Chapter 10 Managing Conflict and Negotiations

10.1 A Contemporary View of Conflict,

Conflict Is Everywhere and It Matters

Conflict is a pervasive part of the human experience. Some surveys report that employees spend two or more hours per week, or one day per month, dealing with some type of conflict at work. Not only is conflict time consuming, but employees also report many other undesirable consequences, such as:

25 percent call in sick.

24 percent avoid work related events.

18 percent quit.

16 percent say they've been fired.

9 percent attribute project failures to conflict.

Whether these statistics move you or not, you can safely assume that all forms of conflict at work are underreported. Due to these consequences, and the fact that conflict occurs both within and between levels in the Organizing Framework for OB, managing it effectively is essential for individual, departmental, and organizational effectiveness.
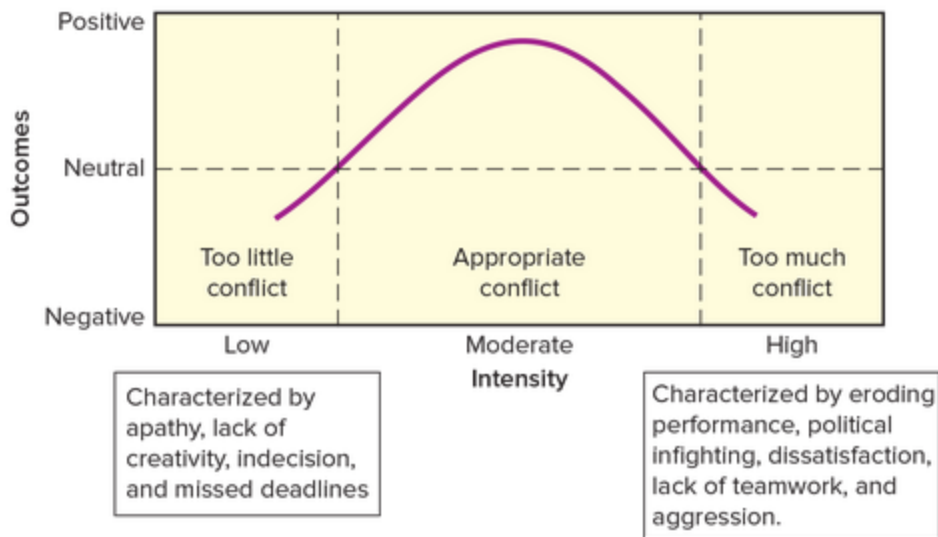
A Modern View of Conflict,

Conflict occurs when one , party perceives that its interests are being opposed or negatively affected by another party., The word perceives reminds us that sources of conflict and issues can be real or imagined, just like perceptions of fairness. A lack of fairness, perceived or real, is a major source of conflict at work.

A Conflict Continuum,

Ideas about managing conflict underwent an interesting evolution during the 20th century. Initially, management experts believed all conflict ultimately threatened management's authority, reduced productivity, and thus had to be avoided or quickly resolved. They later recognized the inevitability of conflict and advised managers to learn to live with it. Emphasis, nevertheless, remained on resolving conflict whenever possible. Beginning in the 1970s, OB specialists realized conflict had both positive and negative outcomes. This perspective introduced the revolutionary idea that organizations can suffer from either too much conflict or too little. Neither is desirable.

Appropriate types and levels of conflict energize people to move in constructive directions. The relationship between conflict intensity and outcomes is illustrated in Figure 10.2. The differences between types and levels of conflict lead to the distinction between functional and dysfunctional conflict discussed next.

Positive / **Neutral** / **Negative** — Outcomes

Too little conflict — Characterized by apathy, lack of creativity, indecision, and missed deadlines

Appropriate conflict

Too much conflict — Characterized by eroding performance, political infighting, dissatisfaction, lack of teamwork, and aggression.

Low / Moderate / High — Intensity

Functional vs. Dysfunctional Conflict,

The distinction between functional conflict and dysfunctional conflict pivots on whether the organization's interests are being served. Functional conflict, commonly referred to as constructive or cooperative conflict, is characterized by consultative interactions, a focus on the issues, mutual respect, and useful give and take. In such situations people often feel comfortable disagreeing and presenting opposing views. Positive outcomes frequently result.

Each of these factors is lacking in cases of dysfunctional conflict, disagreements that threaten or diminish an organization's interests. This danger highlights the valuable role of management, and your own actions, in determining whether conflict is positive. To effectively deal with any kind of conflict, we need to understand some of the common causes.

Common Causes of Conflict,

Certain situations produce more conflict than others. Knowing the causes can help you and managers anticipate conflict and take steps to resolve it if it becomes dysfunctional. Table 10.1 lists many of the situations that tend to produce either functional or dysfunctional conflict. Which have happened to you?

