

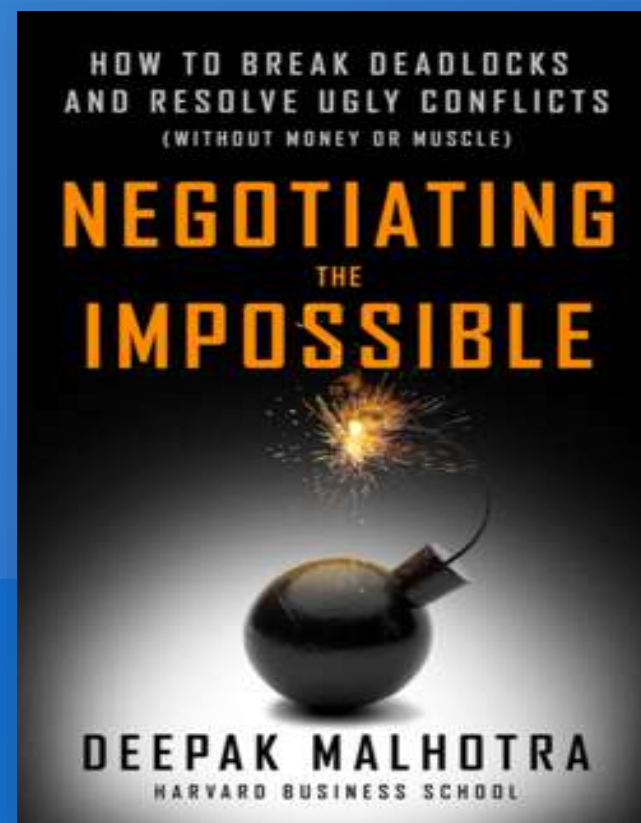


QUEEN
HEDVIG
ACADEMY

Negotiation dynamics & conflict management

Dubai, December 3rd, 2025

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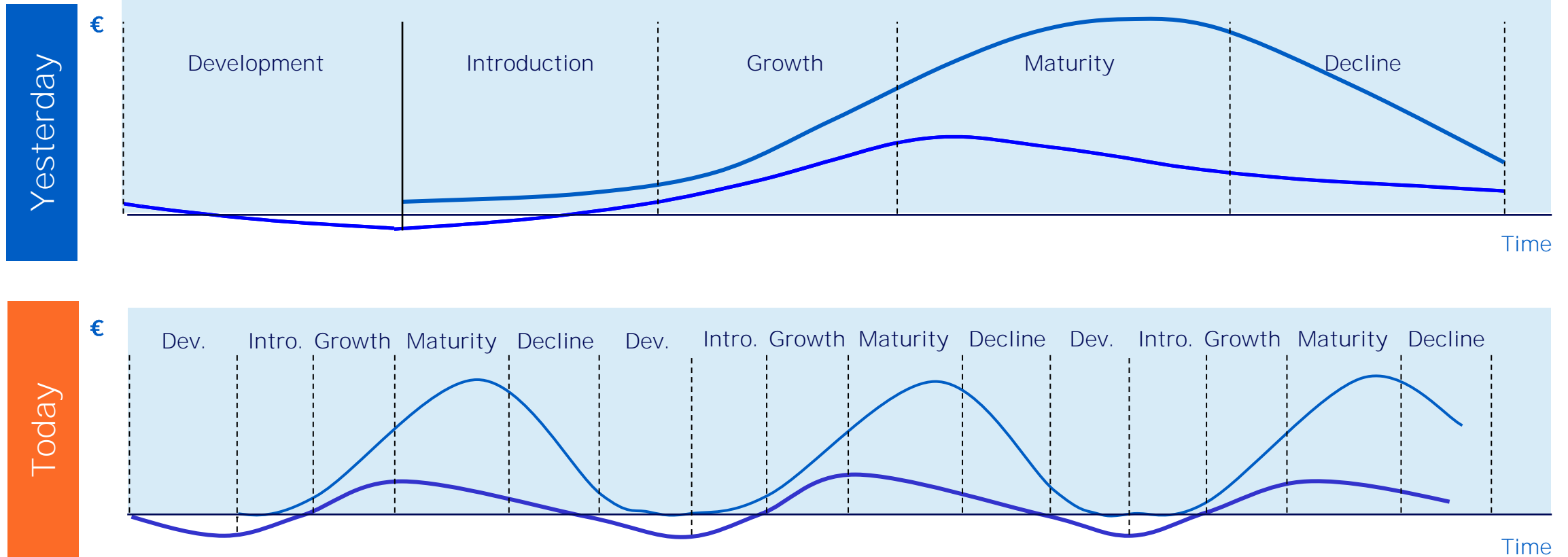
Good Negotiators are Made not Born



Business negotiations cannot be stereotyped as « win/lose » or « win/win » but involve elements of both cooperation and competition. Unfortunately, the competitive dimension often dominates in the negotiation process: negotiators become argumentative, engage in positional bargaining, and lose sight of their own as well as the other side's underlying interests. The result is a mediocre agreement at best, and deadlock at worst.

Your organization can have all the advantages in the world: Good financial resources, enviable market position, & great people, but if your preparation fails, all of these advantages will melt away...

Shortening of The Product Life Cycle



The Gillette example

									
Atra	Atra Plus	Sensor	Sensor Excel	Mach 3	Mach 3 Turbo	Mach 3 Turbo Champion	Mach 3 Power	Mach 3 Power Nitro	Fusion Power
1977	1985	1990	1994	1998	2001	2003	2004	2005	2006
Twin Blade Cartridge + Pivoting Head	Twin Blade Cartridge + Pivoting Head + Lubricating Strip	Twin Blade Cartridge + Pivoting Head + Lubricating Strip + Spring Mounted Blade	Twin Blade Cartridge + Pivoting Head + Lubricating Strip + Spring Mounted Blade + Flexible Microfins	Triple Blade Cartridge + Pivoting Head + Lubricating Strip + Spring Mounted Blade + Flexible Microfins	Triple Blade Cartridge + Pivoting Head + Lubricating Strip + Spring Mounted Blade + Flexible Microfins + Protective Skinguard	Triple Blade Cartridge + Pivoting Head + Lubricating Strip + Spring Mounted Blade + Flexible Microfins + Protective Skinguard	Triple Blade Cartridge + Pivoting Head + Lubricating Strip + Spring Mounted Blade + Flexible Microfins + Protective Skinguard + Micropulse	Triple Blade* Cartridge + Pivoting Head + Lubricating Strip + Spring Mounted Blade + Flexible Microfins + Protective Skinguard + Micropulse	Five Blade Cartridge + Trimmer + Pivoting Head + Lubricating Strip + Spring Mounted Blade + Flexible Microfins + Protective Skinguard + Micropulse

