

Chapter 4

Negotiation Style

Negotiation Style

- Avoidance
- Adversarial/Competitive
- Accommodating/Compromising
- Cooperative/Collaborative

Personality and Habitual Style

- High external locus of control and low assertiveness may drive an avoidance style.
- Negative attitude toward conflict, high competitiveness, high need for achievement, high Mach, and low emotional stability may foster a competitive style.
- High internal locus of control and high need for affiliation may foster a compromising style.
- High internal locus of control, feeling preference, Type B, high emotional stability, high need for social power, and high need for achievement may foster a collaborative style.

What Style Creates

- Avoiding may sustain positive outcomes but permits escalating negative outcomes.
- Competing creates a win/lose game.
- Compromising gives up something.
- Collaborating creates win/win.

Distributive Versus Integrative Negotiation

- Distributive negotiation presumes limited resources and limited options.
- Integrative negotiation seeks resources and options.
- Distributing is competitive.
- Integrating is collaborative.

Analyzing Your Self-Assessment

- One consistent style across all persons and situations may reflect habit rather than appropriate choice of style.
- Differing styles among persons and situations may reflect appropriate choice of style or differing needs and goals.

When Avoiding Is Appropriate

- Tempers are HOT.
- Critical information is lacking.
- There is inadequate time at the moment to address the matter effectively.
- The matter in dispute is unimportant.
- The relationship is much more important than the matter in dispute.

When Competing Is Appropriate

- There is an emergency and you are in a position to save yourself and others.
- You possess special knowledge or authority.
- There are no other options and you cannot be hurt by the other party.

When Collaborating Is Appropriate

ALMOST ALWAYS

The Contingency Approach

- Choice of negotiation style impacted by many factors including context, situation, facts, and people involved.
- Intelligent diagnosis and assessment are necessary for making an effective choice.

Be Flexible

- A contingency approach means being flexible.
- Expect the unexpected.
- Know how to adapt to changes in the mix.
- Know how your personality affects your flexibility.

Judgers typically find adaptability more difficult than do perceivers.