

Chapter 4



Negotiation Style

“There are two statements about human beings that are true. That all human beings are alike and that all are different.”

Mark Van Doren

PERFORMANCE COMPETENCIES FOR THIS CHAPTER

- To learn the four major negotiation styles
- To learn how personality affects negotiation style
- To assess your natural and habitual negotiation styles
- To learn how to choose the appropriate style
- To identify steps toward developing effective negotiation styles

Your general view of or attitude toward conflict affects your approach to negotiation. *Style* is the term used to describe your approach to a *particular* negotiation. That style is affected by your general approach to conflict as well as certain personality characteristics. Within styles of negotiation we see temperaments, which further refine styles in terms of more specific aspects of interaction. This chapter is devoted to negotiation styles, and the next chapter addresses negotiation temperaments.

The first section of this chapter contains four exercises to aid in assessing your negotiation style. Following those exercises, negotiation styles are discussed along with information for analyzing your evaluation results. The balance of the chapter addresses matters of choosing and developing effective negotiation styles.

ASSESS YOUR NATURAL AND HABITUAL NEGOTIATION STYLES

Exercise 4.1

Free Money Exercise

SITUATION 1

Suppose that you and a friend are walking together. A stranger approaches you and offers to give the two of you one hundred thousand dollars. There are no strings attached. The only requirement, however, is that you have five minutes to decide how the two of you will share the money. If you cannot agree within five minutes, no money will change hands.

What is your impulse in response to situation 1? What is your concept of fairness? Does fairness enter into your thoughts at all? Do you offer to split the money equally?

What do you do if your friend objects to sharing the money equally? What if your friend says that she is in greater need of money and should, therefore, receive 75 to 80 percent, or all of the money? What if your friend is in dire need of that amount of money to pay a debt or to pay for urgent medical surgery? What if you are in dire need of the money?

Do your thoughts of fairness change in response to changed facts? Do you begrudgingly take whatever you can get? Do you adopt an even-split-or-nothing attitude?

Make a note of your approach and performance:

SITUATION 2

Amend the scenario slightly. Suppose a stranger approaches you individually and says that he has just received a sum of money. The stranger further tells you that he must give you a portion of the money in order to keep any of it. The stranger refuses to tell you the total amount of money.

What is your first impulse?

In situation 2, do you immediately focus on the amount of money the stranger may be keeping, or is your first reaction to be happy with whatever amount you receive—even one dollar?

Make a note here of your approach and performance:

We will revisit your responses later in this chapter. First, it will be useful to complete the questionnaire in Exercise 4.2. Assessing your natural negotiation style is a necessary step in developing effective, personalized negotiation strategies. Following the assessment, you will have the opportunity to consider aspects of your personality that impact your negotiation style.

Exercise 4.2

Negotiation Style Assessment Exercise

Complete the assessment instrument in Exhibit 4-1. Then proceed through the chapter. Analysis of the results will be discussed later in the chapter.

EXHIBIT 4-1**Negotiation Style Assessment Instrument**

You may use the following twenty-eight statements to assess your current negotiation style. You should undertake the assessment by first entering your responses in column A for your general assessment. Next, and prior to calculating any scores, cover your prior assessment answers and undertake the assessment four additional times, each time with a particular person in mind from different aspects of your life as reflected in the definitions for columns B, C, D, and E. Instructions for scoring and analyzing your results are provided at the end of the assessment exercise.

Use the scale of 1 to 5 that follows in recording your responses.

1 = never; 2 = seldom; 3 = occasionally; 4 = very frequently; 5 = always.

