

COMPETING STYLE
High Assertiveness/Low Empathy
 “We’re doing it my way ...”

- **Strategies:** Make a strong case for your position, persuade, be firm, assertiveness, insist, take charge or control the discussion.
- **Source of Power:** From stating your position
- **Advantages:** Speed, decisiveness, preservation of important values, stability.
- **Disadvantages:** Destroyed or hierarchical relationships, loss of cooperation, diminished self-respect in others, and lack of input or feedback.

COLLABORATING STYLE
High Assertiveness/High Empathy
 “My preference is ... I’m also interested in your views.”

- **Strategies:** Problem focused, assert your position while also inviting other views, welcome discussion of all viewpoints, creativity.
- **Source of Power:** From integrating solutions.
- **Advantages:** Builds trust in relationships, high cooperation, merges perspectives, high energy.
- **Disadvantages:** Fatigue, loss of motivation, time consuming, distraction from other more important tasks, analysis paralysis.

COMPROMISING STYLE
Medium Assertiveness/Medium Empathy
 “Let’s find some middle ground ...”

- **Strategies:** Urge moderation, trade-offs, split the difference, find a little something for everyone, find middle ground.
- **Source of Power:** From moderation and reasonableness.
- **Advantages:** Relatively fast, enables the show to go on, provides a way out of stalemate, readily understood by most people, builds atmosphere of calmness and reason.
- **Disadvantages:** Mediocrity and blandness, possibly unprincipled agreements, likelihood of patching symptoms and ignoring causes.

AVOIDING STYLE
Low Assertiveness/Low Empathy
 “Let’s not make a big deal out of this ...”

- **Strategies:** Withdraw, delay or avoid response, divert attention, suppress personal emotions, be inscrutable, conflict adverse.
- **Source of Power:** From calmness, silence, non-cooperation.
- **Advantages:** Freedom from entanglement in trivial issues or insignificant relationships, stability, preservation of status quo, ability to influence others without engaging.
- **Disadvantages:** Periodic explosions of pent-up anger, freeze-out – unable to build relationships, residue of negative feelings, stagnation and dullness, loss of accountability or participation.

ACCOMMODATING STYLE
Low Assertiveness/High Empathy
 “OK, whatever you say ...”

- **Strategies:** Agree, support, forego your perspective, placate, reasonable, creating goodwill.
- **Source of Power:** From relationships or approval of others
- **Advantages:** Maintains approval/appreciation of others, freedom from hassle and conflict (at least in the short-run), self-discipline of ego.
- **Disadvantages:** Don’t get what you want, frustration for others who wish to collaborate, loss of respect, over-dependence on others, denies others benefit of healthy confrontation.