

## **MODEL CONFLICT RESOLUTION FOR THE PACIFIC ALLIANCE**

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### **ABSTRACT**

This is an investigation in progress that research the negotiation profile of each country of the Pacific Alliance, divided into two parts. First part a qualitative part that it is a secondary research, that presents a generic profile of each of the countries (Colombia, Peru, Chile and Mexico). This part has the work of different authors in each country of the alliance. A second part that it is a quantitative investigation which is based in Thomas Kilmann diagnose questionnaire and it is applies to a sample in Colombia, Peru, Chile and México with the help of leading university professor in each country of the Pacific alliance. The aim of this study is to generate a better panorama on intercultural negotiation applied to the Pacific Alliance countries.

### **KEYWORDS:**

Alliance Pacific negotiating profile, intercultural negotiation, negotiation style Pacific Alliance.

### **INTRODUCTION:**

The Pacific Alliance is an economic group consisting of: Colombia, Chile, Mexico and Peru; it is the eighth largest economy in the world and the eighth export power; They concentrate 225 million inhabitants, it is an attractive market when they are young, and with a high growth rate in their purchasing power.

Additionally, it is an initiative with a high impact on business since it seeks an integration of services, capital, investments and movements of people from member countries. It has competitive advantages of international businesses that are currently focused on the Asia-Pacific region.

Currently, the Pacific alliance holds several commercial meetings among the companies of the member countries in order to meet face to face with potential buyers and learn how the industry and the current market in a product or service offered, therein lies the importance of evaluating the behavior of the individual, since it is a situation in which the interests of both parties can be incompatible, and thus can lead to conflicts, the purpose of this work is through the model of resolution and conflict management, be prepared in advance to know the profile of each of the countries of the alliance so that when arriving at the negotiating table with another country, the latter is already prepared and know the possible scenario and position you will find face to face at the negotiating table.

## **METHODOLOGY**

In this research we carry out a qualitative and quantitative study; In the qualitative part a secondary investigation was used, taking the investigations and conclusions made by Enrique Ogliastri to the countries of the Pacific Alliance, with this it is sought to give an overview of what is currently identified and characterized in each of the countries.

The second part, the quantitative research part, it is used the conflict management and resolution model created by Kenneth W. Thomas and Ralph H. Kilmann, known as the Thomas Kilmann theory, will be used. The Thomas Kilmann theory Developed in the 1970s, which is considered a classic tool and is currently in use, it helps to understand how people approach and handle conflicts. When a conflict situation arises, it is because there is a clash of opinions and interests of both parties, that is why the model raises two possible behaviours that a person could take at a time like this: 1. assertiveness: when the individual wants to satisfy their own interests and 2. Co-operation: when the individual wants to satisfy the interests of the other person, these two basic variables are divided in turn into 5 ways to resolve the differences that exist, in other words with this model you can identify the possible posture that the other person will take and thus have previously designed strategies.

The quantitative tool to use is a survey, The Thomas Kilmann Survey, which will help us identify the previously mentioned positions. The survey is composed of 30 questions in which respondents are asked to answer how they would act in the different situations expressed therein. The answers are possible behaviors or actions that they would face in front of them; There is no wrong answer.

This survey was conducted in the four countries of the Pacific alliance (Colombia, Chile, Peru and Mexico) to a sample of 60 postgraduate students and MBA, related to International Negotiation and Trade or related subjects. We have the help of The Univesidad Austral de Chile, Universidad Esan de Peru, Universidad Sergio Arboled de Colombia y still trying to find the partner University in Mexico)

We conducted a quantitative survey. The survey will test the hypothesis that was generated in the qualitative part of the research.

The independent variables are based on the study of Enrique Ogliastri who presents in his research a list of variables to deal with possible differences and similarities between Latin American countries. This study of The Pacific Alliance, will use the following: Philosophy of the negotiation process, temporal perspective, risk taking, decision making, pre-negotiation, and tactics of power, (see annexes 1.1). These variables were chosen in order to understand a little more thoroughly and with a greater panorama the behaviours that arise in each of the countries in relation to the variables of the tool presented by Thomas Kilmann, which are: competence, collaboration, commitment, evasion and assignment, (see annexes 2.1). After identifying in which of these 5 ways each country is, according to Thomas Kilmann, the base author of our research, there are two ways to act when confronted in a conflict. 1. Assertiveness: when the individual tries to satisfy their own interests and 2. Cooperation: when a person tries to satisfy the needs and will of the counterpart.