Column definitions: A: General assessment responding to your overall behavior
 B: A professional or business associate
 C: A social friend
 D: A family member
 E: A new acquaintance

Assessment Statements**E D C B A**

1. Making people happy is a paramount goal in my interactions.
2. When my ideas differ from others' ideas, I argue for acceptance of mine.
3. When the other person says something to which I do not agree, I say "Maybe you are right" or "I don't know."
4. I am not reluctant to share information and expertise with others.
5. When I have the power to decide, I exercise my options without extended discussion.
6. When someone disagrees with me, I change the subject or say "Whatever" or "Okay."
7. It is important for me to know what others value and need.
8. If someone tells me he or she needs something from me, I rearrange things to get it to him or her.
9. If I want to pay \$100 and the other wants to receive \$200, my resolution is to offer to pay \$150.
10. I get uncomfortable when people get upset or disagree with me.
11. I think that information is power.
12. When someone proposes something different than what I have in mind, I find out more about that person's position.
13. When someone calls when I am in the middle of a project, I stop what I am doing and tend to his or her needs.
14. I think that most disagreements are contests over who is correct.

EXHIBIT 4-1 continued

Assessment Statements

E D C B A

15. When someone gets upset with me for something I said, I change my statement to make him or her feel better.
16. I find ways to make the other person happy while I still get my way.
17. I keep things to myself that I think will upset someone.
18. I will go to a restaurant to make the other person happy, even if I don't like the food there.
19. I enjoy letting others know the power I have.
20. When someone disagrees with me, I try to find out his or her reasoning.
21. I think it is advantageous for me when someone is afraid of me.
22. I try to structure my statements with the goal of winning the argument.
23. Giving others what they want is compatible with getting what I want.
24. I do things I don't want to do in order to keep things peaceful.
25. I feel bad when I disappoint the other person.
26. I think that both parties should give some when they disagree.
27. When I propose an idea to which the other person disagrees, I don't press the matter.
28. I think that differences of opinion or differences in what people want provide opportunities that help me.

Negotiation Style Assessment Instrument Scoring

Record your scores by question number and total as indicated in the following chart.

General Assessment from Column A

#3 ___ + #6 ___ + #10 ___ + #15 ___ + #17 ___ + #24 ___ + #27 ___ = Style A total ___

#2 ___ + #5 ___ + #11 ___ + #14 ___ + #19 ___ + #21 ___ + #22 ___ = Style C total ___

#1 ___ + #8 ___ + #9 ___ + #13 ___ + #18 ___ + #25 ___ + #26 ___ = Style AC total ___

#4 ___ + #7 ___ + #12 ___ + #16 ___ + #20 ___ + #23 ___ + #28 ___ = Style CC total ___

Assessment for Person B, Column B

#3 ___ + #6 ___ + #10 ___ + #15 ___ + #17 ___ + #24 ___ + #27 ___ = Style A total ___

#2 ___ + #5 ___ + #11 ___ + #14 ___ + #19 ___ + #21 ___ + #22 ___ = Style C total ___

#1 ___ + #8 ___ + #9 ___ + #13 ___ + #18 ___ + #25 ___ + #26 ___ = Style AC total ___

#4 ___ + #7 ___ + #12 ___ + #16 ___ + #20 ___ + #23 ___ + #28 ___ = Style CC total ___

Assessment for Person C, Column C

#3 ___ + #6 ___ + #10 ___ + #15 ___ + #17 ___ + #24 ___ + #27 ___ = Style A total ___

#2 ___ + #5 ___ + #11 ___ + #14 ___ + #19 ___ + #21 ___ + #22 ___ = Style C total ___

#1 ___ + #8 ___ + #9 ___ + #13 ___ + #18 ___ + #25 ___ + #26 ___ = Style AC total ___

#4 ___ + #7 ___ + #12 ___ + #16 ___ + #20 ___ + #23 ___ + #28 ___ = Style CC total ___

Assessment for Person D, Column D

#3 ___ + #6 ___ + #10 ___ + #15 ___ + #17 ___ + #24 ___ + #27 ___ = Style A total ___

#2 ___ + #5 ___ + #11 ___ + #14 ___ + #19 ___ + #21 ___ + #22 ___ = Style C total ___

