EMBRACING THE POWER OF GOOD CONFLICT

Jason Cammorata, SVP Global Operations
(Formally, VP Procurement & Strategic Sourcing)
70+

of the world’s most creative agencies

6 DEGREES
72ANDSUNNY
ALBION
ALLEGGORY
ALLISON-PARTNERS
ANOMALY
ASSEMBLY
ATTENTION
BORNAI
BRIDGEMAN DESIGN
CIVILIAN
COLLEMVOY
CONCENTRIC
CP+B
DONER
ENPLAY
EPROMENT
FOREMAN & BODENFORS
F&B FACTORY
GALE

HAPPY F&B
HECHO STUDIOS
HELLO DESIGN
HGROUP
HUDSON MEDIA
HUNTER PR
INSTRUMENT
KENNA
KOLLO
KINGSDALE
KWIT GLOBAL
LAIRD-PARTNERS
LEGEND
LUNTZ GLOBAL
MCC MEDIA PARTNERS
MONO
NORTHSTAR
REDSCOOT
RELEVANT
SLOANE & COMPANY

SOURCE.COM
SUNDAE TEAM
TREND DESIGN
THE LAST SILO
THE MEDIA KITCHEN
TRADEX PARTNERS
UNION
UNIQUE INFLUENCE
UNREASONABLE STUDIOS
VARIX
VERTIAS
VITRO
Y MEDIA LABS
YES AND CO.
YAMAMOTO
ZERO+ONE
PROCUREMENT

What is it?
I NEGOTIATE
THE CABLE BILL
“Results demonstrated that the use of coercive techniques by negotiators during negotiation had a negative effect on satisfaction. In addition, the findings showed that, as expected, negotiators entering a negotiation with a cooperative orientation would tend to avoid the use of coercive practices during negotiation.”

### HYPOTHESIS CORRELATIONS

<table>
<thead>
<tr>
<th>Explanatory Variable</th>
<th>Response Variable</th>
<th>Effect size (r) (Correlation)</th>
<th>Statistical Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dependence</td>
<td>Cooperative orientation</td>
<td>Negative: —.059</td>
<td>Not significant</td>
</tr>
<tr>
<td>Cooperative orientation</td>
<td>Level of coercion</td>
<td>Negative: —.167</td>
<td>Significant</td>
</tr>
<tr>
<td>Cooperative orientation</td>
<td>Contract formality</td>
<td>Positive: +.263</td>
<td>Significant</td>
</tr>
<tr>
<td>Level of coercion</td>
<td>Perceived satisfaction</td>
<td>Negative: —.327</td>
<td>Significant</td>
</tr>
<tr>
<td>Contract formality</td>
<td>Perceived satisfaction</td>
<td>Positive: +.045</td>
<td>Not significant</td>
</tr>
</tbody>
</table>

Atkin and Rinebart  
**Effect of Negotiation Practices on Suppliers and Customers**

[1](https://www.researchgate.net/publication/227653665_The_Effect_of_Negotiation_Practices_on_the_Relationship_between_Suppliers_and_Customers)
GOOD PROCUREMENT

• Fuels your business
• Builds partnerships
• Creates opportunity
PROCUREMENT = RELATIONSHIP MANAGEMENT
A HEALTHY RELATIONSHIP

- Defines success
- Includes good communication
- Can have conflict
A HEALTHY RELATIONSHIP

DEFINES
SUCCESS
THE IMPORTANCE OF GOOD COMMUNICATION
CONFLICT IS GOOD WHEN PRODUCTIVE
WHEN THERE’S CONFLICT 2 THINGS TYPICALLY HAPPEN

- People shut down
- They become DEFENSIVE
CONFLICT

DOESN’T:
• Have to be nasty
• Have to be one sided
• Have to undermine
GOOD
CONFLICT

- “Breaks the Ice”
- Is respectful
- Is empathetic
- Celebrates diversity
- Is nice (most of the time) but firm
WHEN UNDERSTANDING CONFLICTING IDEAS

- You live in the truth
- Growth Happens
- You are more satisfied in your relationship
DON’T BE AFRAID OF CONFLICT - USE IT TO YOUR ADVANTAGE.