And in this way, it is possible to concentrate through the results an adequate profile of each of the member countries.

## **DISCUSSION**

According to Randall Corella of the ICAE Business School, we Latin Americans have a negotiation style based on informal and friendly bargaining where they find their based on the trust that is found between the parties, that is why they prefer to negotiate between friends or people with whom they have already established some level of trust. The same university conducted a very extensive investigation in which 1,500 open-ended interviews were conducted with people who narrated their experience in this type of negotiations, interviews began with Japanese who have negotiated with Colombians and other countries in Latin America, they expressed that there were employers specific that grouped Latin America with specific characteristics in the negotiations. They were also asked about their experience negotiating with countries such as Venezuela, Mexico, Brazil, Argentina and Chile, negotiations between these countries with the United States, France, the Middle East were studied, Germany, China among others and all of these also stated that all Latin America has the same patterns and characteristics in its negotiating style. The conclusions also throw points of view such as the term stipulated for the fulfilment of the agreements, according to them Latinos think in the short term in an immediate, improvised and spontaneous scenario, they also affirm that our way of organizing time is of polyronic way since we do many things at the same time.

With this research we also want to test the generalize idea that Latinos have the same behaviours and negotiate in the same way, identifying the true characteristics of each of the countries that make up the Pacific alliance and have a profile of each country, for this we will use Thomas Kilmann's conflict resolution modes and independent variables by Enrique Ogliastri. We will be able to predict their negotiation generalize behaviour in some way and have a better explanation of the negotiation style in each country in the study. Our research is based on questions such as: How do the countries of the Pacific Alliance negotiate? What are the characteristics of your negotiation process? Why do they act that way? Thus, at the end of this investigation, to be able to make recommendations for countries that want to negotiate with some country of the Pacific alliance according to the results obtained, if it is a country with an integrative or distributive negotiation style.

## **QUALITATIVE RESEARCH PART I**

Next we will expose a negotiation style for each of the countries. It should be noted that each of the points presented there and the characteristics named correspond to our independent variables, which are: Philosophy of the negotiation process, the temporal perspective, the taking of risks, decision-making, pre-negotiation, power tactics, time in negotiation and compliance and commitment, (see annexes 1.1) these will help us once the investigation is finished to better understand what behaviours each country has as a result in the Thomas Kilmann survey.

### **COLOMBIA NEGOTIATION STYLE**

According to the book as Enrique Ogliastri How Colombians negotiate, negotiation is one of the variables that are instilled in culture, this is learned and transmitted from generation to generation. According to Ogliastri, "in the face of a conflict, they are negotiated by instinct, by instant reaction, as an act learned from childhood and not as a "coldly calculated" mental process" (p. 4). Ogliastri (2001). It can be concluded according to these statements that Colombians have:

- A bargaining culture, in which it is intended to find a midpoint, starting the negotiation with a very high offer and reducing it as the negotiation progresses.
- It is also characterized by being an individualistic culture in which they seek to divest themselves of common interests by seeking their personal goals. This leads us to deduce his negotiation style, which is distributive. This is a type of negotiation that “part of the basis that what is won by one of the parties is lost by the other (a mathematical game of zero sum) and focuses on distribute through a bargaining process; it has also been called "traditional", "positional" or "competitive" ”(Pen, 1952; Sawyer and Guetzkaw, 1965; Coddington, 1969; Karras, 1970; Deutsch, 1973; Lewicki and Litterer, 1985)
- They are very emotional people, they will always seek to create an environment of trust between the parties first to later start a negotiation, “they usually enjoy informal talks, which can be extensive, where they seek to identify the cultural and personal past of their counterpart. (Katz, 2008)”, likewise they have very developed in their culture the dimension of power, they will always make use of the power they have and their influence in the negotiation.
- Informality is part of their culture, it is common for them to do their meetings and talks in an environment where they feel dominant and comfortable, Colombians don't usually be good preparers; They also tend to be very flexible, in Colombia there is a short-term negotiation trend, they like to have everything immediate and instantaneous. According to Ogliastri (2001) “international negotiators think that Colombians made detours, they did not go to point; that after the agreement the demands were changed; that there was disorder, they did not want to follow an agenda; informal atmosphere, long preambles; calm, carefree, they leave everything to the end; do all things, do not specialize, several projects at the same time; superficial in the handling of information, they do not give details.”
- “Colombians generally think that negotiating is resolving a conflict that requires the sacrifice of one of the parties, but they prefer to do it in an informal and very friendly way.” Olaya Claudia Fernanda. (2011). Essay: How do Colombians negotiate?