Cross-Cultural Dimensions

Task and Relationship



Task

Relationship

Power Distance Indicator



Participatory

Hierarchical

Uncertainty Avoidance



Risk-Oriented

Risk-Averse

Individualism/Collectivism



“I” Culture

“We” Culture

Context Communication



Direct

Indirect

#501®



#501®

Original Jeans

Levi's® RED TAB®

#501®



#501®

Original Jeans
Levi's® RED TAB®

#501®

Northern Ireland

Thread

France

Polyester fibers

Spain

Dyeing of threads

Italy

Jeans fabric

Tunisia

Making of the
Jeans

Benin

Cotton

Namibia

Copper for buttons

Germany

Dyeing pigments

Turkey

Stones for faded
aspect

Pakistan

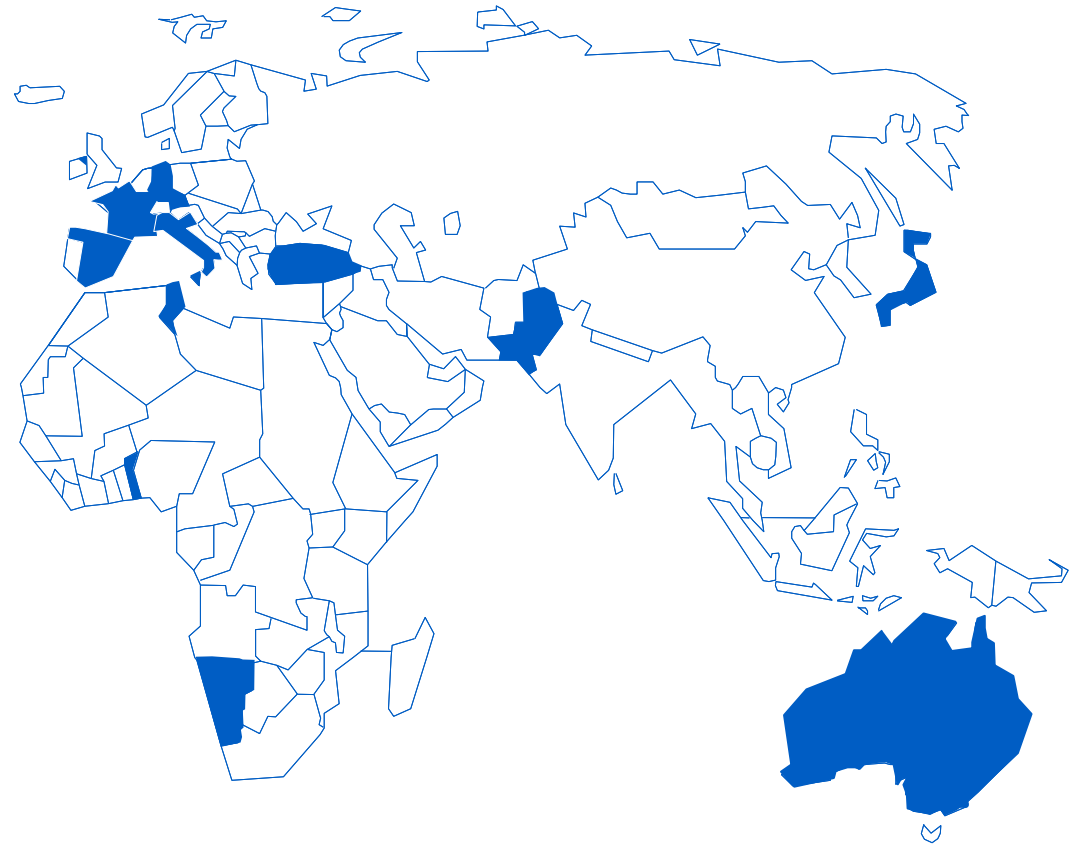
Cotton

Japan

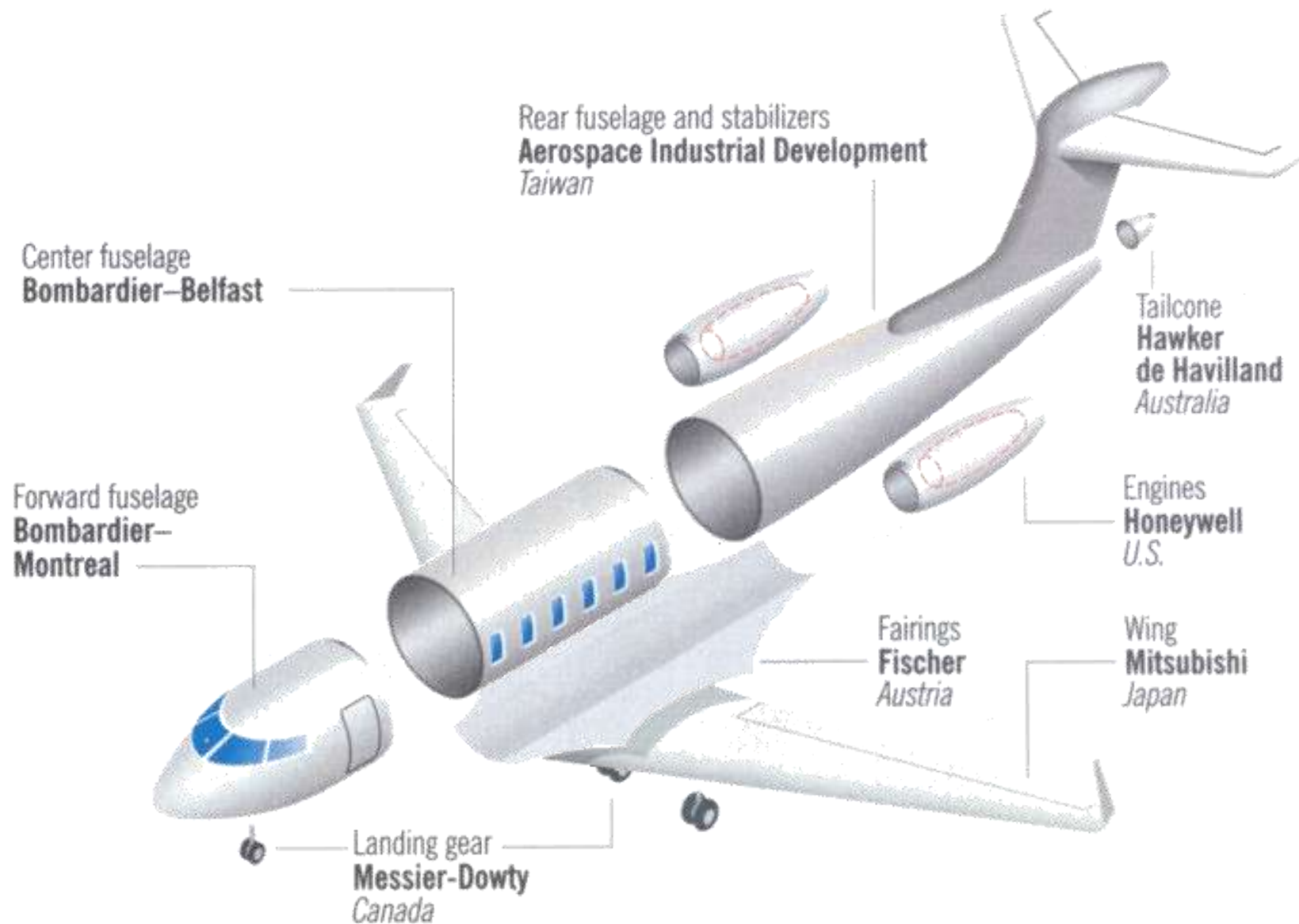
Metal for zip

Australia

Zinc for rivets







Balance of power



Fortune 500:

#2

Sales:

\$406 billion

Employees:

1.9 million

Stores:

6,700

Customers:

176 million per
week

Biggest single day sales
in history: \$1.43 billion
(day after 2002
Thanksgiving)

Balance of power



For both P&G and Gillette, Wal-Mart is the largest single seller of their products.

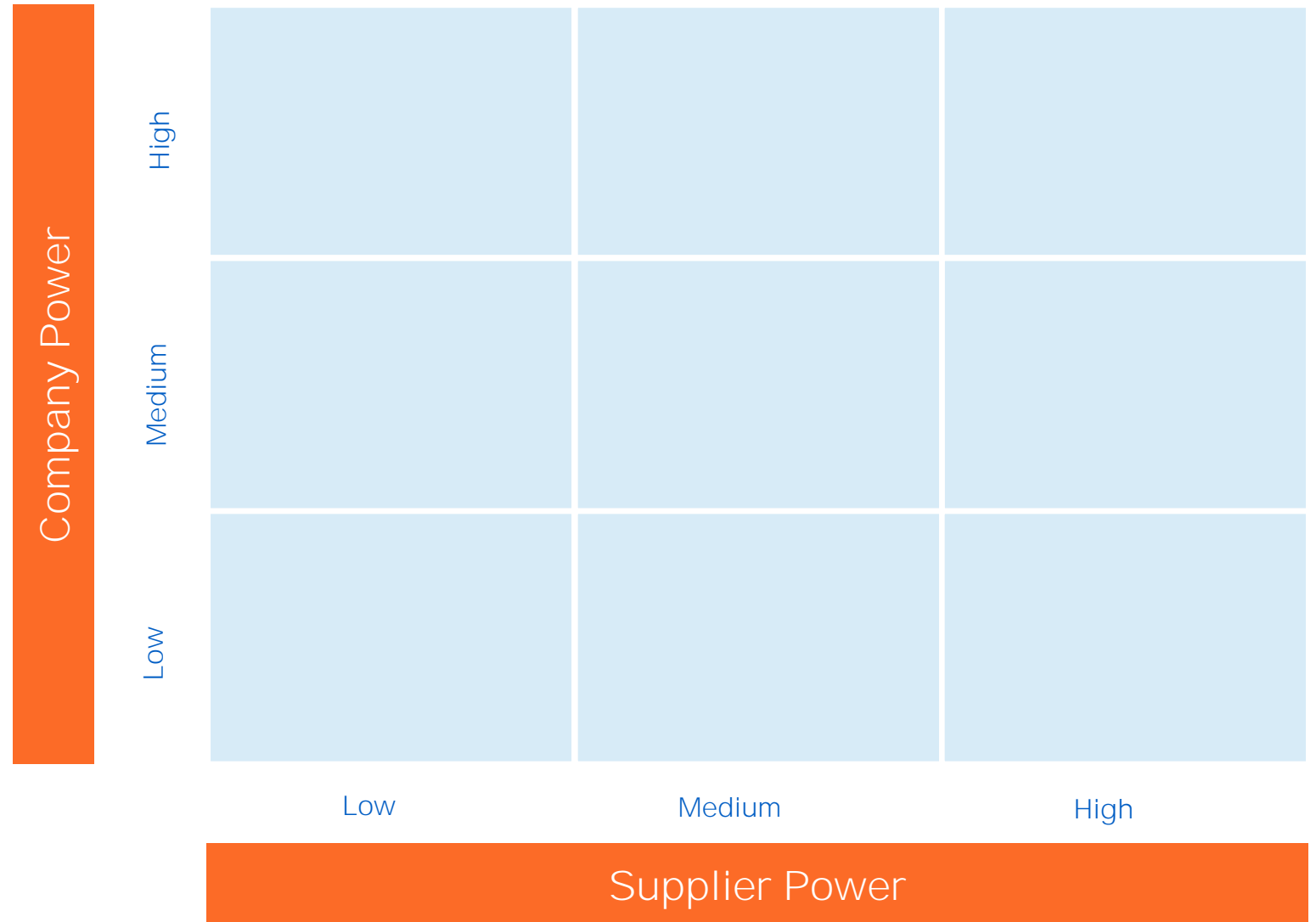
It accounts for:

- 17% of P&G's \$51bn annual sales
- 13% of Gillette's \$9bn annual sales

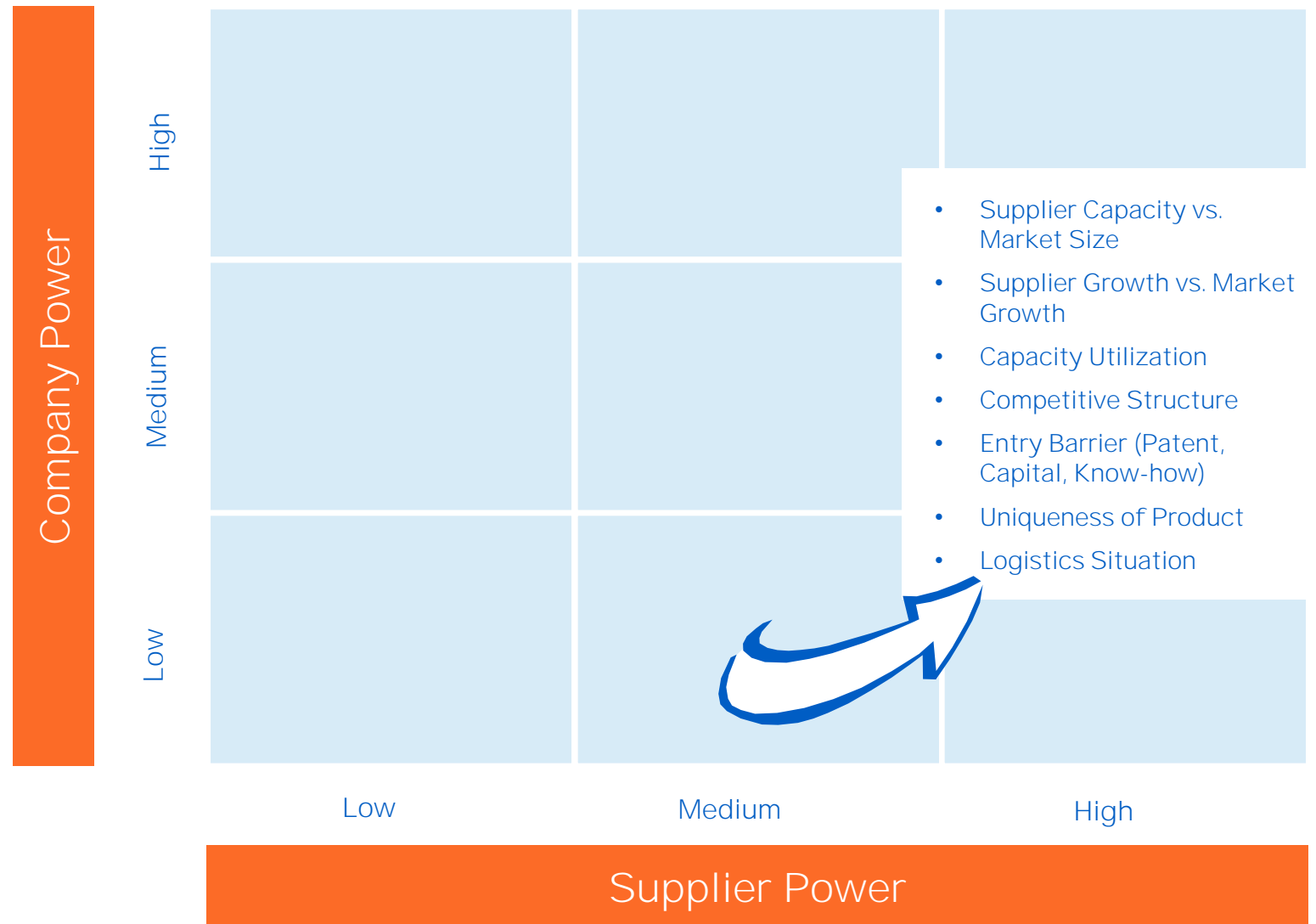
i.e.

