

The Negotiation Communication Behaviors, spelled out in 1978 by Rackham and Carlisle in their seminal article, "The Behaviour of Successful Negotiators" and shown in **blue** here, have been expanded to include mediation behaviors surfaced through Rackham Foundation supported research carried out by Ava Abramowitz and Ken Webb, then tested and validated by RSI's Jennifer Shack and shown in **red** here.

## Initiating

- **Proposing:**
  - **Process / Procedures**
  - **Substance / Content**
- **Building on the Proposal of Another**
- **Introducing Possibilities**

## Reacting

- **Agreeing**
- **Disagreeing**
- **Defending/Attacking**

## Clarifying

- **Giving information:**  
**(Facts / Feelings)**
- **Seeking information:**  
**(Facts / Feelings)**
- **Testing understanding**
- **Summarizing**
- **Acknowledging**



- **Bringing In**
- **Shutting Out**
- **Labeling Behavior**