On the other hand, Enrique Ogliastri also states in his essay “The negotiating behavior of Colombians: a study on basic variables”, in this Enrique he tries to use variables such as: sex, age, economic income, region in which he lives, among others and test how these can affect the negotiation, and how much importance these are in the negotiation results. This study was carried out as a negotiation in the laboratory, where students from different universities participated in which they were asked in case of simulation in which a company to expand must make a commercial association with another and obtained different monetary gains in the simulation; This investigation had quite interesting results, for example in the negotiations the authority and power that the parties were trying to impose during the negotiation was reflected, it was also found that there is no significant difference between the negotiation style of men and women Therefore, there is no gender better than the other, the following conclusion affirmed the hypothesis raised by Ogliastri in which he affirms that the negotiation style is transmitted from generation to generation, since there is no better or worse age to conduct negotiations, Colombians in general obtained the same results at all ages, thus proposing the hypothesis that there is a similar global style throughout Colombia; This result was the same when the economic income variable was studied, in conclusion according to Ogliastri “Perhaps there are many individual differences within Colombians from different regions, strata, generations, sex, differences that mixed, give similar averages. But even if there are individual differences, the fact is that, as a whole, Colombians seem to have a similar way of negotiating. ”He also affirms that only

with the comparison of that result with that of the other countries is that true differences will be found at Latin American level.

In conclusion, observing Colombians from different dimensions: we have a culture of uncertainty, with individualism towards society but with a high family collectivism, there is an awareness of elitism, and with an orientation towards the present.

## **MEXICO NEGOTIATION STYLE**

The negotiation style of Mexicans is based on culture and tradition, according to studies conducted by Camacho (2014) and Metclaf (2006) the characteristics that best describe the negotiating style of Mexicans are:

- They prefer the signing of a contract with strict clauses detailing possible future events that establish a long-term strategic business relationship.
- They are direct at the time of negotiating and exposing their points of view, they also tend to do so by expressing their emotions. According to surveys conducted in countries such as the United States, France and China, when the negotiation begins, they have a defensive and insecure attitude, this is due to the classic thought that if one wins, the other will lose and completely rule out the possibility of both parties winning. This causes the negotiations to take too much time, much more than the time planned.
- The decisions they make at the negotiating table are usually made by a single person on the team. This is because they have a very hierarchical culture and many times their traditions prevail instead of work and this makes it harder to take them.
- According to the study by Camacho (2014) Mexicans have the tendency to study your opponent, prepare your negotiation and analyse the alternatives to get the best prepared for the negotiation. In this way they can reach negotiation and stipulate the clauses to be effective on issues that concern them. Likewise, they value that their counterparts also go as prepared as possible so that the negotiation flows in the best way.
- As mentioned above, the hierarchy is very important for them and they value that their counterpart respect the protocol and give importance to the ranges that each of its members have.

According to the results of the interviews mentioned to the countries that have made negotiations with Mexico, they affirm that they should return to their companies to consult the alternatives that are on the table and take some time to return to the table and make the best decision, this to Many countries do not like it because it delays negotiation too much. As with Colombians, different studies were conducted where different variables that may affect the negotiation are put into research. One of the most important is this research was the geographical location, where a drastic difference between the inhabitants of northern Mexico is seen. which tend to be very direct and very prepared for negotiations with those in the south of the countries which tend to be more reserved and with less direct expressions than those in the north. Despite these differences in general, Mexico shows a very favourable attitude in the negotiation with a lot of tolerance, accessibility and respect for its counterpart.

## **PERU NEGOTIATION STYLE**

Enrique Ogliastri conducted an investigation on the negotiating culture in Peru, dealing with issues about customs, tactics, concepts, expectations, beliefs and values that occur in processes of conflict and negotiation in Peru. A culture very similar to that generalized in

Latin America was found: the dominance of bargaining as a negotiating process, based on making a very high offer at the beginning and slowly adjusting it.

