



# How to Select Effective International Negotiators: Application of the Thomas-Kilmann Conflict Mode Instrument

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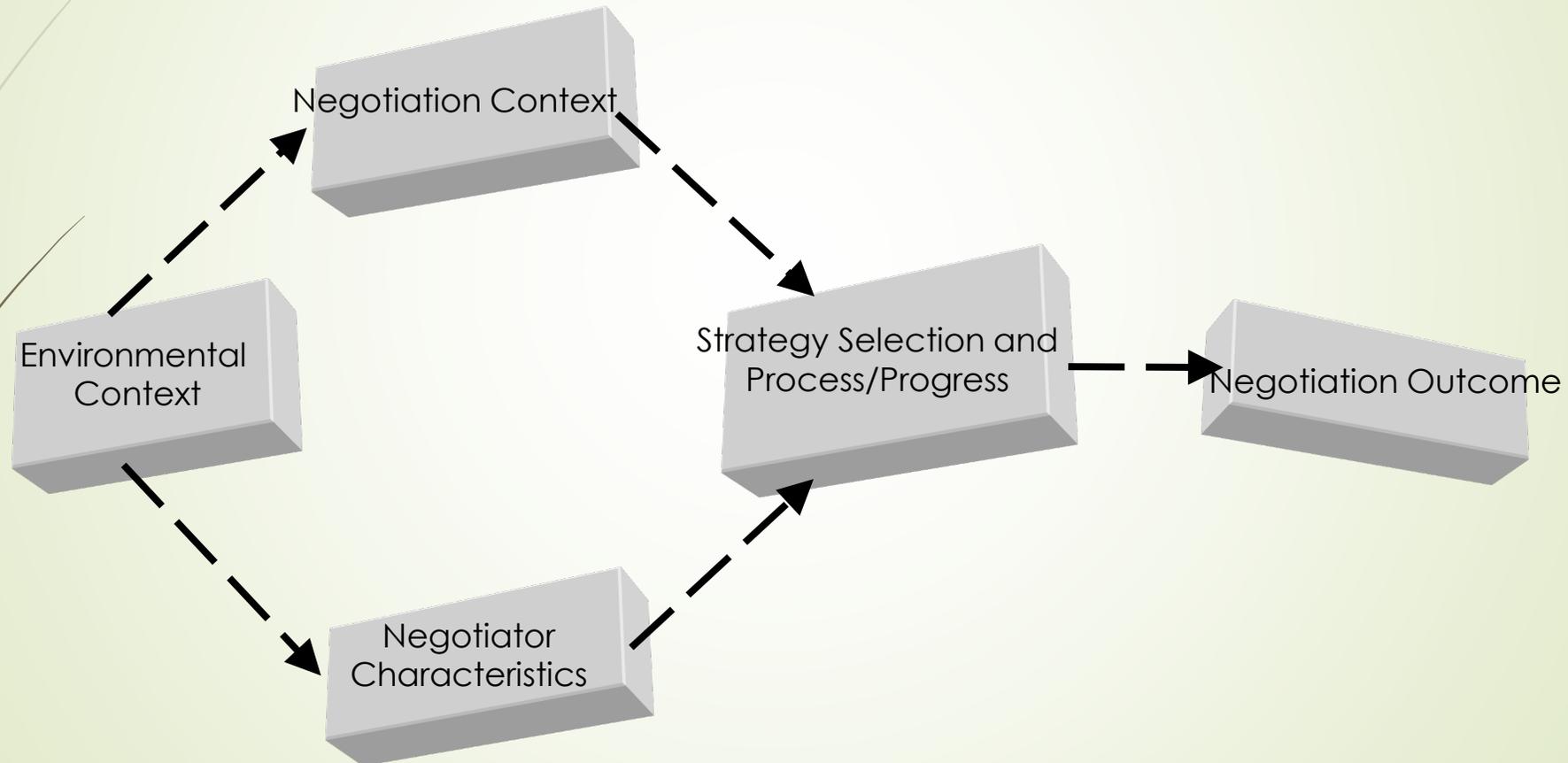
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# A Conceptual Framework of International Negotiations



Note: Tung, "Toward a Conceptual Paradigm of International Business Negotiations," in *Advances in International Comparative Management*,, 1988, Vol. 3, p. 208.

# Negotiation Process

- Planning
- Interpersonal Relationship Building
- Exchanging Task-related Information
- Persuading
- Making Concessions and Reaching Agreement

# Interpersonal Relationship Building

- ▶ *Trust* is the goal and the critical factor.
- ▶ Identify the common goal both sides have in reaching an agreement.
- ▶ Be open-minded in your communication.

