

**Continua of Negotiation Process Characteristics**

|   |                                |  |
|---|--------------------------------|--|
| No concern for other party's interests          |                                | Great concern for other party's interests    |
| Exclusive use of exchange of demands and offers | includes everyday conversation | Exclusive use of interest-and-option process |
| Creation of no value                            |                                | Creation of maximum possible value           |
| Hostile tone                                    |                                | Friendly tone                                |
| Extreme use of power                            |                                | No use of power                              |
| Exclusive focus on extrinsic norms              |                                | Exclusive focus on intrinsic norms           |