#1 ___ + #8 ___ + #9 ___ + #13 ___ + #18 ___ + #25 ___ + #26 ___ = Style AC total ___

#4 ___ + #7 ___ + #12 ___ + #16 ___ + #20 ___ + #23 ___ + #28 ___ = Style CC total ___

Assessment for Person E, Column E

#3 ___ + #6 ___ + #10 ___ + #15 ___ + #17 ___ + #24 ___ + #27 ___ = Style A total ___

#2 ___ + #5 ___ + #11 ___ + #14 ___ + #19 ___ + #21 ___ + #22 ___ = Style C total ___

#1 ___ + #8 ___ + #9 ___ + #13 ___ + #18 ___ + #25 ___ + #26 ___ = Style AC total ___

Adapted in part from M. A. Rahim and N. R. Mager, "Confirmatory Factor Analyses of the Styles of Handling Interpersonal Conflict: First-Order Factor Model and Its Invariance across Groups," *Journal of Applied Psychology* 80, no. 1 (1995): 122-32.

Exercise 4.3**A Game**

This game will provide further information with which to assess your natural tendencies and habits in connection with negotiation style. The game is played with a group of people. A minimum group size of ten people is preferable. There must be a moderator. The moderator selects as many numbers as there are people playing and secretly assigns values to the numbers. Each player randomly draws a number out of a hat. The relative values of the numbers are not known because the values assigned are not known; that is, no one knows whether he or she holds a high or low number. The theoretical prize is the value of the paper drawn. *But*, in order to win anything, there is one requirement. That requirement is to establish a partnership with *at least* one other player. Any player who fails to establish a partnership is out of the game. No one is permitted to show another the paper drawn. It is permissible to tell another person what was drawn, but there cannot be verification of truth by looking at the paper. Each pair or group of partners is to determine its sharing agreement. Partners may agree that each will collect the amount represented by his or her individual number, or they may agree to share in any other manner. Each partner must decide with whom to form a partnership, whether or not to disclose his or her number, and whether or not to believe disclosures made to him or her.

Make a note of your approach and performance in the game:

ANALYSIS OF GAME OUTCOME

Your approach to this game may provide information about your degree of competitiveness or cooperation in negotiation as well as your tendencies toward being general or specific in negotiation. In addition to your self-assessment, you should ask for your partner's perceptions of your approach.

FOUR MAJOR NEGOTIATION STYLES

In this section, we review the four major styles of negotiation along with how certain aspects of your personality may affect your tendencies toward one or more of them.

AVOIDANCE

In chapter 3, we discussed **avoidance** as a potential goal or strategy in addressing conflict. Avoidance is also a negotiating style. Avoidance is retreating or withdrawing. It is failing to engage. It may be to ignore the existence of a conflict in its entirety. Avoidance may be, however, total or partial. That is, one might seek to negotiate but not be able to bring oneself to address the substance of the conflict toward resolution.

A major deficiency of avoiding is that it causes missed opportunities and missed benefits. With no engagement, there can be no resolution. With avoidance, you avoid getting what you want. The approach ignores a search for common ground and mutually beneficial exchange.

Behavior that exemplifies the avoidance style includes sulking, making sarcastic comments, holding in your true feelings, or refraining from talking about a matter. If your general attitude toward conflict is relatively negative, you may be prone to the avoidance style in negotiation. If in situation 1 of Exercise 4.1, the Free Money Exercise, your impulse was to say nothing and let the other person make the sharing decision, you exhibited avoidance behavior. If your conduct was similar in Exercise 4.3, A Game, in that you found it difficult to initiate partnership discussions or did not express your feelings, you exhibited avoidance behavior.

One aspect of personality that may have some relationship to this negotiation style is locus of control. If you have a relatively high external locus of control, that aspect of personality may present obstacles in confronting conflict. If you believe that you cannot affect outcomes, you are less likely to try. A low level of assertiveness may also trigger avoidance behavior. Assertion is addressed in depth elsewhere in this book.



