periods of depression are something that my colleagues and I experience sporadically, rather than every time, and for myself, at least, they tend to last a few hours. I was particularly struck by your point that the depression may come from a lack of activity - I think that is certainly related for me. I also feel a certain level of detachment and lack of purpose in life. Interestingly, yoga does not have this effect for me - perhaps it's the activity level that I'm comfortable with.

* Coupling Mindfulness with Other Practices I really like your suggestion of coupling mindfulness with other practices, and in fact, I initially looked *only* at

alternative practices. The more I looked into mindfulness, however, the more I realized that the benefits might be able to be retained, while "side effects" such as lower energy or lower mood might be ameliorated by invigorating practices of Kundalini yoga or blissful visualization. I also agree that different techniques work well for different individuals, and at different times, and I look forward to looking into xujing, dongjing, and your daughter's book in more depth. Thank you for pointing me in that direction!

I appreciate the insightful perspective you've given me and your guidance along my journey, and I wish you happiness, peace, and compassion in your contemplative cave. How marvelous, too, that you have inspired your daughter to continue exploring such a meaningful, exciting area of research and living.

Namaste,
Juliet

Juliet Rothenberg
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RE: [Fwd: RE: negotiations, mindfulness, xujing, dongjing!]

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From: "Shapiro, Johanna" <jfshapir@uci.edu>
Subject: RE: [Fwd: RE: negotiations, mindfulness, xujing, dongjing!]
Date: Mon, May 3, 2010 1:15 pm
To: "dhshapir@uci.edu" <dhshapir@uci.edu>

Very nice response - smart woman! I think what she's talking about in #1 is not running away from or running toward, but having a very mindful presence toward the negotiation - finding the proper dongjing. In terms of #2, you hit the nail on the head - I don't think it's purely the "level" of activity, as she seems to think (although I think that's part of it), but I think "just sitting" doing "nothing" is very hard for an overachiever - yoga lends itself to much more striving and sense of achievement. In any case, your reply was beautiful, and obviously deeply appreciated. Love, J