- In Peru, cordial relationships are preferred and in an informal environment, it is customary to prepare the negotiation little and cunning is used more frequently than objective technical criteria.
- Peruvian culture prefers close personal relationships, it is friendly in search processes of an agreement to resolve differences of interest. In the negotiation, they express emotions, and the uncertainties have generated a lot of flexibility in these.

Peruvians love to talk with people and meet them having a beer, some would say that it is more about previous “conversations” and not “negotiations”, but in any case, in the Peruvian culture these informal contacts are facilitated. What makes it more difficult to carry out pre-negotiations that are not prepared very comprehensively and then more than pre-negotiations, these are friendly approaches to the counterpart.

- In the Peruvian negotiation culture trust is based on personal closeness, friendship. Likewise, a very important aspect lies in the person of the negotiator, and distrust arises when someone proposes to leave the agreement in writing.

The degree of uncertainty in which Peru has lived for many years must be highlighted first. Peruvians have endured decades of economic crisis since the military governments of the 1970s. Political uncertainty and problems of a climatic nature imply a certain level of risk that in the Peruvian environment requires flexibility when making commitments, a certain informal nature when negotiating.

In Peru, during the past decades there have been long cycles of scarcity for international business, periods during which there have not been many economic resources. Therefore, the negotiator in this part of Latin America must live between uncertainty and volatility, which leads him to tolerate risks when establishing agreements; This economic situation does not help many of them, and in several periods the political situation has not given them security either.

The conclusion is that a culture tolerant of uncertainty and high risk has developed, such as the Latin American cultures studied by Hofstede (1983) and in the Globe project (Ogliastri et al., 1999). In their eagerness to reach an agreement, negotiators take the risk of compromising and compromising, they cannot calculate whether it will be possible to comply; This is consistent with the way they negotiate: hard at the beginning and flexible at the end.

- Another important and notorious aspect is that it constitutes a centralized country with defined hierarchies. Lima, the capital, concentrates 80% of Peru's commerce, perhaps that is why those who negotiate are always people from this region of the country.

“In this culture, negotiating generally means distributing something of fixed value, a problem that implies that one party wins what the other loses, a “zero sum” concept of negotiation. This implicitly leads to some apprehension and a struggle to win or lose, to take advantage of the counterpart. This philosophy of distributive character is accompanied by very high openings or demands (and very low offers) and the use of cunning and tricks to mislead the “enemy”, which include giving the impression that they yield and are flexible”(Ogliastri et al ., 1999).

The difference is that Peruvians are usually not so stubborn to the point of running out of agreement, if they see that an agreement is not going to be reached, they lower their expectations to try to achieve it.

In Peru, verbal fluency is appreciated and the term “flourish” is used (speak beautifully, although not much is said), and this verbosity is described by many external negotiators. This is probably done more with the purpose of making the meeting placid and friendly than as a technique to convince the other.

### **Chile Negotiation Style**

The top national executives spend several hours a day negotiating, but they do not do everything well: they prepare little and prefer to reach intermediate agreements. In addition, they are distrustful and tend to speed up the process unnecessarily. Through an analysis that was made by “Javier Saieh, Strategic Development” with the support of the Negotiation and Mediation Center of the Pontifical Catholic University of Chile, the following conclusions were drawn:

- Negotiation is one of the activities to which most Chilean executives spend some time, as if that were not enough each person a day allocates more than 25% of their time to it, only 21% really prepare to negotiate.
- It was evidenced on the other hand, the great abyss in which entrepreneurs Chileans struggle or face to negotiate since there is no training for them, 60% of Chileans complain that there is no training in this area that is very important. At the same time, not only do Chileans face these types of situations or complexities, but they also tend to distrust the counterpart, and often hide information from their counterparts. Fear and suspicion that one of the parties does not comply with any agreement or is missing the truth, ends up dynamiting or trapping the possibilities of reaching fully satisfactory agreements for both parties, and thus, strengthen the relationship between them.

In 2007, a study was conducted in seven Latin American countries by Cieplan and the Fernando Henrique Cardoso Institute in Brazil, in which it was identified that only 10% of Chileans believe that most people could be trusted. This figure was among the lowest in the region.