ADVERSARIAL/COMPETITIVE

The **adversarial** or **competitive** style of negotiation is a win/lose approach. Along with this style usually comes difficulty in refraining



from engaging at every conflict opportunity. Underlying the competitive approach is a perspective that resources are limited—a zero-sum perspective. The competitive style may range from mildly adversarial to extremely aggressive.

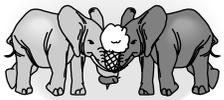
A primary deficiency of a competitive approach is that one party loses. It may be you! Furthermore, a focus on winning or being correct is likely to cause one to miss information and possibilities that may, in fact, be self-beneficial.

Behavior that exemplifies the competitive style includes making remarks with no regard for the other's feelings or position, always having a retort, refusing to back down, discussing differences in front of other uninvolved people, belittling the other, using accusatory language and power-over tactics, having no regard for the interests or goals of the other, and manipulation. It is characterized by criticizing, defensiveness, stonewalling, and contempt on both sides. This style is self-centered. If this style continues far enough on the continuum, other behaviors may include trickery and even violence.

A negative attitude toward conflict generally may tend toward either an avoidance style or a competitive style—or both. You may avoid when you think you cannot win, and you may engage in every opportunity for a contest. If in situation 2 of Exercise 4.1, the Free Money Exercise, your goal was to get your share of the money without regard to the needs expressed by your friend, you exhibited a competitive style. If your conduct in Exercise 4.3, A Game, focused on trying to get the most that you could to the exclusion of considering options, you exhibited competitive behavior.

If you assess yourself high on the Type A personality characteristic of competitiveness, you may be prone to the competitive style of negotiation. Other personality characteristics that may influence a tendency toward this style include a high need for personal power, a high need for achievement, and a high level of Machiavellianism. Another flag for your consideration is your assessment on emotional stability. Those with a low level of emotional stability are more likely to lose their temper and lose control generally. A loss of control and a high level of anxiety may make things ripe for adopting a win/lose approach.

ACCOMMODATING/COMPROMISING



The **accommodating** or **compromising** negotiation style is to give up part of what you want at the request of the other. It is a middle-of-the road approach focused on meeting the needs of others without

totally giving up one's own needs. It can be closely related to avoidance; that is, giving in without considering other, more creative options is to avoid negotiating further. Compromising is giving in. It is distinctly different than collaborating, which is explained in the next section of this chapter. It is not unwise to prepare a compromise position as a backup, provided that such position is nevertheless better than your nonnegotiated alternatives.

Behavior that exemplifies this style is splitting the difference and agreeing openly while being internally dissatisfied. If your natural style of negotiation tends to be compromising, you may have a relatively neutral view toward conflict generally. If in Exercise 4.1, the Free Money Exercise, your impulse was to share equally or to allow your friend in need to take the greater share, you exhibited the compromising negotiation style. If your conduct was similar to that in Exercise 4.3, A Game, you exhibited avoidance behavior.

Two aspects of personality that may be related to this style are the need for affiliation and an external locus of control. Those with a high need for affiliation are drawn to satisfy the needs of others. A very high external locus of control combined with a high need for affiliation would be consistent with wanting to please and believing that one could not do better anyway.

COOPERATIVE/COLLABORATIVE

The difference between compromise and **cooperative** or **collaborative** negotiation is that in compromise you are giving up something while in cooperation you are finding a way to get the other person *and* yourself what you *both* want. This type of negotiation is consistent with a win/win approach—seeing the possibility of a second pie or, perhaps, a cake! It is the opposite of a zero-sum approach. This style entails collaborating creatively to meet mutual goals.

Key behaviors that exemplify this approach are listening and expressing your feelings and desires. If your general attitude toward conflict is positive, you are likely to be able to adopt a collaborative style. If in Exercises 4.1 and 4.3 you tried to find mutual satisfaction, you exhibited a collaborative style.