- \$10bn of P&G + Gillette goes through Wal-Mart stores

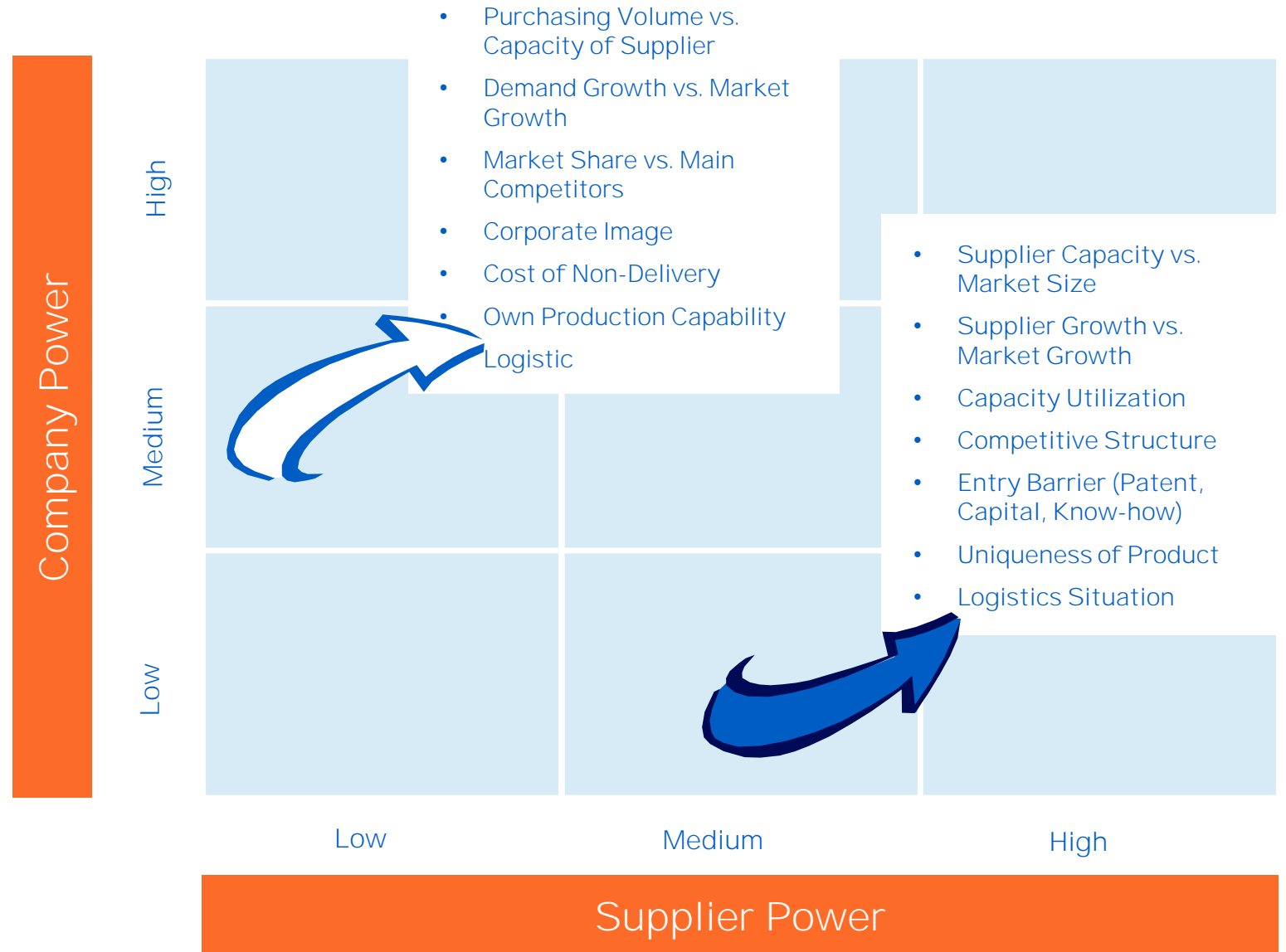
Balance of power



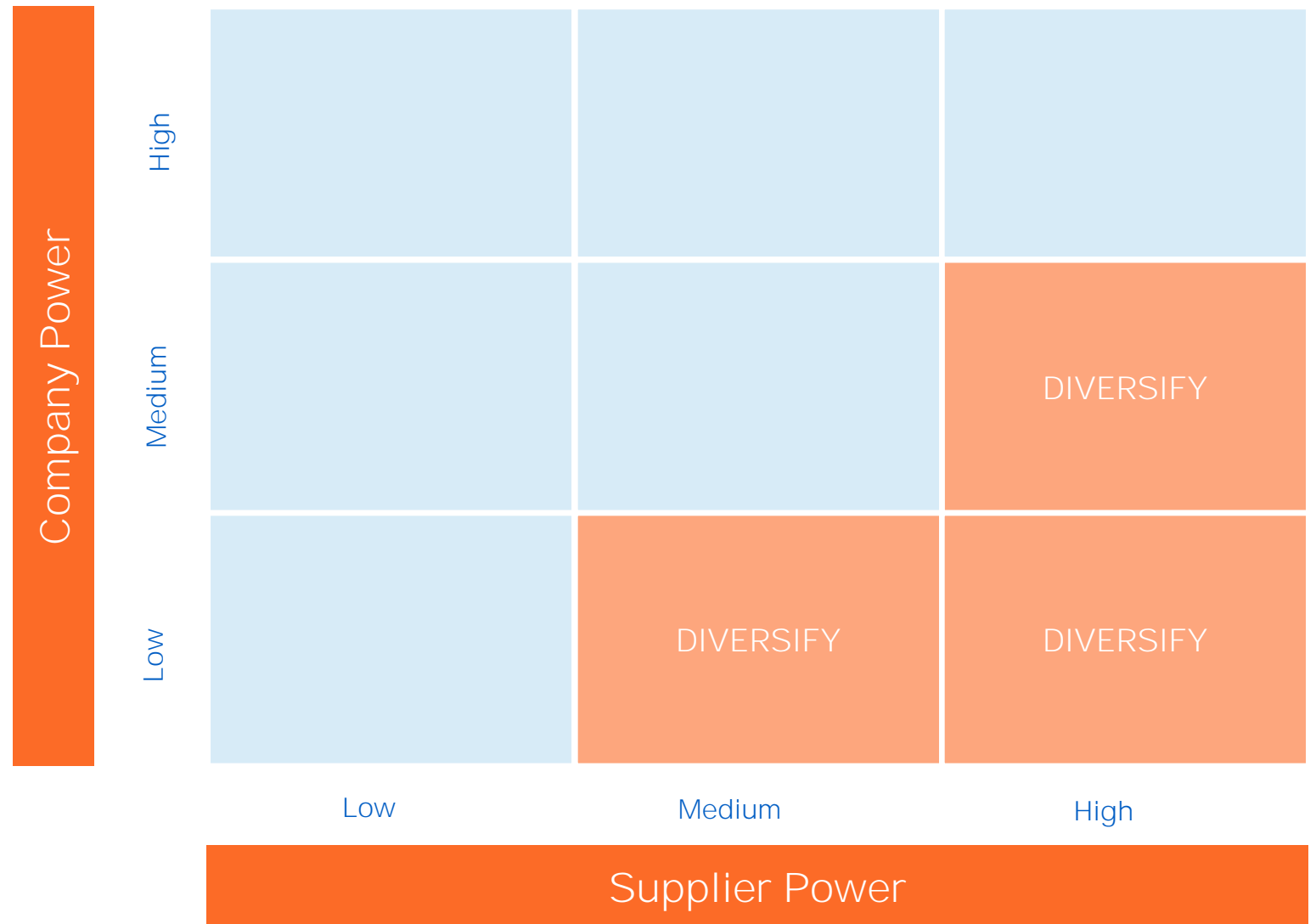
Balance of power



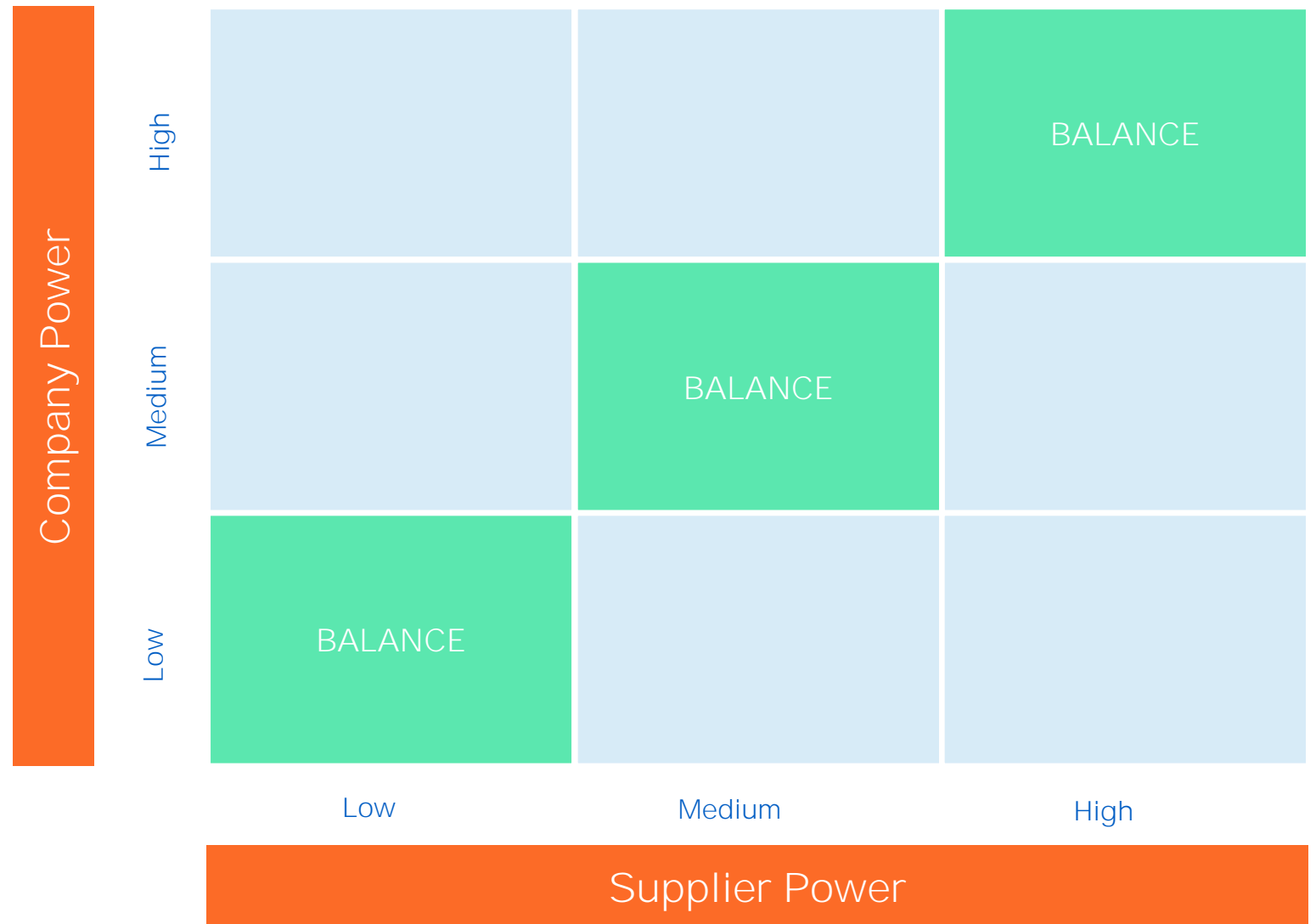