Escalation of Conflict,

When conflict escalates, the intensity increases and often leads to cycles of provocation and counter provocation. The conflicting parties then often replace meaningful exchange and debate with increasingly destructive and negative attacks, which are often more about undermining or hurting the other party than advancing one's own interests. People then take positions that are increasingly extreme and hard to justify. Conflict escalation often exhibits these five characteristics:

Tactics change. Parties often move from , light tactics,, such as persuasive arguments, promises, and efforts to please the other side, to , heavy tactics, that include threats, power plays, and even violence.

Number of issues grows. More issues that bother each party are raised and included in the conflict.

Issues move from specific to general. Small and specific concerns often become more vague or general and can evolve into a general dislike of or intolerance for the other party.

Number of parties grows. More people and groups are drawn into the conflict.

Goals change. Parties change their focus from , doing well, or resolving conflict to winning and even hurting the other party.

Why People Avoid Conflict,

Are you uncomfortable with conflict? Do you go out of your way to avoid it? If so, you're not alone. Many of us avoid conflict for a variety of reasons both good and bad. Some of the most common are the following:

Fear of harm to ourselves.

Fear of rejection.

Fear of damage to or loss of relationships.

Anger.

Desire not to be seen as selfish.

Desire to avoid saying the wrong thing.

Fear of failure.

Fear of hurting someone else.

Fear of getting what you want.

This list is self explanatory, except for the last item. It refers to people who, for personal reasons, feel undeserving or fear the consequences of success and thus tend to sabotage themselves.

Of course, avoiding conflict doesn't make it go away. It may continue or even escalate. Moreover, avoiding conflict can cost you a promotion. Many otherwise qualified employees are passed over for management and executive positions because they avoid making tough decisions, confronting poor performance, or challenging weak or faulty ideas. This suggests that conflict handling, not conflict avoiding, skills are in high demand. Southwest Airlines took this to heart.

What is the alternative? The Applying OB box below provides useful suggestions. For our purposes, it is enough to become aware of our fears and practice overcoming them, as the rest of this chapter will show.

Desired Outcomes of Conflict Management,

Conflict management is more than simply a quest for agreement, nor should it be a quest for victory. If progress is to be made and dysfunctional conflict minimized, we need a broader goal. An influential model of cooperative conflict outlines these three desired outcomes:

Agreement. Equitable and fair agreements are best. An agreement that leaves one party feeling exploited or defeated will tend to breed resentment and subsequent conflict.

Stronger relationships. Good agreements enable conflicting parties to build bridges of goodwill and trust for future use. Moreover, conflicting parties who trust each other are more likely to keep their end of the bargain they have made.

<u>Learning</u>. Functional conflict can promote greater self awareness and creative problem solving.

10.2 Conventional Forms of Conflict,

Personality Conflicts

Given the many possible combinations of personality traits, it is clear why personality conflicts are inevitable. How many times have you said or heard, I just don't like him [or her]. We don't get along., One of the many reasons for these feelings and statements is personality conflicts. We define a personality conflict as interpersonal opposition based on personal dislike or disagreement. Like other conflicts, personality conflicts often escalate if not addressed. Think of personality conflicts you've had at work or school. What were the consequences for you? The other person? Members of your team, department, or class? Did they escalate? If the source of a conflict really is personalities, it is particularly troublesome since personality traits are by definition stable and resistant to change.

Table 10.2 presents practical tips for both you and managers who are involved in or affected by personality conflicts. Best practices vary depending on the party. Steps 2 through 4 in the table show how to escalate your concern if the conflict is not resolved.

FOR THE EMPLOYEE, Be familiar with and follow company policies on diversity, discrimination, and sexual harassment.

FOR THE EMPLOYEE, Communicate directly with the other person to resolve the perceived conflict (emphasize problem solving and common objectives, not personalities).

FOR THIRD PARTY OBSERVERS, Do not take sides in someone else's personality conflict.

FOR THE EMPLOYEE'S MANAGER, Investigate and document the conflict; if appropriate, take corrective action (feedback or behavior modification).

FOR THE EMPLOYEE, Avoid dragging coworkers into the conflict.

FOR THIRD PARTY OBSERVERS,   Suggest the parties work things out for themselves in a constructive and positive way.

FOR THE EMPLOYEE'S MANAGER, If necessary, attempt informal dispute resolution.

FOR THE EMPLOYEE, If dysfunctional conflict persists, seek help from direct supervisors or human resource specialists.

FOR THIRD PARTY OBSERVERS, If dysfunctional conflict persists, refer the problem to the parties' direct supervisors.

FOR THE EMPLOYEE'S MANAGER, Refer difficult conflicts to human resource specialists or hired counselors for formal resolution efforts and other interventions.

Conflict States and Processes,

Conflict states are shared perceptions among team members about the target and intensity of the conflict. Targets can be either tasks (goals or ideas) or relationships.