A strong internal locus of control and a feeling preference are personality characteristics that serve this style well, because they are consistent with finding a solution and considering the views of others, respectively. Type B personalities will typically be more comfortable with this style than will Type A personalities. Other personality characteristics helpful in developing this style include

“Compromise makes a good umbrella, but a poor roof; it is a temporary expedient, often wise in party politics, almost sure to be unwise in statesmanship.”

Lowell



high emotional stability and a high need for achievement, provided that they are not combined with a high level of competitiveness. A high need for social power is also naturally consistent with a collaborative style.

DISTRIBUTION VERSUS INTEGRATION

Conflict approaches and negotiation styles may also be understood in the context of distribution and integration. **Distribution** is allocating limited resources or limited benefits. **Integration** is to remove limitations. They may be best understood by examining the underlying perspective of each. A distributive style incorporates an underlying view that needs and goals of the parties are incompatible. An integrative style incorporates an underlying view that needs and goals of the parties are different. Perhaps both parties do not want to share the pie. Perhaps one party prefers cake. The first views the glass as half empty, while the latter views the glass as half full. An integrative style entails open thinking that facilitates finding mutual satisfaction.

Competition and compromising negotiation styles are distributive in nature. Collaborative negotiation is integrative. Integration is more difficult than competing or compromising. Integration requires an open mind and some creativity.

ANALYZING ASSESSMENT RESULTS

In Exercise 4.2, which includes the Negotiation Style Assessment Instrument, the style designations represent the four major styles discussed. The letter A is avoidance; the letter C is competitive; the letters AC designate accommodating/compromising; and the letters CC designate cooperative/collaborative.

Review the scores for A, C, AC, and CC on the assessment instrument relative to each other. If you find that your highest score across all five assessments is consistently one type, that style represents your primary or dominant negotiation style. If your high score varies among the five assessments, the results indicate that you use different styles with different persons or in different areas of your life.

In each case, analyze why you use a particular approach. There may indeed be sound reasons for variations across assessments. Relative values and goals often affect choice of appropriate style.

Prior experiences and behavior modeled by significant others also impact negotiation style tendencies. Evaluate how your family history, your family's approach to conflict, and your work experiences compare with the results of your assessments.

A frequent use of avoidance or compromise may also stem from unassertiveness. In a different way, a competitive style is also unassertive.

Now review your learning thus far and complete the profile form presented in Exhibit 4-2. The form provides a place to summarize your assessments from all of the preceding exercises in this chapter, as well as to record a few related personality factors noted in the previous sections of this chapter.

CHOOSING THE APPROPRIATE STYLE

Often all four styles will be used within one negotiation. In complex matters containing many issues, you may compromise on certain pieces while using collaboration as your primary style to satisfy the primary, or overall, needs and wants of both parties. There may be some issues not important in the overall goal that are too hot to negotiate and that you will, therefore, avoid. There are, however, relatively few situations for which the competitive style would be the best choice. The collaborative style is usually the most effective choice. We use contingency theory to aid in the choice of style in the next section of this chapter.

Avoiding may be most effective when emotions are high or when the matter in conflict is trivial or of low value relative to the likely cost of engaging the other person. If, for example, your boss has said to you that if you say one more word you will be fired, avoidance may be the appropriate choice! The problem with avoidance is that, by definition, there will be no resolution or agreement.

A competitive style may be appropriate in an emergency, particularly if you have special expertise that will save others from harm. This style may also be appropriate when there is no relationship between the parties and you are aware that the other party is clearly competing. An example would be buying an automobile. Sometimes a competitive style is expected and is the only realistic option.

KEY POINT

There is no single negotiation style that is most appropriate across every negotiation.