Balance of power



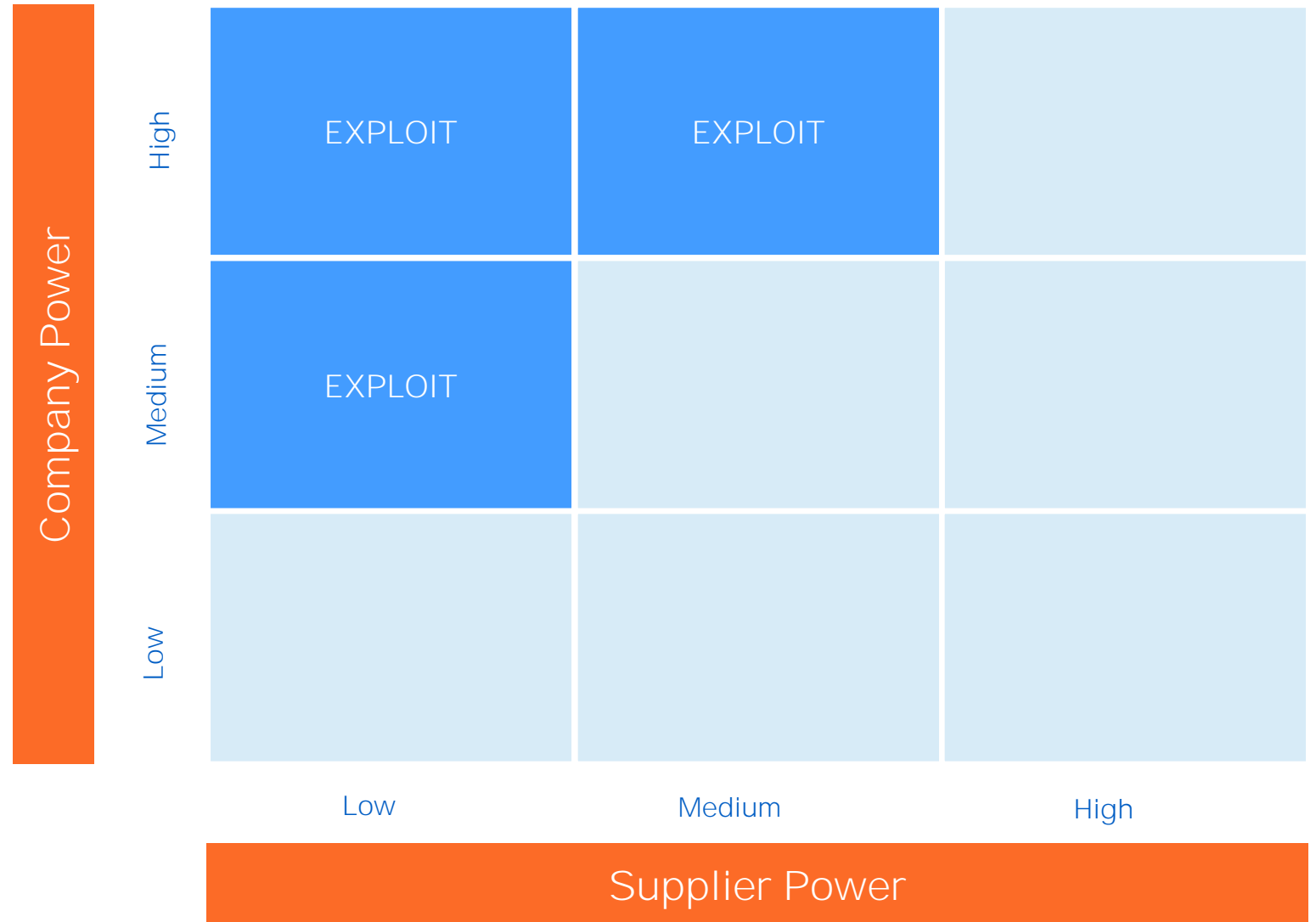
Balance of power



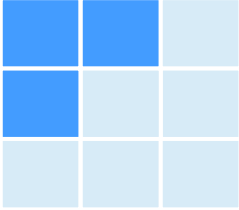
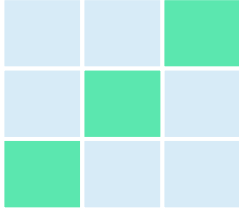
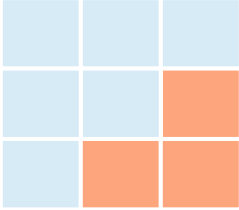
Balance of power