Conflict processes are the means by which team members work through task and relationship disagreements.

In Group Thinking, Us vs. Them,

Cohesiveness, a, we feeling, that binds group members together, can be a good thing or a bad thing. A certain amount of cohesiveness can turn a group of individuals into a smooth running team. Too much cohesiveness, however, can breed groupthink, because a desire to get along pushes aside critical thinking and challenges to existing or inferior ideas. The study of in groups has revealed an array of challenges associated with increased group cohesiveness and in group thinking. Specifically,

Members of in groups view themselves as a collection of unique individuals, while they stereotype members of other groups as being , all alike.,

In group members see themselves positively and as morally correct, while they view members of other groups negatively and as immoral.

In groups view outsiders as a threat.

In group members exaggerate the differences between their group and other groups, which typically leads them to a distorted perception of reality.

How to Handle Intergroup Conflict,

How have you attempted to solve conflicts between a group of which you are a member and another group? While many techniques are successful in particular situations, research and practice support three specific approaches:

Contact hypothesis.

Conflict reduction.

The creation of psychologically safe climates.

Contact Hypothesis

The contact hypothesis suggests that the more members of different groups interact, the less intergroup conflict they will experience. Those interested in improving race, international, and union management relations typically encourage cross group interaction. The hope is that any type of interaction, short of actual conflict, will reduce stereotyping and combat in group thinking.

But research has shown this approach to be naive and limited. For example, a study of ethnic majority (in group) and ethnic minority (out group) students from Germany, Belgium, and England revealed that contact did reduce prejudice. Specifically, contact over time resulted in a lower desire for social distance and fewer negative emotions related to the out group. The quality of contacts mattered too, especially regarding equal status, cooperation, and closeness. It wasn't enough simply to encounter members of the out group (to just be introduced, for example).

However, prejudice also reduced contact. Those in the out group were more reluctant to engage with or contact the in group. Contact had no effect on reducing prejudice of the minority out group toward the majority in group. One interpretation of these results is that contact matters, high quality contact matters more, but both matter the most from the in group's perspective.

Nevertheless, intergroup friendships are still desirable, as many studies document. But they are readily overpowered by negative intergroup interactions. Thus the top priority for managers faced with intergroup conflict is to identify and root out specific negative linkages between or among groups. More specifically, focusing on the perceived security and quality of the

interactions matters. If you and/or your managers can make the out group feel there is nothing at stake (they are not being evaluated), they are more likely to feel secure and satisfied with the interaction. This reassurance can also reduce both groups' prejudices about the other. We can achieve such benefits by sharing social interests or social events where the focus is not on work, particularly the out group's work.

Conflict Reduction,

Considering this evidence, managers are wise to note negative interactions between members and groups and consider options for reducing conflict. Several actions are recommended:

Eliminate specific negative interactions (obvious enough).

Conduct team building to reduce intra group conflict and prepare for cross functional teamwork.

Encourage and facilitate friendships via social events (happy hours, sports leagues, and book clubs).

Foster positive attitudes (empathy and compassion).

Avoid or neutralize negative gossip.

Practice the above, be a role model.

Creating a Psychologically Safe Climate,

As we've discussed, conflict occurs at all levels in the Organizing Framework. This means the causes and remedies can also occur at individual, group, and organizational levels. One such organizational level cause and remedy is a climate of psychological safety. A psychological safety climate represents a shared belief among team members that it is safe to engage in risky behaviors, such as questioning current practices without retribution or negative consequences. When employees feel psychologically safe, they are more likely to speak up and present their ideas and less likely to take disagreements personally. This interaction results in increased team creativity, less conflict within and between teams, and higher individual and team performance. Psychological safety climates also help improve employee turnover, safe work behaviors, and job satisfaction.

10.3 Forms of Conflict Intensified by Technology
Work Family Conflict,

Work family conflict occurs when the demands or pressures from work and family domains are mutually incompatible. Work family conflict can take two distinct forms: work interference with family and family interference with work. For example, suppose two managers in the same department have daughters playing on the same soccer team. One manager misses the big soccer game to attend a last minute department meeting (work interferes with family), while the other manager skips the meeting to attend the game (family interferes with work). Both kinds of conflicts matter, because they can negatively affect many important outcomes in the Organizing Framework and your larger life domain (see Table 10.3). As research accumulates, it is also becoming clear that work interfering with family is the far more frequent and consequential problem.

Balance Is the Key to Reducing Conflict,

It is therefore no surprise that 46 percent of employees in another survey said work life balance was the thing they valued most when looking for a new job (second only to salary, cited by 57 percent). Ideally, you will be able to avoid or remove conflicts completely. But more often than not you will have to balance demands coming from the different domains of your life. Here are some ideas to consider.