*Negotiators can disagree with their counterparts' analysis without labeling them negatively and they can enjoy and trust their counterparts as individuals while rejecting their proposals.*

# Trust Continuum

► Levels of Trust:

► Fragile trust ----->Resilient trust

► Low      Low/Mod      Moderate      Mod/High      High

► 1      2      3      4      5

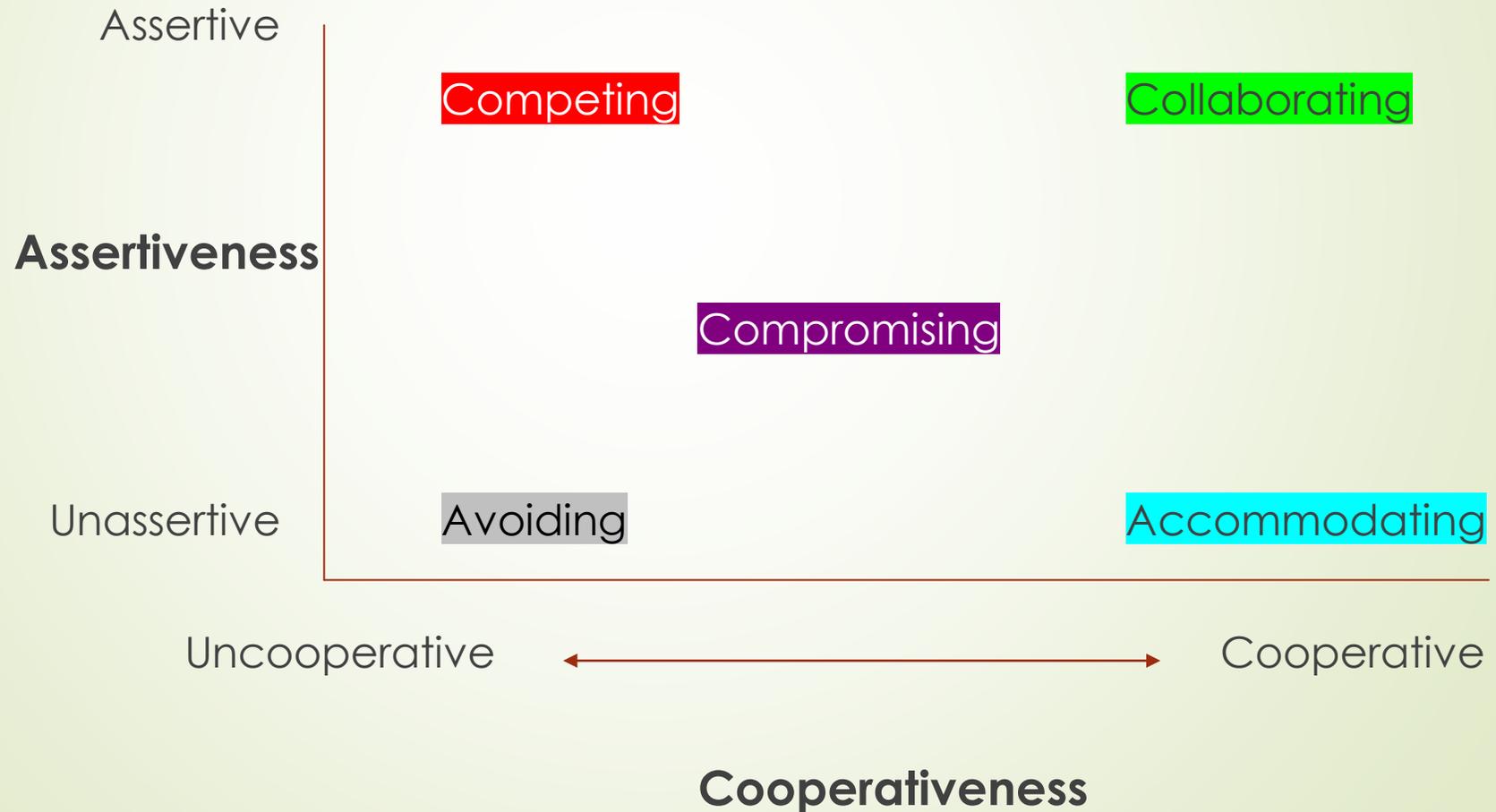
# Goals of Negotiators

- ▶ Cooperate with each other to create value
- ▶ Compete with each other to claim as large a share as possible of the value created
- ▶ The success of negotiation depends on how to manage the tension b/t the drive to compete and the need to cooperate.

## Strategies for Resolving Conflict (Thomas and Kilmann)

- Avoiding
- Competing
- Compromising
- Accommodating
- **Collaborating:** Collaboration represents the most desirable option that integrates competition with cooperation so that negotiation can not only create value but also ensure as large a share as possible of the value created.

# How to Resolve Conflict



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Trust Levels	Means of Resolving Conflict	Outcomes
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Low/Mod

Competing

Win/Lose

Moderate

Compromising

Lose/Lose

Mod/High

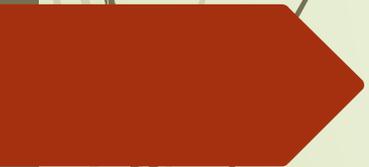
Accommodating

Win/Lose

High

Collaborating

Win/Win



## Thomas-Kilmann Conflict Mode Instrument

- Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situations?
- Find 30 pairs of statement describing possible behavioral responses. For each pair, please circle the “A” or “B” statement that is most characteristic of your own behavior. In many cases, neither the “A” nor the “B” statement may be very typical of your behavior, but please select the response that most closely matches your own.
- Using the scoring sheet, find out how you typically resolve conflicts.



# Conclusion

- Utilization of the TKI can be a good exercise for students to learn how to select effective negotiators who are most likely to bring success in international business negotiation.
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