

A Sumbiosis Think Piece

Goal-Setting Paradox

Goal vs. Satisfaction

→ Paradox

- Solid and consistent empirical research shows that people who go into a negotiation with more ambitious targets tend to get more of what they want than people who go in with more moderate objectives – i.e.: they tend to achieve better *objective* outcomes.

However, they often felt less happy about those results afterwards – i.e.: they are likely to reach worse *subjective* outcomes.

→ Explanation

- The higher a negotiator's aspirations, the less likely he/she is to fully reach these goals, often resulting in less satisfaction about the result of the negotiation and the negotiation itself.

Goal vs. Satisfaction

→ Solution

- Negotiators should set themselves ambitious goals and at the same time seek to expand their self-awareness, focus and self-acceptance ("Maximize-and-Expand Approach") – i.e.:
 - a) Expanding self-awareness (or mindfulness): Developing a greater awareness of what motivates and concerns us (rationally and emotionally) prior, during and after a negotiation.
 - b) Expanding focus: Taking into consideration all our interests in the case concerned (i.e.: not only "get the highest/lowest possible price") – including the process-related ones.
 - c) Expanding self-acceptance: Accepting oneself fully and unconditionally whether or not one behaves intelligently or correctly and whether or not people approve or like what we do.

Source: Clark Freshman, Chris Guthrie; *Managing the Goal-Setting Paradox – How to Get Better Results from High Goals and Be Happy*; Negotiation Journal, Vol. 25, Nr. 2, April 2009