

NEGOTIATING *Style* PROFILE ONLINE

Third Edition

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The *Negotiating Style Profile* (NSP) is designed to help you gain a deeper understanding of your negotiating style. You will discover how you most characteristically negotiate and how that style compares with other styles of negotiating. This information will help you determine whether changes in your style could increase your negotiating effectiveness. It should be noted that all styles can be useful in certain situations.

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The Model of Negotiating Styles

Each participant in a negotiation has two important concerns during the negotiating process. The first concern is with the *outcome* or substance of the agreement. The second concern is with the *relationship* with the other party. People have varying degrees of interest in these two behavioral dimensions.

The concern for outcome, for example, might be expressed by one person through his or her determination to drive the best bargain at any cost. Only the outcome or getting the best deal matters. Others have somewhat less concern for outcome. And, there are people who are willing to accept whatever can be gained and make little or no effort to influence directly the outcome of the process.

The second concern every participant in a negotiation has is for the relationship with the other party. Does the other person want to have certain needs fulfilled? Does this person like me? Is my behavior offensive? Will this person want to negotiate with me in the future? What kind of relationship should we build before and during our discussion? How will it affect this person's willingness to carry out our agreement, if one should be reached?

The two universal concerns for outcome and relationship are shared by all negotiators, regardless of the object of their negotiations. But these concerns are *not* expressed independently. Each concern interacts with the other to produce a pattern or *style* of negotiating behavior.

Your negotiating style depends on the degree of emphasis you choose to place on your concerns for outcome and relationship. The Model of Negotiating Styles (Figure 1) shows how the two concerns interact to produce the five characteristic negotiating styles.

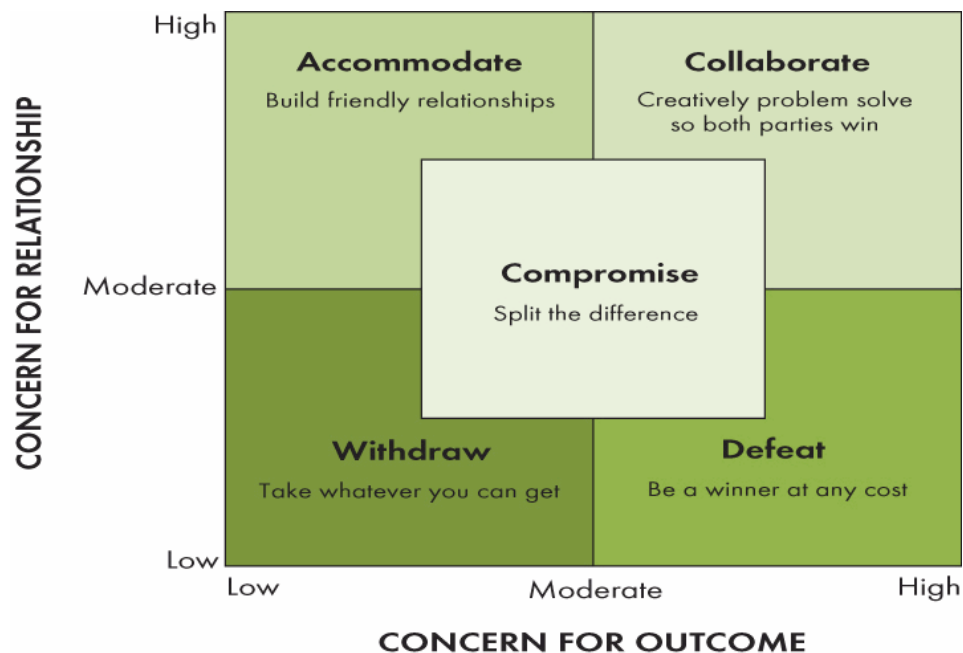


Figure 1: The Model of Negotiating Styles

Five Characteristic Negotiating Styles

DEFEAT

When a high degree of concern is expressed for the outcome of the negotiation and a low degree of concern is expressed for the relationship with the other party, a Defeat behavior pattern is produced. This pattern is characterized by win-lose competition, pressure, intimidation, adversarial relationships, and the negotiator attempting to get as much as possible for him - or herself. *Defeat the other party at any cost* becomes the negotiator's goal.