Work family balance begins at home. Case studies of successful executives reveal that family and spousal support is critical for reaching senior level positions. This suggests that both men and women need help with domestic responsibilities if there is any chance of achieving work family balance.

An employer's family supportive philosophy is more important than specific programs. Organizational culture must support the use of family friendly programs in order for employees to benefit from them. For instance, it's not enough to simply provide child care; employees must also feel supported and comfortable using it. The same goes for leaving work early to attend a child's sporting event or recital.

The importance of work family balance varies across generations. A study of the work values of 16,000 adults of all ages suggests that organizations should consider implementing work policies targeted toward different generational groups. For example, flextime and compressed work programs can attract and retain both Gen Ys and Gen Xers, while job enrichment may be a more effective way to motivate baby boomers.

Flex Space vs. Flextime and Your Supervisor,

Flex space, such as telecommuting, occurs when policies enable employees to do their work from different locations besides the office (coffee shops, home, or the beach).
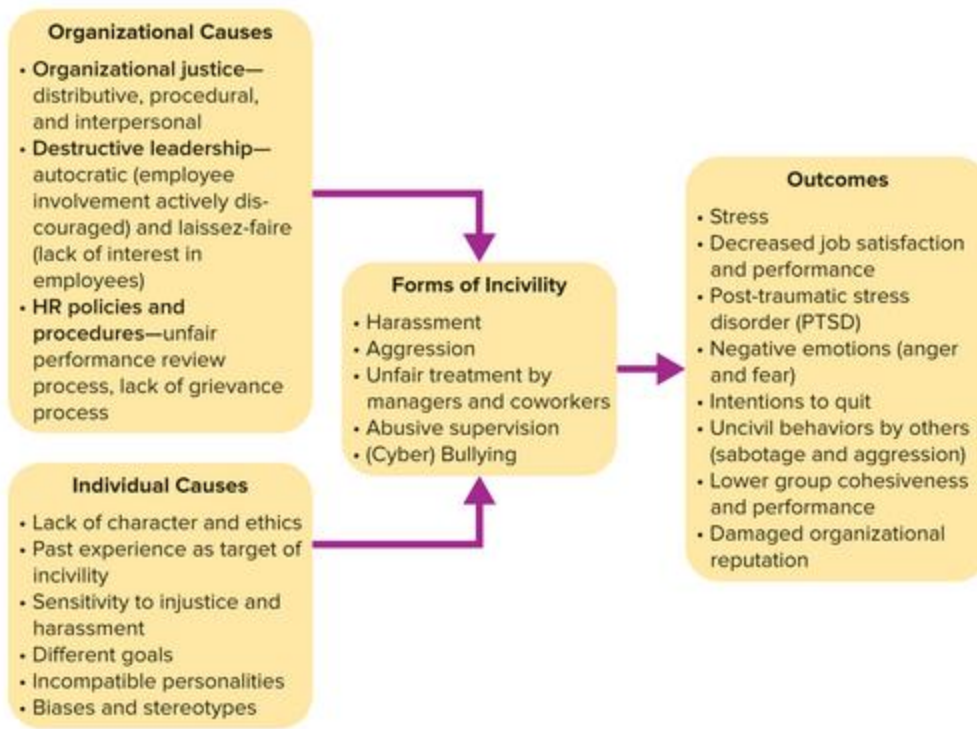
Flextime is flexible scheduling, covering either the time when work must be completed (deadlines) or the limits of the workday (9 to 5, 10 4, or any time today).

One final caution: The value of most flexible work arrangements can be undermined if your immediate supervisor isn't supportive. Put another way, supportive policies matter, but what good is a policy if you aren't allowed to use it? Fully half of companies surveyed offer some sort of flexible work arrangements, yet the same companies report that only a third of employees utilize them.

Incivility, Treating Others Poorly Has Real Costs,

Incivility is any form of socially harmful behavior, such as aggression, interpersonal deviance, social undermining, interactional injustice, harassment, abusive supervision, and bullying. Like other OB concepts, incivility is perceptual, it is in the eyes of the beholder. If you feel you've been treated poorly, then you've been treated poorly, and this feeling is what affects numerous outcomes across levels of the Organizing Framework.