Balance of power



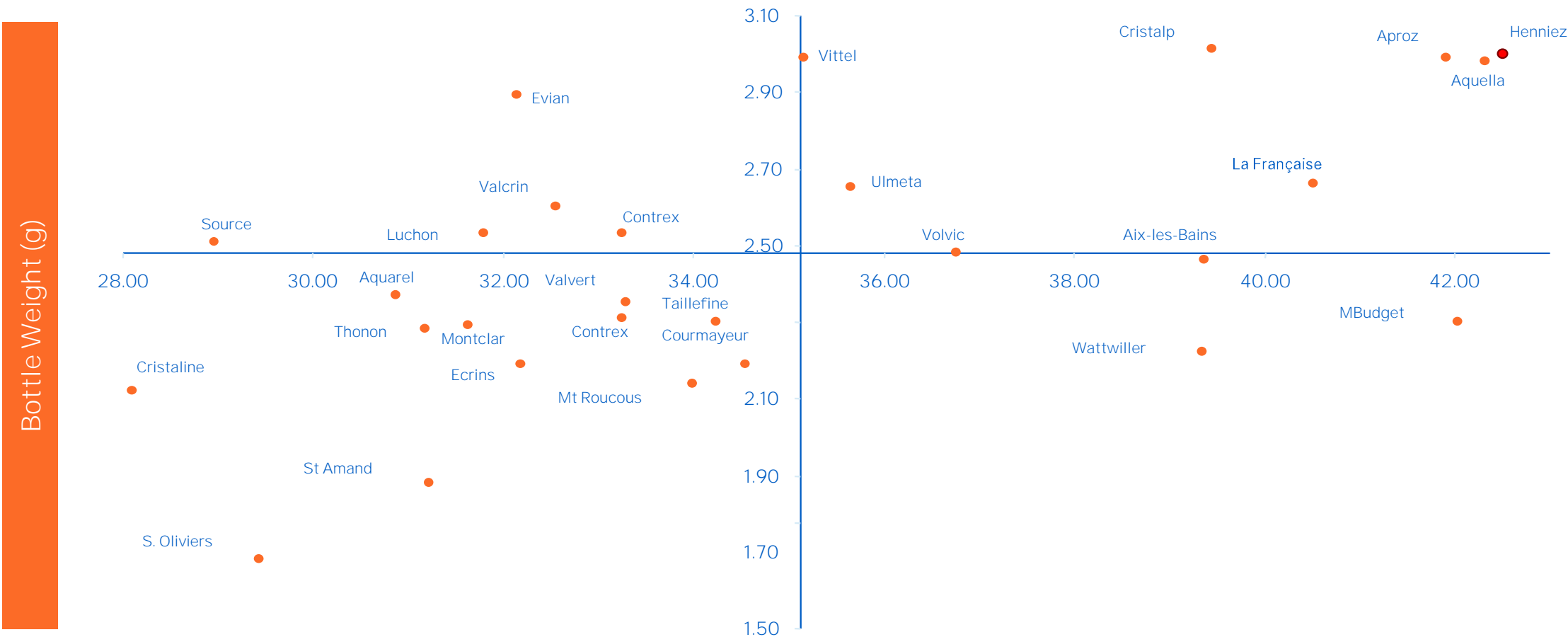
Balance of power

	EXPLOIT 	BALANCE 	DIVERSIFY 
Volume	Spread	Shift Carefully	Centralize
Price	Push Down	Negotiate Wisely	Low Profile
Contract Coverage	Buy Spot	Contract + Spot	Contract
New Suppliers	Stay in Touch	Selected Vendors	Active Search
Inventory	Keep Low	Buffer Stock	Safety Stock
Make vs. Buy	Don't Enter	Be Selective	Enter
Substitution	Stay in Touch	Opportunities	Active Search
Purchasers Skills	Tough	Negotiator	Diplomat