WITHDRAW

When a low degree of concern for both the outcome of the negotiation and the relationship with the other party is expressed, a Withdraw behavior pattern is produced. The pattern is characterized by feelings of powerlessness, indifference to the outcome, resignation, surrender, and taking whatever the other party is willing to concede. *Withdraw and remove oneself* becomes the behavior of the negotiator.

ACCOMMODATE

When the focus is on building a compatible relationship in the hope that the negotiation will be successful, an Accommodate behavior pattern is produced. This pattern is characterized by efforts to promote harmony, avoidance of substantive differences, yielding to pressure to preserve the relationship, and placing interpersonal relationships above the fairness of the outcome. *Accommodate the other party's needs* becomes the negotiator's style.

COMPROMISE

When a moderate degree of concern for both dimensions of negotiating behavior is expressed, a Compromise behavior pattern is produced. This pattern is characterized by compromise, meeting the other party halfway, looking for trade-offs, splitting the difference, and other halfway measures. Conflict reduction is valued over synergistic problem solving. *Find an acceptable agreement* is the objective of this negotiator's style.

COLLABORATE

When a high degree of concern for both the outcome of the negotiation and the relationship with the other party is expressed, a Collaborate behavior pattern is produced. This pattern is characterized by searching for common interests with the other party, problem-solving behavior, and recognizing that both parties must get their needs satisfied for the outcome to be entirely successful. Collaborative behavior and synergistic solutions are the result. *Work to build a win-win outcome* is the main goal of the negotiator.

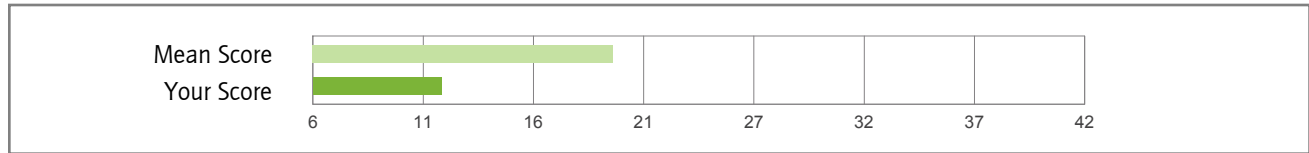
	CONCERN FOR OUTCOME	CONCERN FOR RELATIONSHIP
DEFEAT	HIGH	LOW
WITHDRAW	LOW	LOW
ACCOMMODATE	MODERATE	HIGH
COMPROMISE	MODERATE	MODERATE
COLLABORATE	HIGH	HIGH

Table 1: Negotiating Style Concerns - Outcome versus Relationship

Your Negotiating Style Profile

This overview of your Negotiating Style Profile reflects your reported preference for the different negotiating styles. Each style may be used at different times, depending on a range of circumstantial factors. Your interest should be in the strength of each of your style preferences.