In Chile, the technique is known. The two parties sit down to try to bring their positions closer together, and try to find agreements, without understanding what the other party is really looking for, given the distrust that exists, the communication necessary for a successful agreement is truncated. Local executives understand negotiation as the search for intermediate ground, as a “tug of war” process in which neither party loses so much, and thus, they manage to preserve the relationship.

### **QUANTITATIVE RESEARCH PART II**

The QUANTITATIVE RESEARCH PART II will have the following phases:

1. Instrument test in a control sample
2. Applied test to the countries sample
3. Analisis of results.

The results found in the test phase of our work will be presented below, which is a pilot test to monitor the operation of the Thomas Kilmann tool for conflict resolution and management.

## **Results**

According to the theory of Thomas Kilmann once you have the results, you must place these in a specific item according to the answer given in each question. After conducting a pilot test to verify and monitor the correct use of the tool, this application was made to graduate and master students of Sergio Arboleda University located in Bogotá, Colombia. The following partial results are produced:

- To identify the strengths and weaknesses of each country, the variable with the highest score and the variable with the lowest score must be taken and the corresponding analysis performed.

### **Highest score:**

In this case the variable with the highest score is Elude, this shows us a point of weakness in our culture, and therefore a factor that negatively affects the negotiations.

Avoiding according to Thomas Kilmann is not a person neither assertive nor corporate, when a culture eludes, it means that it does not pursue its interests or the interests of its counterpart; additionally, he does not talk about a conflict, if he does not diplomatically set aside an issue or postpone or deviate from a situation that feels threatening.

### **Lower score:**

In this pilot test the variable that had the lowest score was Competitor.

According to Thomas Kilmann a culture that has this result is assertive and not corporate, it is more power oriented. When an individual competes with another, he is seeking to satisfy his own interests and putting aside those of the other person and employs any strategy so that his goal is the winner. To stop the creators of this competing tool is to defend their interests at all costs and try to win.

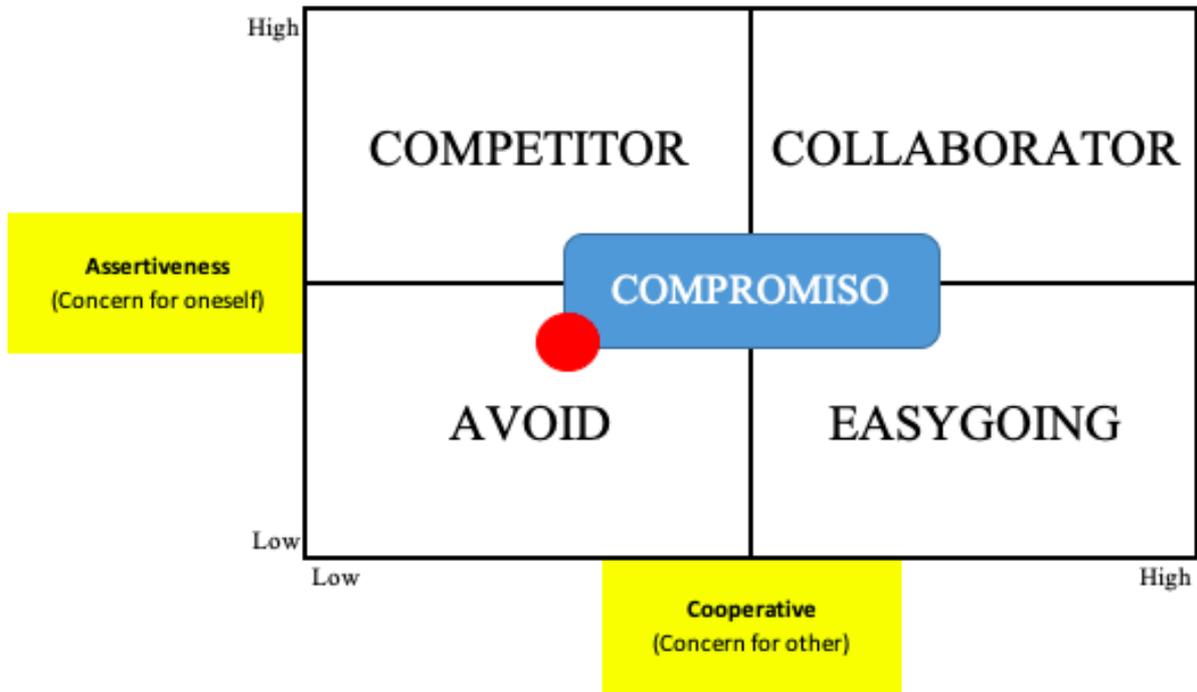


Illustration 1 Sample of pilot test results - Own source

As mentioned earlier, the highest score in this first phase was Avoid and the lowest score was Commitment, the red dot is the location of this initial sample in the Thomas Kilmann tool.