Recent research reports that 98 percent of employees reported experiencing some form of incivility, and 50 percent said they had been treated rudely at least once a week! Table 10.4 describes common employee responses to incivility and their frequencies. Besides the obvious, that no one likes to be mistreated, experts on the topic describe the costs of incivility this way:

Organizational Causes

- Organizational justice—distributive, procedural, and interpersonal
- Destructive leadership—autocratic (employee involvement actively discouraged) and laissez-faire (lack of interest in employees)
- HR policies and procedures—unfair performance review process, lack of grievance process

Individual Causes

- Lack of character and ethics
- Past experience as target of incivility
- Sensitivity to injustice and harassment
- Different goals
- Incompatible personalities
- Biases and stereotypes

Forms of Incivility

- Harassment
- Aggression
- Unfair treatment by managers and coworkers
- Abusive supervision
- (Cyber) Bullying

Outcomes

- Stress
- Decreased job satisfaction and performance
- Post-traumatic stress disorder (PTSD)
- Negative emotions (anger and fear)
- Intentions to quit
- Uncivil behaviors by others (sabotage and aggression)
- Lower group cohesiveness and performance
- Damaged organizational reputation

Bullying,

Bullying occurs at multiple levels in OB. Recall our discussion of counterproductive work behaviors and bullying in Chapter 2, where the Winning at Work section and a Problem Solving Application box addressed bullying from the target's or individual's perspective. We build on these here and explore the implications of bullying at the group and organization levels. Bullying is different from other forms of mistreatment or incivility in at least three ways.

Bullying is usually evident to others. Bullies at work don't have to push you down or take your lunch money, like they do in elementary school. But even when the bullying is less obvious and nonviolent, coworkers are commonly aware through either gossip or other forms of communication (meetings, e mail, and social media) that someone is being bullied.

Bullying affects even those who are NOT bullied. Research shows that employees who are simply aware of bullying of colleagues but are not themselves a target are more likely to quit their jobs. This means bullying has costs that extend well beyond the harm to the person being bullied. Simply witnessing or being aware that one of your colleagues is mistreated has negative effects on you.

Bullying has group level implications.

Cyber Bullying and Harassment ,

Advances in technology have changed the nature of conflict at school and work. The Internet and particularly social media have created new avenues and weapons for bullies at school, at work, and in our social lives. Many researchers now report that virtual bullying is more common than face to face bullying, although the two often co occur. Worse still, both face to face and cyber bullying affect their victims in two ways. Not only do the uncivil acts directly harm the targeted person, but also the fear of future mistreatment amplifies this effect. Given this, what can you and managers do to avoid bullying and other forms of incivility? The practices described in Table 10.5 are a good start. But it is useful for you and your employer to take specific actions to

prevent and address virtual incivility (harassment and bullying) in e mails and social media. Here are some ideas.

Policies,

Create and enforce policies covering acceptable technology usage.

Ensure that company technology (computers and smartphones) cannot be used anonymously.

Communicate expectations for e mail and social media communications outside work that affect the organization and its members.

Practices,

Enforce your policies!

In communications, be wary of:

The use of bold or UPPER CASE lettering (denoting shouting) and underlining and punctuation.

Messages that are mean spirited.

Demeaning phrases.

Personal insults.

Avoid sending copies of e mails related to conflicts to people who don't need to be involved, so as not to embarrass the recipient or escalate the conflict.

Think before you hit the send button (it's a good idea to wait until the next day).

Take appropriate action when you become aware of , conflict producing, e mail.
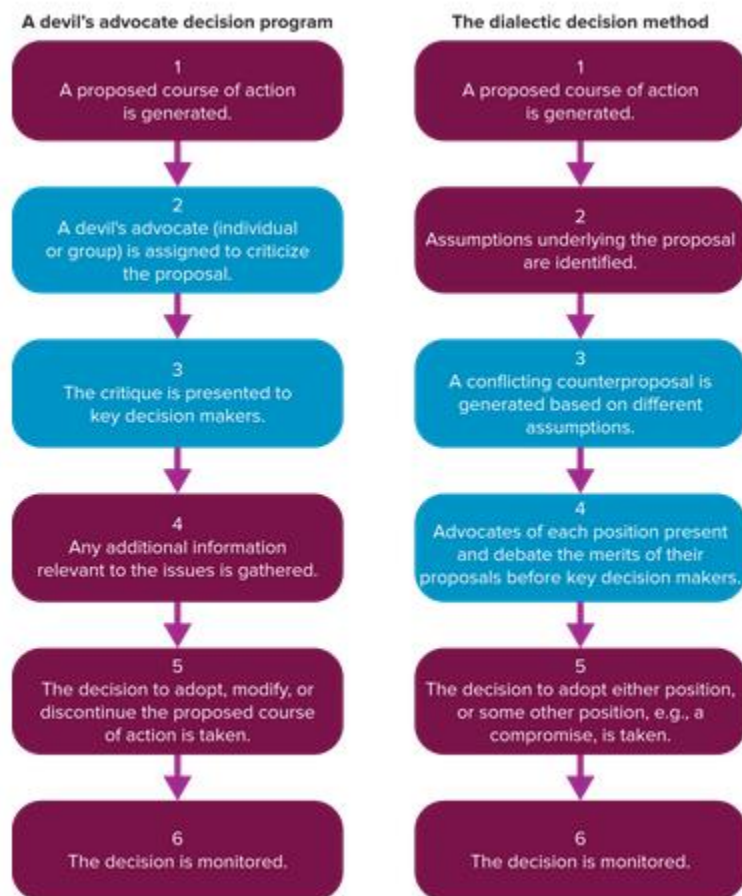
10.4 Effectively Managing Conflict

Programming Functional Conflict,

Program conflict. Managers can resort to programmed conflict. Experts in the field define programmed conflict as , conflict that raises different opinions regardless of the personal feelings of the managers., The challenge is to get contributors to either defend or criticize ideas based on relevant facts rather than on the basis of personal preference or political interests. This positive result requires disciplined role playing and effective leadership.