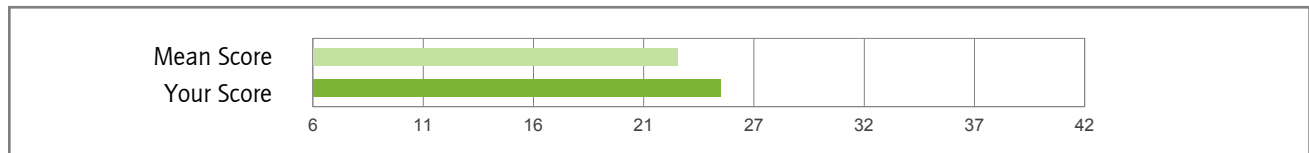
Defeat



Your score on Defeat: 12

The Mean Score on Defeat: 20

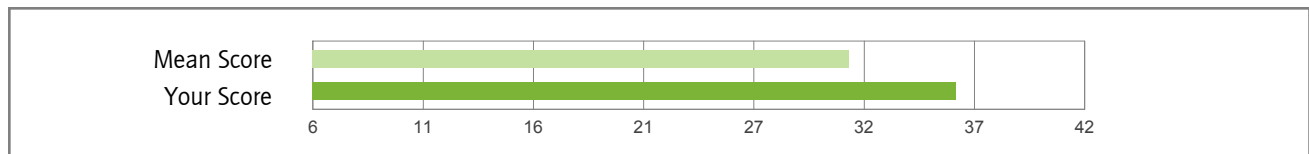
Withdraw



Your score on Withdraw: 25

The Mean Score on Withdraw: 23

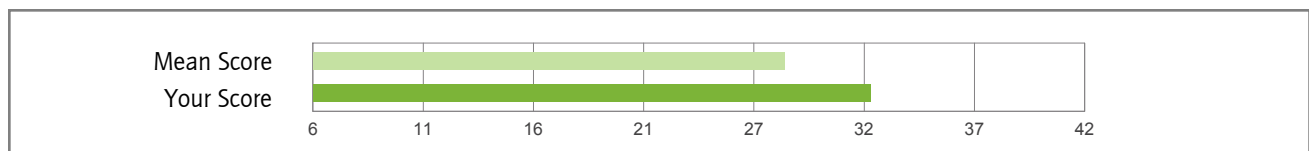
Accommodate



Your score on Accommodate: 36

The Mean Score on Accommodate: 31

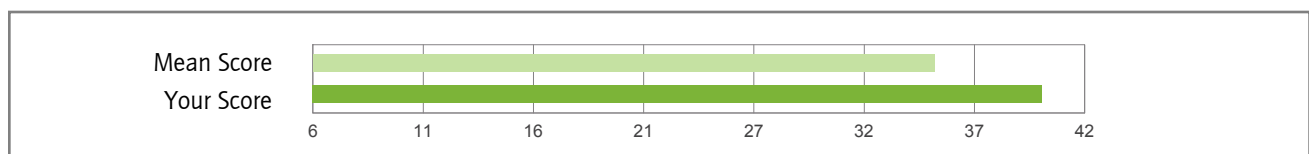
Compromise



Your score on Compromise: 32

The Mean Score on Compromise: 28

Collaborate

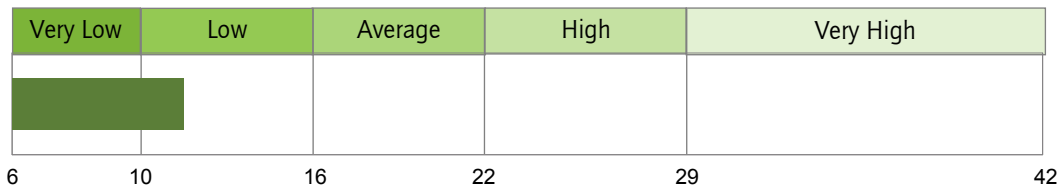


Your score on Collaborate: 40

The Mean Score on Collaborate: 35

Begin by looking at your scores, which are broken down by style on the following pages. You will notice that the profiles show five ranges, from very high to very low. These ranges have been determined from a sample of managers and professionals who have responded to this instrument. By locating your scores in each of the five ranges, you can compare your scores to those achieved by the sample population. For example, is your score *average* for the Defeat style? Is your score *high* for Collaborate? And so on. Keep in mind that this is a rough comparison of how you see your negotiating style compared to how others see their styles.

Defeat Style of Negotiating



Your preference for the Defeat Style of Negotiating falls in the Low range.