EXHIBIT 4-2**Profile of Negotiating Style Assessment**

In exercise 4.1, the Free Money Exercise, my attitude and/or behavior were

Avoidant ___ Competitive ___ Accommodating/compromising ___ Collaborative ___

In situation 2, my attitude and/or behavior were

Avoidant ___ Competitive ___ Accommodating/compromising ___ Collaborative ___

In exercise 4.3, A Game, my attitude and behavior were

Avoidant ___ Competitive ___ Accommodating/compromising ___ Collaborative ___

My dominant style assessment was

In general: Avoidant ___ Competitive ___ Accommodating ___ Collaborative ___

In business: Avoidant ___ Competitive ___ Accommodating ___ Collaborative ___

In social setting: Avoidant ___ Competitive ___ Accommodating ___ Collaborative ___

In family: Avoidant ___ Competitive ___ Accommodating ___ Collaborative ___

With a stranger: Avoidant ___ Competitive ___ Accommodating ___ Collaborative ___

My locus of control is distinctly External ___^{A AC} Internal ___^{CC}

My need for affiliation is High ___^{AC} Moderate or Low ___

My Type A competitiveness is High ___^C Moderate or Low ___

My need for personal power is High ___^C Moderate or Low ___

My need for social power is High ___^{CC} Moderate or Low ___

My need for achievement is High ___^C Moderate or Low ___

My emotional stability is High ___^{CC} Moderate or Low ___^C

My creativity is High ___^{CC} Moderate or Low ___

I have a feeling preference. Yes ___^{CC} No ___

^A May relate to avoidance style

^C May relate to compromise style

^{AC} May relate to collaborative style

^{CC} May relate to competitive style

Accommodating, or compromising, sometimes is the best option presented. If no better option is available and a nonnegotiated option is not better, then compromising is appropriate. This style may also be appropriate when the relationship between the parties is more important than the issues. As noted earlier, it is also sound practice to hold a compromise position as a next-to-best last resort.

There is rarely a case for which collaboration is not the most effective style. The difficulty with collaboration is that it requires the most creativity and the most effort. Furthermore, for some people, it will feel out of character.

Your natural negotiation style is strongly influenced by your view of conflict and your personality. If you see negotiation as conflict, see conflict as negative, and score relatively high on Type A competitiveness, for example, you may engage unwittingly in competitive and avoidant styles. The goal is to understand your tendencies and develop your personal style.

As you completed the assessment instrument presented in Exercise 4.2, you may have found that your style varies from person to person or situation to situation. This may be the result of personality tendencies and habit or conscious choice. We discuss later how to make a conscious, effective choice consistent with your personality and temperament.

CONTINGENCY THEORY

Contingency theory is a term used to refer to a broad base of literature that addresses contextual factors influencing organization structure and management. It is, however, helpful in analyzing negotiation styles and strategies. Just as in organizational management, negotiation entails a myriad of factors—contextual, situational, factual, and interpersonal. The appropriate strategy, style, and tactics are contingent on the mix of those factors.

Also consistent with contingency theory is the notion of anticipating change and adapting to change. Such is the case with negotiation. While it is necessary to plan, it is critical to remain flexible and to understand how to react to unanticipated factors. Flexibility will feel natural to those with a perceiving preference. Those with a judging preference are likely to be more resistant to flexibility. The contingency analysis of negotiation is summarized in the following section.

DEVELOPING EFFECTIVE STYLES

Using the appropriate option requires knowledge and development of self and evaluative thought regarding the particular people and circumstances involved. Two vignettes follow for your practice in evaluating style choice.

PRACTICE

Retrospective Vignette 1

Think of an occasion when someone interacted with you in a competitive manner. Try to reconstruct the sequence of events, conversation, and emotions. Was the style appropriate in the circumstances? What happened? Was any common ground found? Were additional issues discovered? Did you give the person what he or she wanted? Was the style effective in solving a problem? What effect was there on the relationship?

Retrospective Vignette 2

Think of another occasion when you interacted with someone in a competitive manner. Again, try to reconstruct the entire scene. How did it go? Was your style appropriate? Did you get what you wanted? Was another style more appropriate on retrospection?

