

A Summary of Conflict Management/Negotiation Styles

Description of Style	This style is useful when...
Competing/Forcing	
<p>Works the negotiation to win more than any one else in the deal.</p> <p>Likes to be in control and may withhold information, ignore mutually beneficial alternatives that do not advance his or her interests, and use threats and ultimatums, including walking out to demonstrate commitment to the goal. This position could be taken in defense of a position you believe is absolutely right with the other position being wrong.</p> <p>Requires the ability to argue, rank, and use sanctions.</p>	<p><i>Quick, decisive action is needed.</i></p> <p><i>An emergency looms</i></p> <p><i>Moral issues are at stake.</i></p> <p><i>Unpopular actions are implemented.</i></p> <p><i>One party is playing hardball and you wish to prevent them from taking advantage of a non-competitive person.</i></p> <p><i>The issue is trivial and others do not really care about the outcome or goal you seek.</i></p> <p><i>The issues are simple and the terms of resolution are clear.</i></p>
Collaborating/ Problem-Solving	
<p>Uses candid disclosure of interests, brainstorming options, and fair standards of practice to uncover the underlying problems and potential benefits to both parties.</p> <p>Requires inquiry and listening skills to probe disagreements; imagination to find creative solutions.</p>	<p><i>Diplomacy is required to address complex negotiations.</i></p> <p><i>Time is plentiful.</i></p> <p><i>Two parties of equal power are committed to mutually beneficial goals.</i></p> <p><i>Issues and relationships are both important and valued.</i></p>
Compromising	
<p>Looks for a standard to find a quick, obvious, and acceptable resolution, i.e. "split the difference".</p> <p>Solutions are often partially satisfactory to both parties but completely satisfying to neither.</p>	<p><i>Cooperation is important but time and/ or resources are short.</i></p> <p><i>Some solution is better than none.</i></p>

Avoiding/ Withdrawing	
<p>Strongly dislikes interpersonal conflict and will go to great lengths to keep it to a minimum.</p> <p>May diplomatically sidestep or postpone dealing with an issue ("Ignore it until it goes away") or may withdraw from a threatening situation (" I don't want to play")</p> <p>Generally likes hierarchy and clear rules.</p>	<p><i>An issue is trivial or tangential to more important and urgent issues and time is short.</i></p> <p><i>When you have little power and believe there is no chance your goals will be met, but you wish to block the other party.</i></p> <p><i>When the potential danger of confrontation exceeds the benefits of addressing the issue.</i></p> <p><i>When gathering more information may improve the decision (when time is in your favor).</i></p>
Accommodating	
<p>Enjoys resolving conflict by solving the other person's problem, even if neglecting own concerns.</p> <p>May result from selfless generosity or charity, obedience, or yielding to another's point of view.</p> <p>Accommodators are good listeners, known as good team players</p>	<p><i>You realize you are incorrect.</i></p> <p><i>You wish to show you are reasonable and fair.</i></p> <p><i>The issue is less important to you than it is to the other party, especially if the other party has more power.</i></p> <p><i>Preserving harmony is important.</i></p>

References for Learning More about Negotiation Skills and styles

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