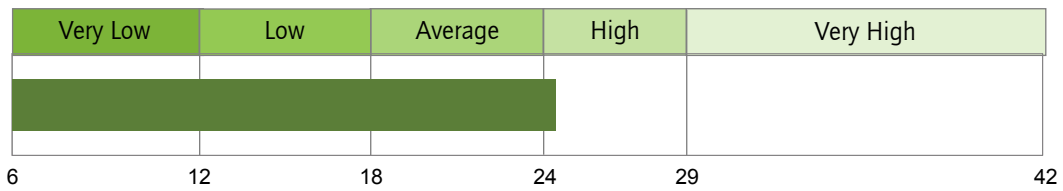
The following statements/characteristics apply to the Defeat Style:

- Drive a hard bargain.
- Total victory is the goal.
- Me or them. Don't get taken.
- Business is business.
- Apply pressure. Intimidate. Browbeat. Be belligerent. Abuse. Insult. Harass. Betray. Chisel. Haggle.
- Don't trust anyone.
- Clobber them before they clobber you.
- How much can I get for how little.
- There can only be one winner.
- You have to have killer instinct.

Your Responses

Defeat Style	Completely Characteristic	Characteristic	Somewhat Characteristic	Neither Characteristic nor Uncharacteristic	Somewhat Uncharacteristic	Uncharacteristic	Completely Uncharacteristic
1. When I negotiate, my interests must prevail.					X		
6. I believe that negotiators are adversaries.				X			
11. I enjoy the reputation of being a tough battler.							X
16. I believe that negotiation is a contest of wills.						X	
21. I believe that you should do unto others before they do it to you.							X
26. I believe that an effective negotiator employs threats, bluffs, and surprises.							X

Withdraw Style of Negotiating



Your preference for the Withdraw Style of Negotiating falls in the High range.

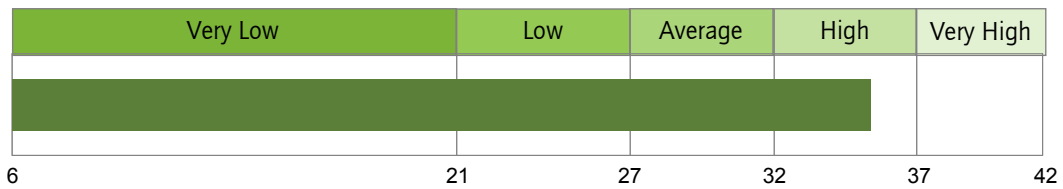
The following statements/characteristics apply to the Withdraw Style:

- Indifferent; resigned.
- Keep a low profile.
- Avoid confrontational situations.
- Do minimum to keep up appearances.
- Results are beyond my influence.
- Realistically, you take whatever the other person is willing to concede.
- Other people are born negotiators and have more power.
- Forgo. Waive. Sacrifice. Relinquish. Surrender. Yield. Cede.

Your Responses

Withdraw Style	Response Scale						
	Completely Characteristic	Characteristic	Somewhat Characteristic	Neither Characteristic nor Uncharacteristic	Somewhat Uncharacteristic	Uncharacteristic	Completely Uncharacteristic
2. I often feel I lack the power to produce a successful outcome.					X		
7. I accept the fact that you can only get what others are willing to concede.						X	
12. I keep a low profile during a negotiating discussion.				X			
17. I believe that by playing down certain hot issues one can reduce or eliminate time-consuming conflicts.		X					
22. I often let others take responsibility for solving the problem.				X			
27. I put aside decisions until conflicts have quieted down.		X					

Accommodate Style of Negotiating



Your preference for the Accommodate Style of Negotiating falls in the High range.

