

## Reacting

- Agreeing
- Disagreeing
- Defending/Attacking

## Initiating

- Proposing
- Building on the proposal of another

## Clarifying

- Giving information
- Seeking information
- Testing understanding
- Summarizing



## Balancing

- Bringing In
- Shutting Out

The Negotiation Communication Behaviors were spelled out in 1978 by Neil Rackham and John Carlisle in their foundational article, "The Behaviour of Successful Negotiators."