Style	Score	Profile											
		1	2	3	4	5	6	7	8	9	10	11	12
Competitor													
Collaborator													
Commitment													
Avoid													
Easygoing													

Illustration 2: Table of results point by point - Own source

This table shows the result that each of the questions had, on a general level, the highest and lowest scores are shown in yellow.

### Conclusions

It could be evidenced in the pilot test carried out with the results already mentioned above that the highest score was “Elude Mode” and the lowest score was “Engagement Mode” and then an interrelation will be made between Thomas Kilmann's ways of handling and to solve conflicts and the variables that Enrique Ogliastri raises, this relationship will be made taking into account also the first part of the work, the qualitative study of Colombia and how this can be compared with the results found in this research and whether or not they are consistent with each other.

- Philosophy of the negotiation process: According to the first part of the investigation, Colombians tend to have a bargaining culture, where throughout the process they are forced to gradually reduce the high price they proposed at the beginning of the negotiation; according to the results of the Thomas Kilmann tool, Colombians have a culture of **avoid** in which they leave aside any scenario that brings them nonconformity

or threat; These two points are related to the fact that if a Colombian does not manage to lower the price until he meets his expectations, he will simply put it aside and will not continue in the process since for them to achieve lowering the price or conditions or What is negotiating on the table is synonymous with success and if this is not achieved they take it as a loss. The second result that was obtained from the Thomas Kilmann survey is the Mode of **Commitment**, according to this same study when there is a commitment is when despite the fact that there are differences in the table, the solution to these is sought together, this modality complements the variable aforementioned of Enrique Ogliastri of the bargaining since if the Colombians do not get what they want they will leave the negotiation and will not seek help for both parties then if it is valid to think that the degree of commitment of the Colombians is in a low degree, and that this is a point to improve.

- The temporal perspective: According to Enrique Ogliastri, Colombians tend to negotiate on the short term, this point also affirms what was found in the results of TKI since they seek satisfaction in an almost instantaneous way, they advance so quickly in the negotiation that they evade many issues of great importance, bad decisions are made and run with many unnecessary risks and this means that in the end the results are not as expected and therefore the commitment in the agreed clauses is not fulfilled, and relationships are not generated in time; This analysis is also almost parallel.
- Pre-negotiation, and power tactics: As Enrique Ogliastri affirms, Colombians tend to go poorly prepared to negotiate and use the improvisation and humour, not only to reach friendship with the counterpart but also to negotiate; As for the relationship with what was found in the TKI tool, the low level of commitment is evident, since the minimum that the counterpart expects is that it is prepared and ready to have an effective negotiation, and also with the evasion mode See how Colombians evade the commitments they acquire when negotiating.

With these results we can identify two points to improve for Colombians, which are Evasion Mode: improving this point would guarantee effective negotiations and better commercial relations, leave behind that “leave things as they are” mentality and look at the counterpart as a strategic partner and not as an enemy and Mode of Commitment: which is a fairly low index and creates a bad image in the region, must be improved, preparing properly to receive the counterpart and achieve both objectives.

"Undoubtedly, there are differences between individuals, since a person is never fully representative of their culture, and there are quite a few internal variations in the Latin American negotiating culture" The negotiating style of Latinos. Enrique Ogliastri

At the time to submit this paper to Balas, we are running the Thomas Kilmann questionnaire in Peru, Chile, Colombia and still looking for the Mexican partner university. To be able to get into the Applied test to the countries sample and analysis of final results.

