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| --- | --- | --- | --- |
|  | **Tough** | **Soft** | **Smart** |
| **Asking Questions**  **About Others** | Asks few questions, mostly rhetorical | Asks some questions | Asks many questions clarifying "**what**" others interests are and "**why**" they are important |
| **Giving Information** | Provides information mainly as demands, sometimes as threats | Provides information about interests, may reveal own bottom line | Provides information about interests but not bottom line |
| **Brainstorming**  **(Inventing Options)** | Tends to present options as “take it or leave it” demands | Open to other's options, may suggest some others | Creates/explores many "**what if**" options meeting everyone's needs |
| **Trading** | Doesn't want to trade | Willing to give up a lot in trades to preserve relationship | Trades things less important in order to get things more important |
| **Using Standards** | More interested in gain than in fairness | May settle for an outcome that seems more fair to others than to self | Seeks agreement on standards that seem fair to self and others |
| **Exploring Emotion** | Shows little empathy | Shows empathy, may share own feelings of vulnerability | Shows empathy, shares some feelings, maintains composure, limits anger/anxiety |

**Negotiation Styles**