LEARNING CREATIVITY

It is worth noting again that the collaborative style is most often the best choice, particularly in the long term. Personal characteristics conducive to a collaborate approach include high emotional stability, high need for social power, high internal locus of control, a feeling preference, and creativity. It is possible to develop any behavior characteristic including emotional stability and creativity.

Those with an intuitive preference, as well as assimilators and divergers, may find it easier to tackle building creativity. Among the things you can do to increase your creativity are to work cryptograms or to develop them. You may also build your creativity by challenging your assumptions every day. Look for different meanings in old things and places. As you review your interpersonal interactions and prior negotiations, consider what you might have done differently. Evaluate the effectiveness of your course of action. Be open. Be optimistic.

DYNAMIC INTERACTION AMONG PERSONALITY, INTERESTS, GOALS, CONTEXT, AND OTHERS

The optimum negotiation strategy will be determined by the dynamic interaction of each party's unique personality, style of interaction, temperament, perception of the other's style and temperament, perception of the issues in conflict, culture, values, needs, goals, powers, time constraints, expertise, and preparation. The first two have been addressed in this and the prior two chapters. The other items are addressed in later chapters. Your unique personality pervades each of these items. Your self-knowledge will aid you in developing alternative styles as well as in using your natural style to its optimum. Creativity will always help you to find a mutually satisfying agreement.

Performance Checklist

- ✓ The four major negotiation styles are avoiding, competing, accommodating/compromising, and cooperating/collaborating. Competing and compromising are distributive in nature, and collaborating is integrative.
- ✓ Personality affects an individual's comfort with particular styles. The personal attributes of emotional stability, internal locus of control, feeling preference, and creativity are particularly helpful in collaborative negotiation. An external locus of control may be associated with the avoidance style. High needs for personal power and achievement as well as high Machiavellianism and low emotional stability may be associated with a competitive style. High need for affiliation and external locus of control may be associated with a compromising style.
- ✓ Most individuals have a natural or habitual predominant style. Your personal assessment done in Exercise 4.2 should demonstrate your predominant style.
- ✓ Each of the four styles is appropriate at times. The choice depends upon relative interests, goals, values, and personality fit. The collaborative style is usually most effective.
- ✓ Practicing applying your learning from this chapter is a step toward developing effective negotiation strategies.

Key Terms, Phrases, and Concepts

Avoidance

Adversarial/Competitive

Accommodating/Compromising

Cooperative/Collaborative

Distribution

Integration

Contingency Theory

Review Questions

Mark each of questions 1 through 4 as True (T) or False (F) and answer questions 5 through 10.

- T F 1. Avoidance is sometimes the most effective style.
- T F 2. An adversarial style is sometimes most appropriate.
- T F 3. A competitive style and approach limit solutions.
- T F 4. A negative attitude toward conflict is most closely associated with the avoidance and competitive styles.
- 5. Think about why collaborating is the most difficult.
- 6. Think about why collaborating is most often the most effective style to use.
- 7. Think about what steps you may take and what plan you develop to increase your creativity.
- 8. Why would increasing your creative skill increase your negotiation effectiveness?
- 9. Identify at least two of your personality characteristics that will assist you in performing effective negotiation.
- 10. Identify at least two of your personality characteristics that will require your focused attention and/or control in order to increase your negotiation effectiveness.

Case 4.1

You (or your company) desire to purchase a business. Assume that there exists adequate external support for a purchase price value of between two and three times annual earnings.

Case Discussion Questions

1. Which negotiation style would you choose?
2. Why is that style appropriate?
3. What factors and issues can you think of that may facilitate a collaborative style?

Case 4.2

You desire your work team to complete a project within the next two weeks. Doing so will necessitate a great number of extra hours. In the past, all of the individuals involved have expressed dislike for overtime and have gone to great lengths to avoid it.

Case Discussion Questions

1. Which negotiation style would you choose?
2. Why is that style appropriate?
3. What factors and issues can you think of that may indicate that a collaborative style would be effective?