

Sample Proposal

Always Two, There Are: Negotiating Pairs and Wingwookies

Negotiation is often discussed as a one-on-one venture. In practice, though, we often negotiate with a partner or team by our side. What can Star Wars teach us about the intricacies of team negotiation? Can understanding team negotiation dynamics explain some of the saga's key scenes?

In Star Wars, working in pairs is the norm. It is part of the Jedi pedagogical model and the Sith power structure. Smugglers, pilots, droids, and other Star Wars archetypes also pair up. This chapter explains, from a negotiation perspective, why this can be beneficial, resolving Darth Maul's challenge: "Why bring a wingperson, when I can just carry a two-beamed lightsaber"?

Negotiating as a team provides your side with varied skillsets, multiple perspectives on ongoing dynamics, ability to divide responsibilities between teammates, and use of certain negotiation tactics (e.g., 'good cop / bad cop;' and 'You need to satisfy each of us;').

On the other hand, co-negotiating adds complexity to your end of the negotiation, including elements that could affect your outcome negatively. A lack of preparation can result in co-negotiators assuming they are on the same page, when they decidedly are not. Skilled counterparts will proactively endeavor to generate or inflate differences, bring teammates apart, or even lure one to joining with their position. Other issues, such as differences in teammates' processing pace or covert/overt struggles over their relative status and decisionmaking authority, make co-negotiation a challenging format.

In Star Wars and in real life, most negotiation teams are duos; this chapter, therefore, will mainly focus on negotiation in pairs. We will examine several negotiations in which Han Solo leads, with Chewie as his wingwookie. This, together with Han's switching to wingperson in one situation to "Let the Wookie win!", highlights the dynamic of negotiation leads working with negotiation helpers.

While Chewie is certainly the quintessential wingwookie, backing up Han as well as Leia and Rey, other Star Wars pairs negotiate jointly with external counterparts: Obi-Wan and Yoda, R2D2 and C3P0, Cassius and K230, Qui-Gon and Obi-Wan, and even Guy who Doesn't Like Luke and Guy who Doesn't Like Luke Either from the Mos Eisley Cantina.

This chapter will explore these teams and the dynamics of their joint negotiations with others. It will introduce the science of negotiating in teams and pairs, based on discussions of the topic in Thompson (2014) and Lewicki et al (2016) to explain their success or failure.

Lewicki, R. Barry, B. & Saunders, D. M. (2016). *Essentials of negotiation* (6th ed.). New York: McGraw Hill.

Thompson, L. (2014) *The heart and mind of the negotiator* (6th ed.). New York: Pearson