Two programmed conflict techniques with proven track records are devil's advocacy and the dialectic method. Let's explore each.

Devil's Advocacy,

Devil's advocacy gets its name from a traditional practice within the Roman Catholic Church. When someone's name comes before the College of Cardinals for elevation to sainthood, it is absolutely essential to ensure that the person had a spotless record. Consequently, one individual is assigned the role of devil's advocate to uncover and air all possible objections to the person's canonization. In today's organizations devil's advocacy assigns someone the role of critic. Figure 10.4 shows the steps in this approach. Note how devil's advocacy alters the usual decision making process in steps 2 and 3 on the left hand side of the figure.

A devil's advocate decision program	The dialectic decision method
1 A proposed course of action is generated.	1 A proposed course of action is generated.
2 A devil's advocate (individual or group) is assigned to criticize the proposal.	2 Assumptions underlying the proposal are identified.
3 The critique is presented to key decision makers.	3 A conflicting counterproposal is generated based on different assumptions.
4 Any additional information relevant to the issues is gathered.	4 Advocates of each position present and debate the merits of their proposals before key decision makers.
5 The decision to adopt, modify, or discontinue the proposed course of action is taken.	5 The decision to adopt either position, or some other position, e.g., a compromise, is taken.
6 The decision is monitored.	6 The decision is monitored.

The Dialectic Method,

Like devil's advocacy, the dialectic method is a time honored practice, going all the way back to ancient Greece. Plato and his followers attempted to identify truths, called thesis, by exploring

opposite positions, called antithesis. Court systems in the United States and elsewhere today rely on hearing directly opposing points of view to establish guilt or innocence. Accordingly, the dialectic method calls for managers to foster a structured dialogue or debate of opposing viewpoints prior to making a decision. Steps 3 and 4 in the right hand side of Figure 10.4 set the dialectic approach apart from common decision making processes.

Pros, Cons, and Practical Advice on Programmed Conflict,

It is a good idea to rotate the job of devil's advocate so no one person or group develops an undeserved negative reputation. Moreover, periodically playing the devil's advocacy role is good training for developing analytical and communication skills and emotional intelligence.

As for the dialectic method, it is intended to generate critical thinking and reality testing. A major drawback is that the goal of , winning the debate, might overshadow the issue at hand. The dialectic method also requires more skilled training than does devil's advocacy. Research on the relative effectiveness of the two methods ended in a tie, although both methods were more effective than consensus decision making. However, another study showed that devil's advocacy produced more potential solutions and made better recommendations for a case problem than did the dialectic method.

Conflict Handling Styles,

People tend to handle (negative) conflict in similar ways, referred to as styles. Figure 10.5 shows that five of the most common styles are distinguished by the combatants' relative concern for others (x axis) and for self (y axis). The combinations of these two characteristics produce the conflict handling styles called integrating, obliging, dominating, avoiding, and compromising.
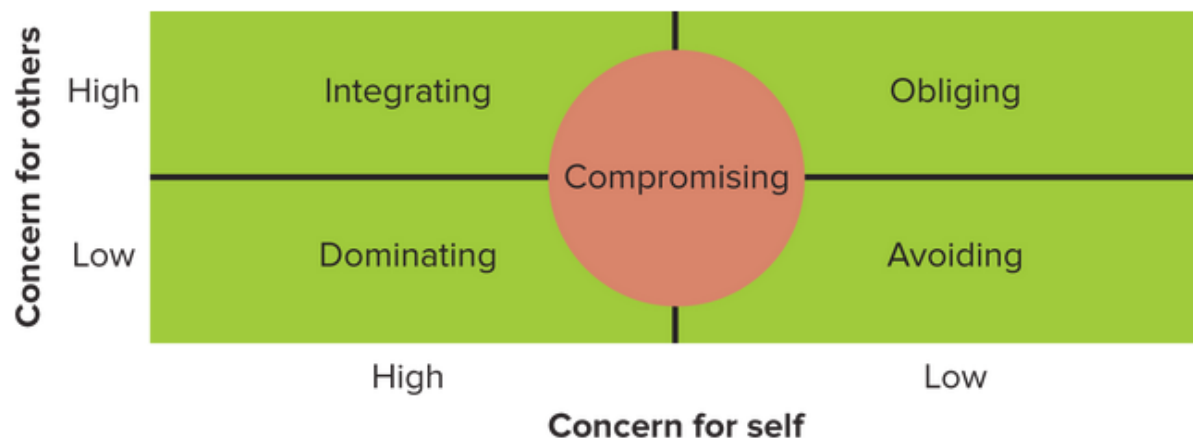
When to Apply the Various Conflict Handling Styles,

Consistent with the contingency approach described throughout this book, conflict resolution has no , one style fits all, approach. Research and practice thankfully provide some guidance indicating which styles seem to work best in particular situations (see Table 10.6),

STYLE Integrating APPROPRIATE:

Issues are complex.

