

HOW CONFLICT STYLES IMPACT EFFECTIVE NEGOTIATIONS

(Based on *Getting to Yes* & Thomas-Kilmann Conflict Styles)

Four Rules of Effective Negotiation from *Getting to Yes*

<i>Thomas Kilmann Conflict Style:</i>	1. SEPARATE PEOPLE FROM PROBLEM	2. FOCUS ON INTERESTS, NOT POSITION	3. INVENT OPTIONS FOR MUTUAL GAIN	4. SET OBJECTIVE CRITERIA
COMPETING	Sees other party as the <i>Problem</i> ; casts as the enemy	Sees obtaining position as “winning”	Not interested, doesn’t pursue	Doesn’t want to, so avoids
COMPROMISING	Sees other party as someone to trade with	Tends to look for quick solution – trading on positions, forgetting interests	Basic drive, but may be shallow or may be lax in pursuing	Tends to be led away from objectivity toward any compromises
AVOIDING	Sees other party as source of discomfort	Tends to avoid opportunities to negotiate, addresses neither positions nor interests	Won’t proactively invent options, but open to them if helps complete negotiation sooner	Similar to inventing mutual gain; will participate if helps to complete negotiations faster
ACCOMMODATING	Sees other party as someone to please	Apt not to put forth own interest or position strongly enough	Unlikely to press for own fair share	Apt not to be objective on what own viewpoint is
COLLABORATING	Clearly able to separate people from problem; other parties are there to work <u>with</u> , not against	Looks out for interests of both parties; apt to put both on table in order to achieve win-win solution	Basic drive is to develop options pleasing to both parties	Basic technique; comfortable with it because it removes personalities from discussion