

Negotiations Self-Assessment Inventory

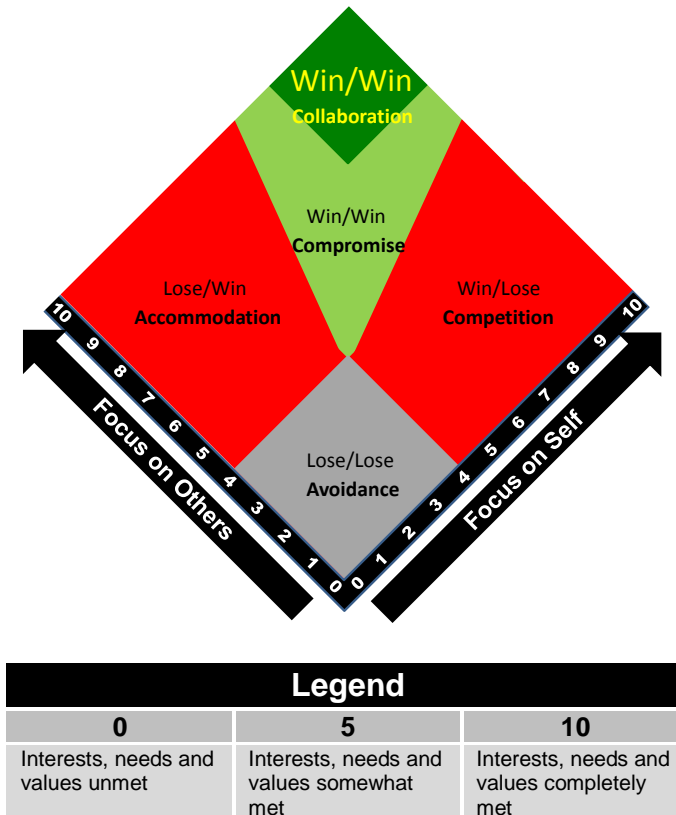
Score yourself on each statement on a scale of 0 – 5. Record your score in the space provided.
 0 = never 1 = rarely 2 = sometimes 3 = occasionally 4 = frequently 5 = always

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					

Negotiations Self-Assessment Scoring

This assessment inventory is designed to measure the behaviors you rely on most readily in negotiations and the typical outcomes that result.

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



The model above shows the five approaches (behaviors) and the corresponding possible outcomes based on the degree to which the interests, needs and values of each party are met or unmet.

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 interactions. For example, many people find they rely on collaborative or compromise behaviors when they are at their best. However, when they feel stressed, pressured, anxious or angry, they resort to a secondary behavior such as accommodation, aggression or avoidance.

Behavior Descriptions

The columns on the self-assessment correspond to one of the five 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 problems, their own needs, the needs of the other party and the relational dynamics present. This approach results at best in a delay or at worst in a Lose/Lose result where both relationships and results are sacrificed.

Is Avoidance ever an appropriate strategy? You might choose to use this approach for the following reasons:

- The issue is unimportant to you and you can drop the subject without harboring ill feelings.
- You believe the damage incurred by any conflict would outweigh the benefits of voicing your side of the story.
- You have no power to change the situation.
- You need to cool down (deferred avoidance).
- You need time to gather more information and make sure that you've understood the situation accurately.
- You prefer to choose your battles wisely and since you are not positive that the issue is the real heart of the matter, you would prefer to wait and uncover the real problem.

B = Aggression

Aggressive negotiators focus exclusively on their own objectives. They are eager to win, even at the expense of others. They attend only to short-term outcomes. Trust and long-term results may be jeopardized in pursuit of this I Win/You Lose outcome.

Is Aggression ever an appropriate strategy? You might choose this approach for the following reasons:

- You need quick decisive action and do not have the time for a lengthy negotiation.
- Your job is to enforce unpopular rules and you are genuinely not open to feedback.
- You are certain something is non-negotiable and immediate compliance is needed.
- You are protecting yourself against other aggressive people who view attempts to collaborate as a sign of weakness.

C = Accommodation

Negotiators who focus too heavily on the relational dynamics 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.

Is Accommodation ever an appropriate strategy? You might choose this approach for the following reasons:

- You realize that you were wrong and are now willing to concede to the other person.
- You care less about the issue than the other person and are willing to let them win this round.
- You are losing anyway and want to cut your losses.
- You dislike conflict and want to restore harmony.

D = Compromise

This common approach to negotiations searches for middle ground in resolving differences rather than pursuing potential solutions that often are found in common interests. It results in getting some of what you want and some of what you don't want. Compromise is our usual default but is less than a WIN/WIN since it results in a both kinda win both kinda lose outcome.

Is Compromise ever an appropriate strategy? You might choose compromise as your approach for the following reasons:

- The issue is only moderately important to you and you're willing to go partway.
- You need to achieve a temporary agreement.
- Your efforts at a WIN/WIN negotiation have failed and a compromise is your Plan B.
- You do not want to make the creative effort to find options that completely satisfy both sides' needs.

E = Collaboration

Collaborative negotiators stand up for their own interests, needs and values while honoring the interests, needs and values of others. They are results-oriented and are sensitive to the relational dynamics present. They seek to create value in non-obvious ways through working with the other party and then ensure that the value they extract meets their own goals and represents a satisfactory outcome for others. Between competing and accommodating, and beyond compromise, lies a balance of collaborative behaviors that lead to WIN/WIN.

Is Collaboration always the best approach? Since it takes a greater investment of time and energy, you'll want to weigh your goals in advance before embarking on a collaborative approach. In most cases, you'll find the results worth the effort expended. As with all things that require skill, the more you engage in the behaviors, the easier and more effortless they become. Commit to making collaboration your default style of influencing.

Choose Collaboration as your approach for the following reasons:

- You are anxious to maintain your good working relationship with the other person/people.
- You would like to learn as much as possible from the situation.
- You need a solution that everyone will be happy with for a while.
- You want people to have a sense of increased empowerment through the consensus-building process of a WIN/WIN negotiation.
- You want to model good negotiations and conflict resolution to others.
- Your goals require input from many members of the team—you need all perspectives as well as high-quality results.



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