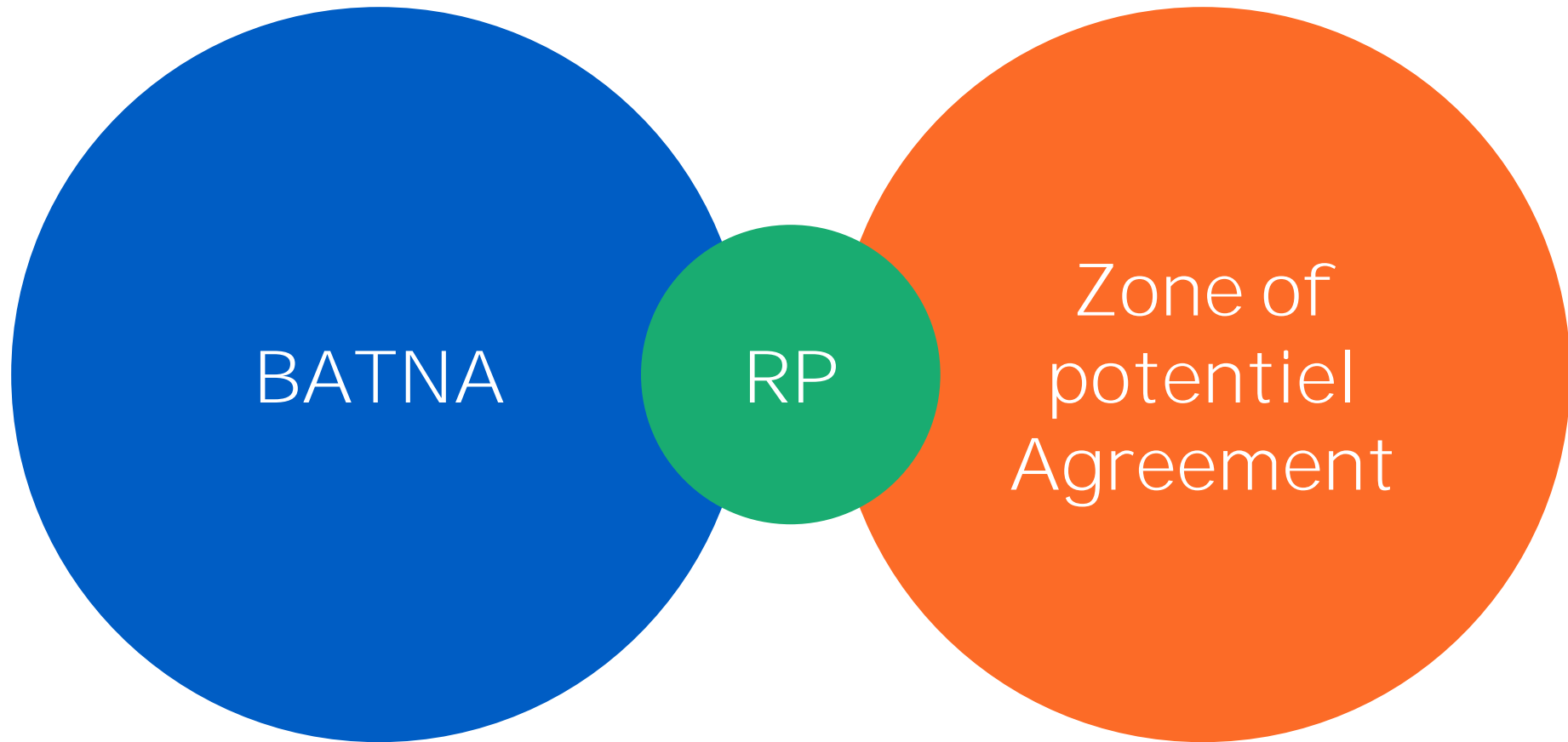
Benchmarking



Benchmarking



Negotiation Dynamics



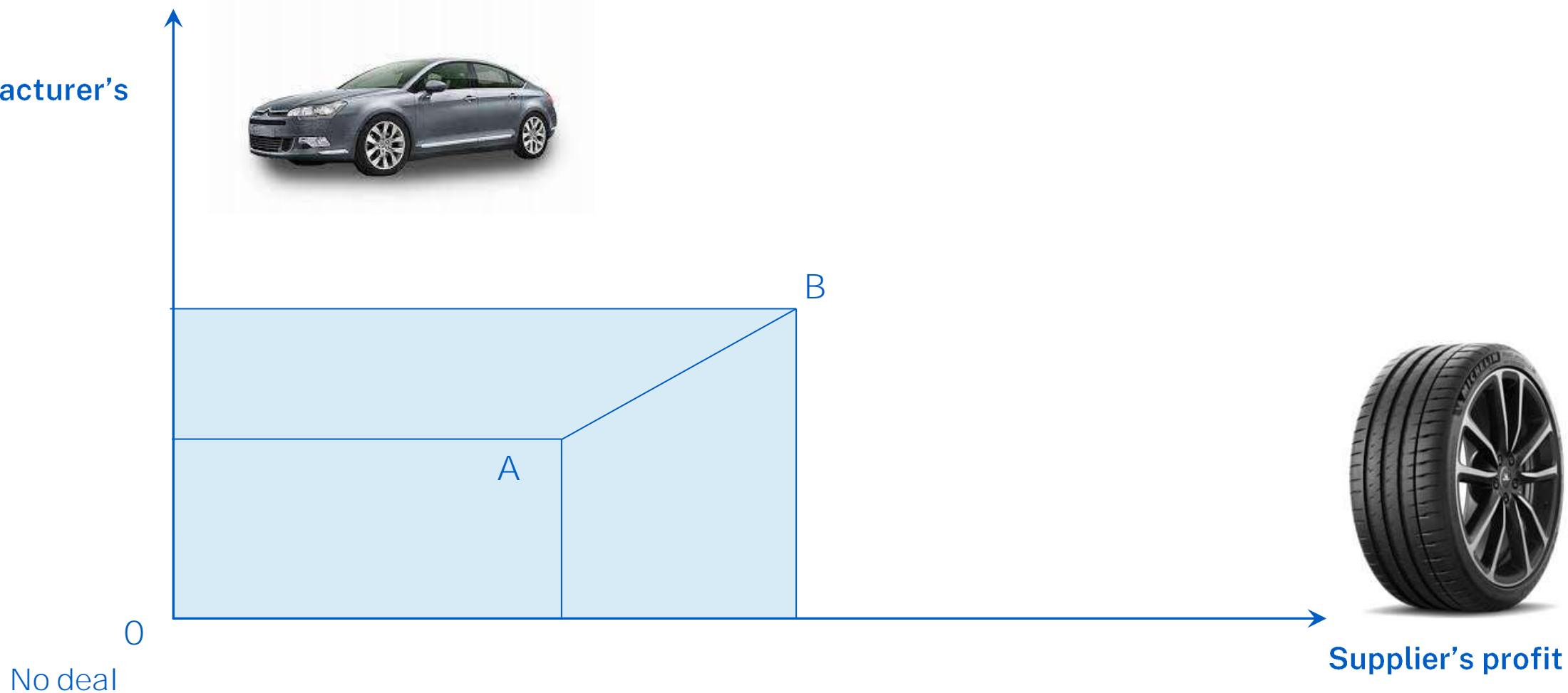
Negotiation Dynamics



Creating values does not necessarily mean that we agree on the way we will be splitting the new pie.

Negotiation Dynamics

Car
manufacturer's
profit



Negotiation Style Attributes

- Competing: Assertive & Uncooperative You Meet Your Goals At The Expense of Others'
- Uses: Emergencies, Difficult People Tough Situations
- High Score: You Learn Less About Others
- Low Score: You Feel Powerless.

Goals

- Avoiding: Unassertive And Uncooperative You Meet No One's Goals
- Uses: For Trivial Issues, No Change of Satisfaction, To Cool Down
- High Score: You Feel Much Stress/Tension.
- Low Score: You Are Insensitive, Belligerent,
- You Fight All Battles.

Engagement

- Compromising: Between Competing And Accommodating
- You partially Satisfy The Goals Of All Parties
- Uses: Temporary Solution For Conflicting Goals, Modest Achievement
- High Score: Cynical Gamesmanship, You Don't See Big Picture.
- Low Score: You Make No Concessions

Speed

- Accommodating: Unassertive & Cooperative Meet Their Goals At Expenses of Yours
- Uses: When You're Wrong, When It's Uses. Important To Others, To Get Chits
- High Score: You Are Unfulfilled.
- Low Score: You Are Perceived as Unreasonable

Listening

- Collaborating: Asserting & Cooperative You Satisfy The Goals of All Parties
- Uses: Consensus, Merge Different Insights, Soothe Hard Feelings
- High Score Optimization, If Time/Energy Available
- Low Score: No Joint Gains or Optimal Result

Problem Solving

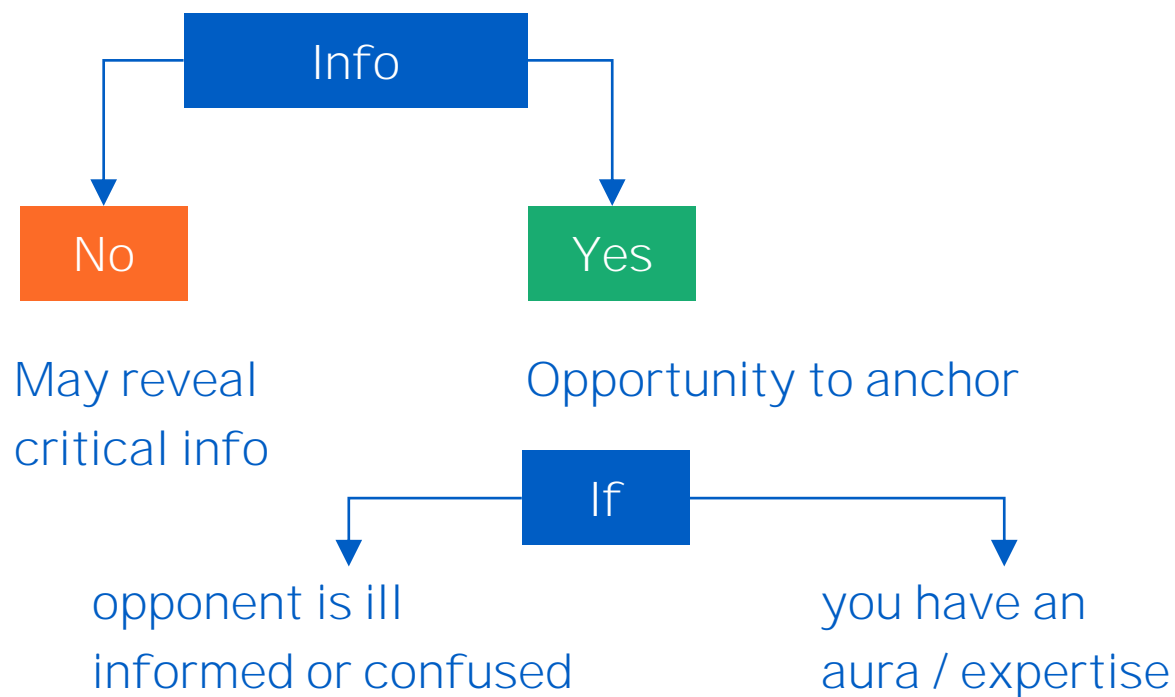
Negotiation Dynamics



How to react to the different styles of negotiation?



Who moves first?



In Business as in Life,
we never get what we
are not ready to ask
for...

Thank you