Synthesis of ideas is needed to come up with better solutions.

Commitment is needed from other parties for successful implementation.

Time is available for problem solving.

One party alone cannot solve the problem.

Resources possessed by different parties are needed to solve their common problem.

STYLE Integrating INAPPROPRIATE:

Task or problem is simple.

Immediate decision is required.

Other parties are unconcerned about outcome.

Other parties do not have problem solving skills.

STYLE Obliging APPROPRIATE,

You believe that you may be wrong.

Issue is more important to the other party.

You are willing to give up something in exchange for something from the other party in the future.

You are dealing from a position of weakness.

Preserving relationship is important.

STYLE Obliging INAPPROPRIATE,

Issue is important to you.

You believe that you are right.

The other party is wrong or unethical.

STYLE Dominating APPROPRIATE,

Issue is trivial.

Speedy decision is needed.

Unpopular course of action is implemented.

Necessary to overcome assertive subordinates.

Unfavorable decision by the other party may be costly to you.

Subordinates lack expertise to make technical decisions.

Issue is important to you.

STYLE Dominating INAPPROPRIATE,

Issue is complex.

Issue is not important to you.

Both parties are equally powerful.

Decision does not have to be made quickly.

Subordinates possess high degree of competence.

STYLE Avoiding APPROPRIATE,

Issue is trivial.

Potential dysfunctional effect of confronting the other party outweighs benefits of resolution.

Cooling off period is needed.

STYLE Avoiding INAPPROPRIATE,

Issue is important to you.

It is your responsibility to make decision.

Parties are unwilling to defer.

Prompt attention is needed.

Style Compromising Appropriate,

Goals of parties are mutually exclusive.

Parties are equally powerful.

Consensus cannot be reached.

Integrating or dominating style is not successful.

Temporary solution to a complex problem is needed.

Style Compromising Appropriate,

One party is more powerful.

Problem is complex enough to need problem solving approach.

Why Styles Matter,

Because conflict is so pervasive, it is no surprise that researchers and managers have both devoted considerable attention to the topic. Key points about conflict handling styles follow:

Culture. Conflict handling styles are not just an individual level phenomenon. Departments and entire organizations can develop the same styles, integrating, dominating, and avoiding. And leaders' own styles have the greatest influence in determining which style gets embedded in the group or organization.

Results. Cooperative styles (integrating and obliging) improved new product development performance between buyers and suppliers across several industries in Hong Kong. In contrast, uncooperative styles (dominating and avoiding) increased numerous types of conflicts and hampered new product development. Compromising had no effect on performance in these same situations. New product development relationships are increasingly important in the global economy. Give careful consideration to the styles you use when working with such partners.

Reduced turnover. Research with nurses showed that those with high levels of emotional intelligence were more inclined to use collaborative styles and less likely to use accommodating conflict handling styles. Given the intense shortage of nurses in many parts of the world, turnover is a critical and top of the mind issue for nursing managers and health care

administrators alike. Therefore, reducing conflict (bullying) is an important and effective means for reducing turnover.

Contingency approach. No one style is best for every situation. Employees and managers are both well served to apply a contingency approach to conflict handling styles.

Third Party Interventions: Alternative Dispute Resolution,

A more constructive, less expensive approach called alternative dispute resolution has grown rapidly in recent years. The benefit of alternative dispute resolution (ADR) is that it , uses faster, more user friendly methods of dispute resolution, instead of traditional, adversarial approaches, such as unilateral decision making or litigation.,

The Many Forms and Progression of ADR,

The benefits of alternative dispute resolution are clearly acknowledged in the business world; 97 percent of Fortune 1000 companies use mediation (a form of ADR) for some purpose. Now that you know the benefits of ADRs, let's learn about the various forms. Table 10.7 ranks them from easiest and least expensive to most difficult and costly.

10.5 Negotiation,

Negotiation is a give and take decision making process between two or more parties with different preferences. A common example is labor management negotiations over wages, hours, and working conditions. Negotiation is even more important today given the increasingly complex and competitive workplace. More personally, you'll negotiate many job salaries and promotions and other factors related to your own jobs and career. And you'll be expected to accomplish more things, in more places, with more people, which increases the value of your negotiation skills.

