North American Simulation and Gaming Association’s Annual Design Competition

1st Place

Simulated negotiation.
Real-world skills.

THEORETICAL BACKGROUND
Simulated negotiation.
Real-world skills.

FACILITATOR GUIDE

An excerpt from the Facilitator Guide
Theoretical Background

This section contains information to help you understand negotiation theories and better facilitate the simulation.

- What is Negotiation?
- Five Characteristic Negotiating Styles
- Which Style is Most Effective?
- The Collaborative Negotiating Process
- References
Strike Fighter employs a simulation design to enable participants to practice their negotiation skills in a life-like setting. The simulation sets up a discussion and a presentation of negotiating style.

**What is Negotiation?**

Negotiating is a process. By its very definition, negotiation is a series of steps or a systematic approach toward some end. A typical negotiation involves stating one’s case and then commencing with a great deal of verbal sparring and confrontation before concessions are made and both parties walk away generally dissatisfied with the results. When asked, “When do you negotiate?” some people will respond with, “I don’t,” not realizing that they do it every day. A negotiation situation can be as simple as deciding where to go to lunch with your co-workers, or where to go on your family vacation.

**Five Characteristic Negotiating Styles**

Each participant in a negotiation has two important concerns during the negotiating process, even though they might not be conscious of these concerns. 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. Still other people are willing to accept whatever can be gained and make little or no effort to directly influence 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 others 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 2) shows how the two concerns interact to produce the five characteristic negotiating styles, Defeat, Withdraw, Accommodate, Compromise, and Collaborate.
# Table 1, Outcome vs. Relationship

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<thead>
<tr>
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<th>CONCERN FOR OUTCOME</th>
<th>CONCERN FOR RELATIONSHIP</th>
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<tbody>
<tr>
<td><strong>DEFEAT</strong></td>
<td>HIGH</td>
<td>LOW</td>
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<tr>
<td><strong>WITHDRAW</strong></td>
<td>LOW</td>
<td>LOW</td>
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<tr>
<td><strong>ACCOMMODATE</strong></td>
<td>MODERATE</td>
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<tr>
<td><strong>COMPROMISE</strong></td>
<td>MODERATE</td>
<td>MODERATE</td>
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<tr>
<td><strong>COLLABORATE</strong></td>
<td>HIGH</td>
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**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. Defeating 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. Withdrawing and removing 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. Accommodating 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. Finding 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. Working to build a win-win outcome is the main goal of the negotiator.
Which Style is Most Effective?

Each style may be effective under certain conditions. Furthermore, a negotiator may choose any one of the five styles for a particular negotiation. For example, if the other party truly has a superior power over the subject of the negotiation, 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.

![Collaborate Diagram](image-url)
The Collaborative Negotiating Process

The Collaborative Negotiator works to structure the discussion so that both the outcome of the negotiation and the relationship produce positive results. It implies an ability to be flexible and responsive to the situation and to the other person’s needs. In using this approach, both of these concerns — outcome and relationship — are addressed and satisfied.

Collaborative Negotiation consists of four steps. The first step is to Prepare. This step occurs before the actual negotiation begins. The remaining three steps — Explore, Propose, and Agree — occur during the negotiation.

![Figure 4, The Collaborative Negotiating Process]

**Step 1: Prepare**

The first and arguably most important step in the negotiation process is Preparation.

Yet, despite the research studies that emphasize the importance of planning and plain old common sense, we rarely prepare. Instead, we often choose to avoid it. It’s not necessarily fun and it can be time-consuming, depending on the complexity of the situation.

Knowledge is power. Negotiating involves trading information. The more knowledge or information you have beforehand, the better your position will be during the negotiation. Another way to think about it is that preparation is under your control. While you can influence the other steps in the negotiating process, you can’t control them like you can your own preparation behavior. So, if one of your biggest concerns about negotiating involves feelings of loss of control, one way to address that issue is to prepare. Armed with information, you can then head into the negotiation feeling knowledgeable, powerful, in control, and confident.
Step 2: Explore
During the Explore Step, the focus is on understanding the situation. Begin this step by stating your needs candidly, thereby helping the other person to understand them. Then invite the other person to do the same. Be sure to acknowledge his or her needs and ask questions to clarify. Once all parties have a clear understanding of each other’s needs, it is time to move on to the Propose Step.

Step 3: Propose
At this point in the negotiation all parties’ needs and goals have been clearly defined. It is time to start brainstorming to come up with options of how best to accommodate everyone’s needs. Be creative. Be open to others’ ideas, no matter how crazy. The goal is to develop a long list of possible outcomes.

Step 4: Agree
After options have been identified, all involved parties need to work together to select the best one. The best option is one that people agree is workable, doable, and satisfactory. If the parties cannot come to an agreement, they will need to cycle back through the Explore and Propose Steps to further clarify the situation and modify options or develop new ones.
References