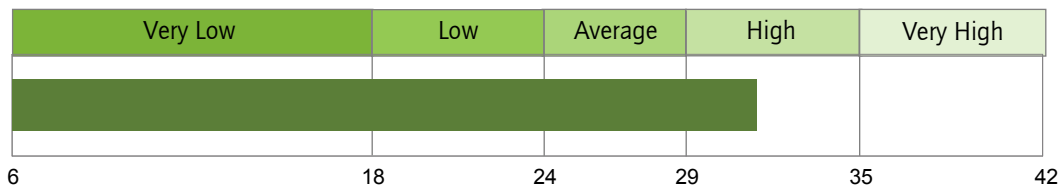
The following statements/characteristics apply to the Accommodate Style:

- Good relationships produce good deals.
- Maintain harmony; keep the peace; be friendly.
- Avoid unpleasant confrontations.
- Be agreeable; keep people happy.
- Make concessions to further the relationship.
- Trust others without reservation.
- Disclose your bottom line so that the other party knows what you're after.
- Yield to pressure to preserve the relationship.

Your Responses

Accommodate Style	Completely Characteristic	Characteristic	Somewhat Characteristic	Neither Characteristic nor Uncharacteristic	Somewhat Uncharacteristic	Uncharacteristic	Completely Uncharacteristic
	3. I believe that a friendly approach to negotiating is better than a combative one.	X					
8. I believe that you have to make concessions to the other party to build the relationship.			X				
13. I believe that affable relationships produce the best results.	X						
18. I believe that a soft word can win a hard heart.		X					
23. I search for a solution that will make the other party happy.				X			
28. People with whom I negotiate know me as a friendly peacemaker.	X						

Compromise Style of Negotiating



Your preference for the Compromise Style of Negotiating falls in the High range.

The following statements/characteristics apply to the Compromise Style:

- Agree to split the difference.
- Meet halfway.
- Find a quick, easy solution we can both agree on.
- Give something to get something.
- Look for trade-offs.
- No one gives up or gains everything.
- Each person walks away with something.
- We get off each other's backs.
- We scratch each other's backs.
- You win some, you lose some.

Your Responses

Compromise Style	Completely Characteristic	Characteristic	Somewhat Characteristic	Neither Characteristic nor Uncharacteristic	Somewhat Uncharacteristic	Uncharacteristic	Completely Uncharacteristic
4. I believe that half a loaf is better than none.		X					
9. I believe that compromise is the essence of effective negotiating.			X				
14. My motto is "split the difference."			X				
19. My approach is to always meet the other party halfway.		X					
24. When I negotiate, I put a lot of effort into looking for trade-offs.				X			
29. I believe that in a successful negotiation everyone must give something in order to get something.		X					

Collaborate Style of Negotiating



Your preference for the Collaborate Style of Negotiating falls in the High range.

The following statements/characteristics apply to the Collaborate Style:

- Win-win.
- Negotiation is a creative, problem-solving situation.
- We have common interests. We need to form a partnership.
- Both parties get their respective needs satisfied.
- Each party explores mutual interests and works for mutual goals.
- Yield to principle, not pressure.
- Try to reach a result based on objective criteria.
- Try to create a synergetic, creative solution to all negotiation problems.
- Principled negotiations.
- No tricks.
- Instead of dividing the apples, we both shake the tree to get more apples.

Your Responses

Collaborate Style	Completely Characteristic	Characteristic	Somewhat Characteristic	Neither Characteristic nor Uncharacteristic	Somewhat Uncharacteristic	Uncharacteristic	Completely Uncharacteristic
5. I try to reach a result based on objective criteria rather than just my own demands.		X					
10. I try to identify shared principles to use as a basis for resolving negotiating dilemmas.	X						
15. I believe that a negotiation may be said to be effective when both I and the other party get our needs satisfied.	X						
20. I believe that effective negotiators develop a partnership.	X						
25. When negotiating, I attempt to work through our differences.		X					
30. I believe that the most successful negotiation achieves results for both parties.	X						

Which Style is preferred?