Two Basic Types of Negotiation,

Position Based vs. Interest Based,

A distributive negotiation usually concerns a single issue, a , fixed pie, in which one person gains at the expense of another. This win lose approach is arguably the most common type of negotiation and is characterized by dividing up the pieces of a pie. There is only so much pie to go around, and two (or more) parties negotiate over who gets how much or which parts. Haggling over the price of a car is a position based or distributive negotiation. You have a particular price you want, and you get it only if the seller compromises on the price he or she desires.

However, many conflicts bring together a variety of interests (not just the price of a car), and each party in the negotiation values those interests differently. The outcome is no longer a fixed pie distributed among all parties. Instead, a host of interests are integrated into a mutually satisfying solution. Such scenarios call for integrative negotiation, in which a host of interests are considered, resulting in an agreement that is satisfactory for both parties. This kind of interest based negotiation is a more collaborative, problem solving approach. As one group of researchers puts it, instead of dividing a pie, as in position based negotiation, interest based negotiations often generate win win outcomes, one party gets the crusts and the other the fruit (the part each prefers). Interest based negotiations may even lead to creative solutions. The parties may decide to build a pie factory together instead of negotiating over individual pies.

Factors to Consider in All Negotiations,

Regardless of your negotiation approach, finding areas of common ground can be difficult. Successful negotiators are able to weigh multiple issues and gather information about which are most important to the other parties and why. Research and practice provide some helpful hints:

Know who you are. Personality matters. Research shows that people with high levels of agreeableness are best suited for integrative negotiations, whereas those low in this personality characteristic are better at distributive negotiations. Why do you think this is?

Manage outcome expectations. In most negotiations, each party has an expected outcome and compares it to the actual outcome. Skilled negotiators manage expectations in advance of actual negotiations. For example, if two people paid $35,000 for a car, then the one who expected to pay $33,000 was disappointed and the one who expected to pay $37,000 was delighted. Similarly, managers will often send out a message saying, It's been a tough year, in advance of annual reviews and salary discussions.

Consider the other person's outcome. Of course you negotiate for your own benefit. But it also matters how the other party fares, is he or she satisfied?

Adhere to standards of justice. Not only do the outcomes need to be perceived as fair (distributive justice), but so too do the processes by which they were attained. For instance, nobody likes to be taken advantage of, such as by having incomplete information. Again, think of buying a new car. The dealer knows all the numbers, and despite the best information the web has to offer, you are still never as well informed.

Remember your reputation. You may , win, today, only to foreclose opportunities in the future. Put another way, winning at all costs often has significant costs!

Emotions and Negotiations,

Preparation is critical to effective negotiations. The following tips can help you prepare emotionally for an upcoming negotiation.

Identify your ideal emotions. How do you want to feel going into the negotiation? Why? Many people answer this question quickly and say, Calm but assertive,, but when probed further they reveal other, if not competing, emotions. The challenge is to realize which emotions will best suit your objectives, and be mindful of them while negotiating.

Manage your emotions. What can you do in advance to put yourself in the ideal emotional state? Promote positive emotions. Choose appropriately, meditation to calm you down or perhaps music that pumps you up. If you are ambushed or put on the spot, such as by an unexpected phone call or somebody stopping by your office, buy some time and say to your negotiating partner, I just need to wrap up what I'm doing, and I'll call you back in 10 minutes., This will give you time to regain the appropriate emotional state.

Know your hot buttons. What can throw you off balance? Some people seem eternally patient, while others get frustrated easily. And some negotiators try to push your hot buttons as a deliberate tactic. Know your own tendencies and be sure to manage them appropriately.

Keep your balance. Everyone loses balance once in a while. How will you regain it if lost? Taking a break is a good idea. Stepping out, going to the restroom, or simply calling a , time out, can provide a break in the action and enable you to regroup. These same tactics can redirect a negotiation that has gone in the wrong direction. You also may want to redirect to higher level issues, especially if you are getting bogged down in details.

Identify your take away emotions. How do you want to feel when you're finished? Many people say, Relieved,, which signifies the stress many of us feel while negotiating. Others say, Satisfied,, which speaks more to performance. Whatever the case for you, set goals for emotions just as you do for other outcomes in negotiations (and in the Organizing Framework).

Ethics and Negotiations,

The success of negotiations is often influenced to a large extent by the quality of information exchanged. Telling lies, hiding key facts, and engaging in other potentially unethical tactics erodes trust and goodwill, both of which are vital in successful negotiations. Awareness of these dirty tricks can keep good faith bargainers from being unfairly exploited. See Table 10.9 for a list and description of unethical negotiating tactics. These behaviors also need to be factored into organizational codes of ethics, and every employee from the top to the bottom of the organization must adhere to them.