**Negotiation Styles When To Use Which Style?**

**I. Competing**

**Often Appropriate When:**
- An emergency looms.
- You're sure you're right, and being right matters more than preserving relationships.
- The issue is trivial and others don't really care what happens.

**Often Inappropriate When:**
- Collaboration has not yet been attempted.
- Cooperation from others is important.
- Used routinely for most issues.
- Self-respect of others is diminished needlessly.

**II. Collaborating**

**Often Appropriate When:**
- The issues and relationship are both significant.
- Cooperation is important.
- A creative end is important.
- Reasonable hope exists to address all concerns.

**Often Inappropriate When:**
- Time is short.
- The issues are unimportant.
- You're over-loaded.
- The goals of the other person certainly are wrong.

**III. Compromising**

**Often Appropriate When:**
- Cooperation is important but time or resources are limited.
- When finding some solution, even less than the best, is better than a complete stalemate.
- When efforts to collaborate will be misunderstood as forcing.

**Often Inappropriate When:**
- Finding the most creative solutions possible is essential.
- When you can't live with the consequences.

**IV. Accommodating**

**Often Appropriate When:**
- You really don't care about the issue.
- You're powerless but have no wish to block the other person.
- When you realize you're wrong.

**Often Inappropriate When:**
- You're likely to harbor resentment.
- Used habitually in order to gain acceptance (Outcome: depression and lack of self-respect).
- When others wish to collaborate and will feel like enforcers if you accommodate.

**V. Avoiding**

**Often Appropriate When:**
- The issue is trivial.
- The relationship is insignificant.
- Time is short and a decision not necessary.
- You have little power but still wish to block the other person.

**Often Inappropriate When:**
- You care about both the relationship and the issues involved.
- Used habitually for most issues.
- Negative feelings may linger.
- Others would benefit from caring.

*This two-dimensional model of conflict-handling behavior is adapted from "Conflict and Conflict Management" by Kenneth Thomas in The Handbook of Industrial and Organizational Psychology, edited by Marvin Dunnette (Chicago: Rand McNally, 1976).