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## ANNEXES

1. The table of variables to understand the behavior of cultures, designed by Enrique Ogliastri, is listed below.

Variable	Colombia	Chile	Peru	Mexico
Philosophy of the negotiation process	Bargaining, Process Focused	Integrative	Bargaining	Bargaining
Temporary Perspective	Short term	Long term	Short term	Long term
Risk Taking	Risky	Cautious	Risky	Cautious
Decision making	Individual hierarchy	Same group	High hierarchy	High hierarchy
Prenegotiation	Little concern	Techniques	Very necessary	Very necessary
Power tactics	Humor, inability to not be able	Use of real power	Emotional, rigid positions	Direct and express their emotions
Negotiation time	Polycronic	Organized daily	Polycronics	Organized daily
Compliance and commitment	Unfulfilled and unpunctual	Complied and punctual	Unfulfilled	Complied and punctual

2. Additionally, we related the link of Thomas Kilmann survey for conflict resolution and management.

<https://forms.gle/ffZJTead4SGxzL519>

When done answering, transfer your answers to the scoring sheet on the last page, and sum each of the columns.

1.
  - A. There are times when I let others take responsibility for solving the problem.
  - B. Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree.
2.
  - A. I try to find a compromise solution.
  - B. I attempt to deal with all of another's and my concerns.
3.
  - A. I am usually firm in pursuing my goals.
  - B. I might try to soothe the other's feelings and preserve our relationship.
4.
  - A. I try to find a compromise solution.
  - B. I sometimes sacrifice my own wishes for the wishes of the other person.
5.
  - A. I consistently seek the other's help in working out a solution. B. I try to do what is necessary to avoid useless tensions.
6.
  - A. I try to avoid creating unpleasantness for myself.
  - B. I try to win my position.
7.
  - A. I try to postpone the issue until I have had some time to think about it.

- B. I give up some points in exchange for others.
- 8.
- A. I am usually firm in pursuing my goals.
- B. I attempt to get all concerns and issues immediately out in the open.
- 9.
- A. I feel that differences are not always worrying about.
- B. I make some effort to get my way.
- 10.
- A. I am firm in pursuing my goals.
- B. I try to find a compromise solution.
- 11.
- A. I attempt to get all concerns and issues immediately out in the open.
- B. I might try to soothe the other's feelings and preserve our relationship.
- 12.
- A. I sometimes avoid taking positions which would create controversy.
- B. I will let another have some of their positions if they lets me have some of mine.
- 13.
- A. I propose middle ground.
- B. I press to get my points made.
- 14.
- A. I tell another my ideas and ask them for theirs.
- B. I try to show him the logic and benefits of my position.
- 15.
- A. I might try to soothe the other's feelings and preserve our relationship.
- B. I try to do what is necessary to avoid tension.
- 16.
- A. I try not to hurt the other's feelings.
- B. I try to convince the other person of the merits of my position.
- 17.
- A. I am usually firm in pursuing my goals.
- B. I try to do what is necessary to avoid useless tensions.
- 18.
- A. If it makes the other person happy, I might let them maintain their views.
- B. I will let the other person have some of their positions if they let me have some of mine.
- 19.
- A. I try to get all concerns and issues immediately out in the open.
- B. I try to postpone the issue until I have had some time to think it over.
- 20.
- A. I attempt to immediately work through our differences.
- B. I try to find a fair combination of gains and losses for both of us.
- 21.
- A. In approaching negotiations, I try to be considerate of the other person's feelings.
- B. I always lean toward a direct discussion of the problem.
- 22.
- A. I try to find a position that is intermediate between mine and another person's.
- B. I assert my wishes.
- 23.
- A. I am often concerned with satisfying all my wishes.

- B. There are times when I let others take responsibility for solving problems.
- 24.ç
- A. If the other's position seems important to them, I would try to meet their wishes.
- B. I try to get the other person to settle for a compromise.
- 25.
- A. I try to show the other person the logic and benefits of my position.
- B. In approaching negotiations, I try to be considerate of the other person's wishes.
- 26.
- A. I propose a middle ground.
- B. I am nearly always concerned with satisfying all my wishes.
- 27.
- A. I sometimes avoid taking positions that would create controversy.
- B. If it makes the other person happy, I might let them maintain their views.
- 28
- A. I am usually firm in pursuing my goals.
- B. I feel that differences are not always worth worrying about.
- 29.
- A. I propose middle ground.
- B. I feel that differences are not always worth worrying about.
- 30.
- A. I try not to hurt the other person's feelings.
- B. I always share the problem with the other person so that we can work it out.