

# What Is Your Negotiation Style?

For each item, select the phrase that best describes your negotiating approach. Then, add up how many a, b, c, d and e phrases you selected. See which one you selected the most.

## 1) This sums up my negotiating style:

- A) I can be hard-nosed if I think I'm right, confrontational if the other person doesn't see it from my point-of-view, and I believe in winning, if I can.
- B) I believe in splitting the difference, horse-trading or sharing the good and the bad.
- C) I avoid confrontation, withdrawal from arguments or give in if we don't agree.
- D) I like helping others and letting them have the upper hand if it makes them feel better.
- E) I like working through problems with people and finding a way where we can both get what we want.

## 2) This saying describes my negotiating approach:

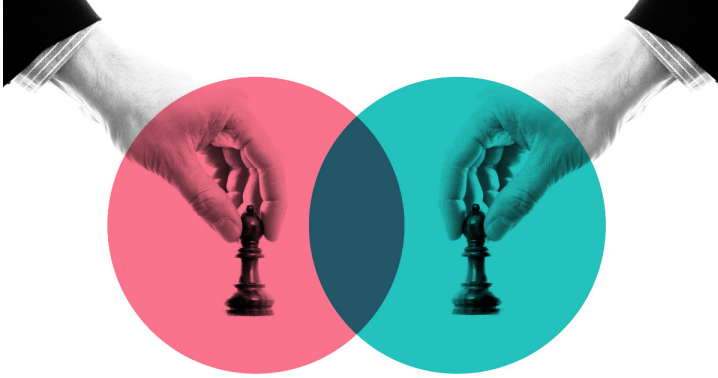
- A) "Put your foot down where you mean to stand."
- B) "You have to give some to get some."
- C) "Let sleeping dogs lie."
- D) "It's better to give than you should receive."
- E) "Come, let us reason together."

## 3) The advantage of my approach to negotiating is:

- A) It normally takes less time.
- B) It appears to be fair, as both sides win and lose.
- C) It's useful when issues are trivial.
- D) It maintains the relationships.
- E) It allows both sides to win big and for relationships to be improved.

## 4) The disadvantages of my approach to negotiating are:

- A) It can lead to stalemate if the other side thinks the same way.
- B) It may result in agreements that neither side is happy about.
- C) The problem is postponed and not resolved.
- D) It can lead to a habit of giving in to all issues and not having any power.
- E) It can be time consuming and if the other person is more forceful, it may be seen as a sign of weakness.



# Different Negotiating Styles

Approaches	Descriptions	Adages	Advantages	Disadvantages
<b>A) Forcing</b>	Hard-nosed and conflictive. Moving against each other.	Put your foot down where you mean to stand.	Normally uses less time.	Can lead to stalemates if the other side uses the same approach.
<b>B) Compromising</b>	Splitting the difference, sharing, horse trading.	You have to give to get some.	A natural style for most people. Appears to be fair, as both sides win and lose.	Can lead to extreme positions as both sides anticipate splitting the difference. May result in agreements that no one is happy about.
<b>C) Avoiding</b>	Moving away, losing/leaving, withdrawing.	Let sleeping dogs lie.	Useful when issues are trivial.	Problem is postponed, not resolved.
<b>D) Accommodating</b>	Yielding/losing, friendly, helping, moving toward the other.	It is better to give to receive.	When the other side is right, you should give in. When the relationship with is more important.	May result in loss to you in major issues. Can lead to a habit of giving in and you lose power.
<b>E) Collaborating</b>	Problem solving, integrating, even-handed.	Come, let's reason together.	Both sides can win big. Personal relationships can be improved, rather than harmed.	Can be extremely time-consuming. Negotiators with a forcing style may interpret this as a weakness.

The image shows two hands, one on the left and one on the right, each holding a black chess piece (a king) over a Venn diagram. The Venn diagram consists of two overlapping circles, one pink on the left and one teal on the right. The hands are positioned as if they are about to move the pieces into the overlapping area. The background is white.

# What Is Your Negotiation Objective?

## Three Questions to Ask to Determine Your Negotiating Objective:

- *Is the issue the most important?*
- *Is the relationship the most important?*
- *Is the transaction worth the costs?*

### **Win-win negotiation:**

This means different things to different people and the key idea is that each party involved gets something of value to him/her. This objective is used when:

- The issue is important to you.
- You value the relationship with the other party.
- You have enough time to look for an approach that satisfies both objectives.

*This objective makes good business sense because it keeps relationships intact and provides a foundation for future situations.*

### **Win-lose negotiation:**

One person gets what he/she wants and the other person doesn't. This objective is used when:

- The issue is important to you.
- But preserving the relationship with the other party doesn't matter to you.
- You have the time to win over the other party.
- Or, you want to find a win-win solution and know the other party will take advantage of you. This may be your only chance to break even.

### **Lose-win negotiation:**

The opposite of the above. This objective is used when:

- The issue isn't important to you.
- But you value the relationship with the other party and think letting him/her win will help build a stronger, lasting relationship.
- Or, you are under time pressure and willing to accept a lose-win solution because it's the faster or easiest way to resolve the issue.

*Sometimes, it's better to let the other party win or receive more value than you. In which situations would this make more sense?*

### **Lose-lose negotiation:**

Neither party gets what he/she values or wants. This objective is used when:

- The issue is unimportant to both parties.
- You may build a relationship on mutual suffering and it's not a major concern.
- Time and/or transaction costs are the primary considerations.
- Parties accept lose-lose solutions because they are the fastest way to resolve issues.

The image shows two hands, one from the left and one from the right, each holding a black chess piece (a king) over a Venn diagram. The Venn diagram consists of two overlapping circles, one pink and one teal, with a dark blue intersection. The hands are positioned as if they are about to move the pieces into the intersection.

# The Steps of the Negotiation Process:

**1) Strategic Introduction:** State why you are here at the table.

**2) Group Agenda:** Discuss “ground rules” or “operating guidelines,” what issues need to be addressed.

**3) Share Information:** Provide information on interests, facts, alternatives, and other things you want the person or group to know. Both parties provide their view of the situation. This is where initial positions are discovered.

**4) Match Up and Differences:** Determine where you and others share the same interests, facts, and other areas of common ground and then identify differences. The differences between initial positions determine the issues to be resolved.

- **Perfect agreement in some areas:** The initial positions for both players are similar. Non-issues make it easier to reach agreement.
- **Perfect disagreement in some areas:** One player has a “bottom line” issue and the other player considers the issue as non-negotiable. The issue could be a “deal breaker” and must be managed carefully.
- **Partial disagreements:** The initial positions are close but not in complete agreement. These issues may not be obstacles and it depends on how far apart the positions are and how important the issues are to the players.

**5) Brainstorm Solutions:** Generate a list of creative ideas, without judgment, that might later be refined into options for the best solutions to the challenge. Look for a 3rd alternative.

**6) Bargain to Meet Needs:** Pin down possible solutions to the challenge. Try to reach agreements that satisfy everyone’s needs.

- **Constructive Power:** The ability to satisfy the other party’s interest (e.g., interest needs, and what they are really after) You ask questions, watch body language, and do your homework.
- **Obstructive Power:** The power that comes from your ability to block the satisfying of others’ interests (needs).
- **Jumping Power:** The ability to leave a negotiation and it is typically linked to how good your alternatives are.
- **Personal Power:** The desire, confidence, skills, and knowledge to succeed. Some describe these characteristics as the intangible negotiation skills.

**7) Finalize:** Clarify agreements and move to a valuable solution that everyone can agree on. Determine that the issues have been addressed.