Variations of each of the styles may be appropriate under certain conditions. Furthermore, a negotiator may choose any one of the five styles for a particular negotiation. For example, the other party may truly have superior power over the subject of the negotiation. In that case, a Withdraw stance might well be the only feasible course of action if agreement is to be reached.

However, a consistent application of the **Collaborate** style offers the greatest probability of producing negotiating results of the highest quality and most enduring satisfaction to the parties involved. If mutual need satisfaction is of paramount concern to the parties, and problem-solving strategies are harnessed to satisfy these needs, then both the outcome of the negotiation and the relationship of the parties will benefit.

Advantages and Disadvantages to each Style

Defeat	<ul style="list-style-type: none"> • Good short term deals • If the other negotiator uses this style it may be appropriate to use it 	<ul style="list-style-type: none"> • Could be destructive and ineffective in the long run • The other party may try to “get back at” you in the future • Not effective in building relationships
Withdraw	<ul style="list-style-type: none"> • Expediency of negotiations because one side has all of the power 	<ul style="list-style-type: none"> • May lead to personal feelings of helplessness • May result in unfair outcomes
Accommodate	<ul style="list-style-type: none"> • Easy agreement • Effective when relationship is paramount 	<ul style="list-style-type: none"> • High cost in terms of one-sided solutions • Relationships may be superficial
Compromise	<ul style="list-style-type: none"> • Some of both parties needs are met • Produces adequate solutions and relationships • Works well when trade-offs are the only way to come to an agreement 	<ul style="list-style-type: none"> • May not produce an optimal win-win solution • Does not produce the best outcome or the best relationship
Collaborate	<ul style="list-style-type: none"> • Creative, long-term solutions • Builds strong relationships 	<ul style="list-style-type: none"> • Takes time, effort, and practice

Interpersonal Skills of the Collaborative Negotiator

Specific interpersonal skills can be learned by negotiators to improve their skills and help them move in the direction of the Collaborate style. The following six interpersonal skills, if practiced regularly, can help move you in the Collaborate direction. These skills include:

- **Assertive Behavior** - Be clear about your own needs in the discussion and be considerate of the other party's needs as well.
- **Supportive Climate-Building** - Consciously and deliberately work at establishing and maintaining a supportive tone in the discussion.
- **Active Listening** - Make every effort both verbally and nonverbally to let your negotiating partner know that you're listening and interested in what he or she is saying.
- **Nonverbal Behavior Sensitivity** - Be sensitive to the range of nonverbal behaviors your negotiating partner is using. These behaviors may tell you more than his or her words.
- **Using Questions to Raise Receptivity** - Ask questions in order to gather necessary information and make sure you understand the other party.
- **Confronting and Working Through Differences** - Treat differences as an opportunity to learn more about the other party. Address differences as soon as possible so they don't interfere with your negotiation.

Conducting a Collaborative Negotiation

In addition to the interpersonal skills required, a method or approach that will increase the probability of a win-win outcome is needed. That method includes:

- Comprehensive preparation
- Appropriate opening to set the tone of the negotiation
- Exploration of each party's needs
- Creative development of alternatives
- Use of objective criteria to evaluate agreements
- Appropriate closing to define the agreement
- Critique of the negotiated outcomes.

Negotiating with others is a creative process that can be affected by thought, preparation, and skill practice. The Model is designed to help negotiators focus on those skills and methods that are likely to produce synergistic outcomes.

Action Planning

1. What have you learned about your negotiating style?

2. What are your strengths as a negotiator?

3. In what areas would you like to improve your negotiating skills?

4. Think about a previous negotiation that did not go as well as you hoped. With your new understanding of negotiating styles, what could you have done differently in that situation?

5. Briefly describe an upcoming negotiation that you face.

6. Based on what you have learned, what is the negotiating style of the person with whom you will be negotiating?
 Defeat Withdraw Accommodate Compromise Collaborate

7. How can you apply what you've learned about negotiating styles to this upcoming negotiation?

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