



## A clever negotiator:

- realises that it is more important to 'get it right than to be right' (is not interested in who is really right or wrong);
  - is actively working for a positive atmosphere;
  - knows that other people, who are not present at the meeting, could be important for the discussion;
  - adjourns occasionally, to facilitate 'behind the scenes' bargaining: long breaks and short discussion periods are often more effective than long discussion periods and short breaks;
  - knows that conflict between the bargaining partners is not necessarily bad; conflicts (1) force parties to define the problem more clearly, (2) make the parties more aware of each other and each other's emotions (you can no longer ignore the other party), (3) conflicts can lead to new rules and norms which can be more transparent than the old rules which were clearly insufficient (→G6);
  - is aware of the importance of the own posture and that of the participants (→D5, G9);
  - is a good listener and asks good/positive questions;
  - actively searches for joint solutions to a problem and does not see that as giving in to one particular party;
  - analyses the negotiation space of each participant and searches for the overlapping areas (→F9);
  - takes time and creates time for the participants; is not impressed by the manipulation of time by some of the participants involved;
  - only focuses on the relevant arguments, all other arguments could detract (and therefore be used as an excuse for not tackling it) from the main problem;
  - always shows respect for each participant in the negotiations.
- If you would like to assess your individual behaviour in conflict situations, The Thomas-Kilmann Conflict Mode Instrument enables you to describe your behaviour along two dimensions: (1) assertiveness and (2) cooperativeness. This leads to five dominant modes of dealing with conflict: competing, collaborating, compromising, avoiding and accommodating.