

# Tero<sup>®</sup> International, Inc.

## Negotiation Skills Self Assessment Inventory

Score yourself on each statement on a scale of 0 – 5. Record your score in the space provided.

0 = never 1 = rarely 2 = sometimes 3 = occasionally 4 = frequently 5 = always

Statement	A	B	C	D	E
1. If the other party's position seems very important to him or her, I may sacrifice my own position.					
2. I address problems and concerns directly without blame or judgment.					
3. I try to win by convincing the other party of the logic and benefits of my position.					
4. I tell the other person my ideas for and ask for his or hers in return.					
5. I try to find a compromise solution.					
6. I try to postpone discussions until I have had some time to think.					
7. I see achievement as more important than relational issues.					
8. I use body language that might be perceived as condescending or arrogant.					
9. Confronting someone about a problem is very uncomfortable for me.					
10. I give up some points in exchange for others.					
11. I propose a middle ground.					
12. I am likely to take a comment back or try to soften it if I realize that it hurt someone's feelings.					
13. I think it is all right to ask for what I want or to explain how I feel.					
14. I find conflict stressful and will avoid it any way I can.					
15. I have been described as impatient, controlling, insensitive or emotionally detached.					
16. If asked to do something I don't agree with or don't want to do, I'll do it but deliberately won't do it as well as I could have.					
17. I let my body language communicate my feelings rather than telling people directly how I feel.					
18. I remain calm and confident when faced with aggression or criticism.					
19. I may overextend myself trying to meet everyone's needs.					
20. I try to find fair combination of gains and losses for both of us.					
21. I look for and acknowledge common ground.					
22. I have a hard time being clear about what I want and need for fear of appearing demanding or selfish.					
23. I can overlook valuable ideas in favor of action.					
24. I may not be open to hear other points of view.					
25. I avoid taking positions that would create controversy.					
Total your score for each column					

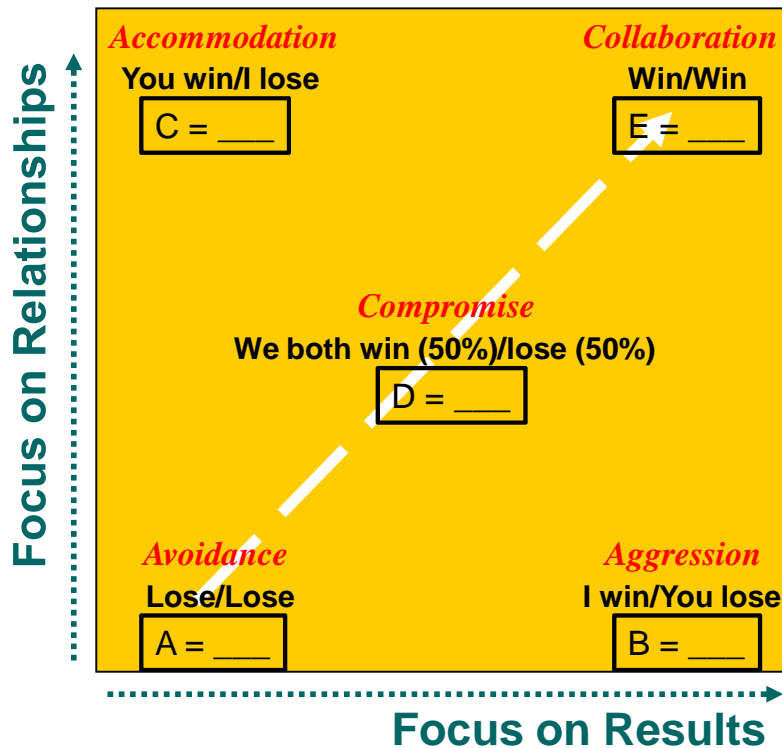
## Negotiation Behaviors Self-Assessment Scoring

This assessment inventory is designed to measure the behaviors you rely on most readily in negotiation situations. Behavior is measured against two dimensions:

**Focus on Relationships – the degree that your negotiation behavior builds or preserves interpersonal relationships.**

**Focus on Results – the degree that your negotiation behavior addresses the unique needs and interests of the parties.**

The columns on the self-assessment correspond to one of the five negotiation behaviors. Record your column scores in the box below corresponding to the appropriate letter. The higher your score in each area, the greater your tendency to exhibit those behaviors.



### What do my scores mean?

- A score of 5—10 indicates a slight reliance on this behavior in negotiations
- A score of 11—19 indicates a moderate reliance on this behavior in negotiations
- A score of 20—25 indicates a strong reliance on this behavior in negotiations

A high score in two or more areas may mean that you have developed behaviors (either appropriate or inappropriate) in a second behavioral area that you rely on in negotiations.

### Is there a correct answer?

While there are occasions when each of the five negotiation behaviors can be appropriate, the ability to consistently achieve Win/Win outcomes in negotiations depends on the ability of the negotiators to work assertively and collaboratively. Collaborative negotiation behaviors do not come naturally to anyone. The good news is that they can be learned.

## Negotiation Behavior Descriptions

The columns on the self-assessment correspond to one of the five negotiation behaviors. The higher your score in each area, the greater your tendency to exhibit those behaviors.

**A = Avoidance:** Negotiators who are eager to avoid confrontation ignore both the relational dynamics and the problem. This approach results at best in a delay or at worst in a Lose/Lose result where both relationships and results are sacrificed.

When is this approach to negotiations appropriate? Stay out of it when the issues are trivial, when confrontation may cause irreparable damage to relationships or when other parties can negotiate a solution more effectively.

**B = Aggression:** Negotiators who focus exclusively on results are eager to win, even at the expense of others. They compare most negotiation situations to sports. As a result, they believe that there are going to be winners and losers – and they don't want to be the loser. They are attending only to short-term outcomes. Trust and long-term results may be jeopardized in pursuit of this I Win/You Lose outcome.

When is this approach to negotiations appropriate? When basic rights are at stake or when setting precedent.

**C = Accommodation:** Negotiators who focus too heavily on the relational dynamics of a negotiation avoid attending to their own needs and interests. They risk a You Win/I Lose outcome in which the other party wins at your expense.

When is this approach to negotiations appropriate? Neglecting your own interests to help others achieve what is important to them may be a good short-term choice when the good-will gesture will serve to preserve the relationship and the issue is more important to the other party than it is to you.

**D = Compromise:** This common approach to negotiations searches for middle ground in resolving differences rather than pursuing potential solutions that often lie in common interests. It results in getting some of what you want and some of what you don't want.

When is this approach to negotiations appropriate? It may be time to compromise and to settle for what you can live with when your goals are only moderately important, when the settlement is only temporary or if time is of the essence and fast solutions are called for.

**E = Collaboration:** Assertive negotiators who stand up for their own interests while honoring the interests of others are both relationship- and results-oriented. The parties believe that in working together they can solve problems and achieve greater results.

When is this approach to negotiations appropriate? When there is a high concern for the interests of both parties, in desire to reach a win/win solution and a realization that ongoing trust and commitment is important.

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