

**Choices for Negotiators When Fashioning an Effective Negotiation Style:
When to be Cooperative and Use Tactics
and When to Be Competitive and Use Tricks**

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Program Summary: Negotiators often employ bargaining tactics and can be tempted to use tricks that are easy to condemn but difficult to resist due to their effectiveness when undiscovered. This program will consider how to make informed choices during fast-paced negotiations. Presenters will introduce a method for fashioning an effective negotiation style based on an understanding of good practices, tactics and tricks with attention to why it is critical to avoid unethical behavior. Negotiation realities based on the presenters' work as researchers, teachers, trainers, and negotiators will be highlighted.

1. DIFFERENCE BETWEEN CONFLICT STYLES & NEGOTIATION STYLES

A. CONFLICT STYLE – Describes **WHO** you **ARE**

- This is determined by how you naturally respond to conflict
- This is shaped by what your culture, experience and personal background has taught you about dealing with conflict
- This is your operational comfort zone and your basic instinct when arguing.
- **There are five (5) Conflict Styles:**
 1. Collaborative/ Problem solving
 2. Competitive
 3. Compromise
 4. Avoiding
 5. Accommodating
- To determine your conflict style you can take a survey such as the Thomas-Killman Instrument that classifies which conflict style categorization you naturally identify.
- Awareness of your own style is the first step to be able to identify similarities and difference in others.

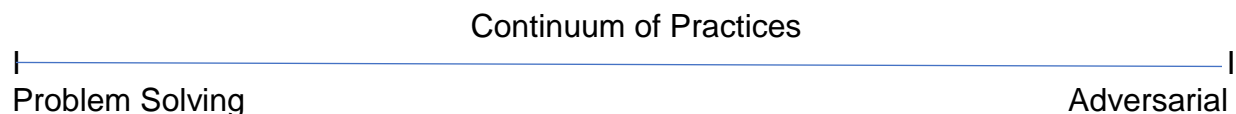
B. NEGOTIATION STYLE – Describes **WHO** we **WANT TO BE** when negotiating

- This is determined by the way you conduct yourself within negotiations
- This is shaped by the choices in which you make during negotiations
- These choices develop your reputation and image

- You **MUST** be consciously aware of your choices and how they are being perceived by the other parties
- **There are three (3) Categories of Choices:**
 1. **GOOD PRACTICES** – This is a collaborative approach that involves being a good active listener. These choices encompass upholding ethical standards and involve little to no risk in implementing them.
 2. **TACTICS** – This is a conscious positional determination of what techniques you choose to implement during negotiations. These can include market reality standard practices that involve an increased utilization risk. Understand that some of these techniques may differ from your own approach. Yet, acknowledge their presence when other's use them without letting it impede the negotiation and/or your reaction.
 3. **TRICKS** – These are techniques that are utilized as drastic measures and cross the proverbial ethical threshold. Be cautious of their utilization and how they could impact your reputation. Although these techniques can yield high results, the risk in utilizing them is very high on your reputation in the professional community.

2. AWARENESS OF STYLES, CHOICES & TECHNIQUES

- **Increase your awareness of these styles and techniques by:**
 - Identify your conflict style & decide what negotiation style works best for you
 - Know the difference between all styles and techniques
 - Improve your ability to identify the styles and techniques of others



- **A helpful tip: Envision a continuum**
 - In your opinion, where do these negotiation choices fall on the continuum?
 - During the negotiation, take the time to think about these choices.
 - Examine the potential effectiveness and impacts of the choices prior to utilization.
 - Analyze your response/reaction real time by knowing your own threshold
 - Understand that perception matters – ask yourself how does it look to the eyes of the target?
 - Understand that the same scenario can look and be interpreted differently by different people
 - Ask yourself, is the conduct out of bounds of acceptable behavior?

3. WEIGH THE OPTIONS – CONDUCT A RISK ANALYSIS

- Assess the benefits and risks of your techniques prior to utilization
- Understand how you are conducting yourself during negotiations and how it can be interrupted
- Fully comprehend what is at stake and risked by your methods of approach
- Engage in a self-evaluation and internal reflection of your conduct during negotiations
- If needed, take the time to reflect during decision making (caucus or break)
- Examine – Ask yourself, does the conduct pass the straight face test?
- Be present in your thought process during negotiations
- Your reputation and professional relationships are on the line