Negotiation Styles Instrument

Instructions:

Consider the negotiation situations that you typically face. How do you usually respond to such situations?

On the following pages are several pairs of statements describing possible behavioral responses for each pair please circle either the 'A' or the 'B' statement – the one which is most characteristic of your behaviour in each case.

This is a 'forced pairing' style instrument. Sometimes neither 'A' nor 'B' may be very typical of your behaviour; but please select the response which you would be most likely to use. You must answer each question

The term '3rd party' refers to anyone with whom you negotiate in business.

For the purposes of answering this questionnaire you may choose to narrow your focus just to:



- External negotiations you have
- Internal negotiations you have with end users, peers, managers etc
- Alternatively, you may choose to widen your scope to consider all negotiations you have within a business context

1	A	There are times when I let the 3rd party dictate the agenda and set the pace
	B	Rather than negotiate the issue on which we disagree, I try to stress those things upon which we both agree
2	A	I try to find a compromise solution which keeps both me and the 3rd party happy
	B	I attempt to deal with all of the 3rd party's, and my own concerns
3	A	I am usually firm in pursuing my goals
	B	I might try to soothe the 3rd party's feelings and preserve our relationship
4	A	I try to find a compromise solution
	B	I sometimes sacrifice my own wishes for the wishes of the 3rd party
5	A	I consistently seek the 3rd party's help in working out a joint solution
	B	I try to do what is necessary to avoid useless tensions
6	A	I try to avoid creating unpleasantness or any discomfort for myself
	B	I try to win the negotiation, asserting my position
7	A	I try to postpone difficult issues until I have had some time to think it over
	B	I give up some points of argument in exchange for the 3rd party acceding to others

8	A	I am usually firm in pursuing what I want from the negotiation meeting
	B	I attempt to get all concerns and issues immediately out in the open
9	A	I feel that differences and disagreements between myself and the 3rd party are not always worth worrying about, so I tend not to pursue these areas
	B	I make some effort to get my way
10	A	When pushed, I tend to assert what I want from the discussion
	B	I try to find a compromise solution
11	A	I spend a good deal of time in negotiations attempting to uncover all the other person's concerns and issues, plus stating my own issues and concerns i.e. getting them out in the open
	B	I might try to soothe the other's feelings in order to preserve our relationship
12	A	I sometimes avoid taking positions, which would create controversy
	B	I will let the 3rd party have some of their 'positions' in the discussion if they let me have some of mine.
13	A	I generally prefer to propose a middle ground
	B	I press hard to get my points across
14	A	I tell the 3rd party my ideas and ask them for theirs
	B	I try to show the 3rd party the logic and benefits of my proposition
15	A	When I sense some disagreement between us, I might try to avoid confrontation directly in order to preserve our relationship
	B	I avoid tension, even if it means that things do not progress between negotiation meetings for a little while
16	A	I try not to hurt my 3rd party's feelings
	B	I try to convince the 3rd party why they should supply me on my terms
17	A	I set myself SMART negotiation objectives and pursue these rigorously
	B	I avoid asking others about areas in which I feel technically vulnerable or where I feel they might have far more knowledge than me
18	A	If it makes the 3rd party happy, I might let them maintain their views rather than challenge them directly on this
	B	I will accede some points to the 3rd party if they accede to some of mine
19	A	I am continually keen to identify and flush out all concerns and issues during the negotiation process
	B	I postpone directly challenging a 3rd party on 'difficult' issues where there is potential disagreement. There will always be future opportunities to do this, and the breathing space gives me more time to think about it
20	A	I attempt to immediately work through our differences
	B	I try to find a fair combination of gains and losses for both of us
21	A	In approaching negotiations, I try to be considerate of the other person's wishes
	B	I always lean toward a direct discussion of the problems and issues
22	A	I try to find a position or solution that is intermediate between the 3rd party's preferred solution and my own
	B	I assert my wishes
23	A	I am very often concerned with satisfying the wishes of all parties
	B	There are times when I will… "let sleeping dog's lie".
24	A	If the 3rd party's position or needs seems very important to them, I will try to meet their wishes
	B	I try to get the other side to settle for a compromise
25	A	I try to show the other person the logic and benefits of my proposals

	B	In negotiation situations I try to be considerate of the other person's wishes
26	A	I often propose a middle ground
	B	I am concerned with satisfying all our wishes – the 3rd party gets something and so do I – I will not give in unless I receive some concession myself
27	A	I generally avoid taking positions that could create controversy or which directly challenge the other person's opinions or position on an issue
	B	If it keeps the 3rd party happy, I might let them maintain their view and perhaps talk about other areas where we can agree
28	A	I have my budgets and targets continually at the forefront of my mind
	B	I usually seek the 3rd party's help in working out a solution that we can both buy into
29	A	Often we can find some 'middle ground' where the other side gets something and so do I. Perhaps neither of us get exactly what we want, but we at least each get something, which is preferable to neither of us getting anything
	B	I avoid confronting others in areas where I know we disagree.
30	A	I try not to hurt the feelings of the people I am negotiating with
	B	I always share the problem with the other person so that we can work it out

Scoring the 'Negotiation Styles Instrument'

Transfer your answers to the score sheet below by circling your choice of 'A' or 'B' for each of question.

	Competing	Collaborating	Compromising	Avoiding	Accommodating
	(forcing)	(problem solving)	(sharing)	(withdrawal)	(soothing)
1				A	B
2		B	A		
3	A				B
4			A		B
5		A		B	
6	B			A	
7			B	A	
8	A	B			
9	B			A	
10	A		B		
11		A			B
12			B	A	
13	B		A		
14	B	A			
15				B	A
16	B				A
17	A			B	
18			B		A
19		A		B	
20		A	B		
21		B			A
22	B		A		
23		A		B	
24			B		A
25	A				B
26		B	A		
27				A	B
28	A	B			
29			A	B	
30		B			A

Total number of items circled in each column:

Competing	Collaborating	Compromising	Avoiding	Accommodating

Interpreting Your Scores

Your profile of scores indicates the repertoire of skills and the style, which you use within the negotiations situations you face.

The five columns labeled "competing", "collaborating", and so on represent the five styles.

In each style column is the range of possible scores – from 0 (for very low) to 12 (for very high), circle your own score for each of the five styles and then join the circles with straight lines to produce a graph.

		Competing	Collaborating	Compromising	Avoiding	Accommodating
	100%	12		12	12,11	12,11
	95%	11	12	11	10,9	10,9,8
High	90%	10	11	10		
	85%	9	10		8	7
	80%	8		9		
	75%		9			6
	70%	7		8		
	65%				7	
	60%					
	55%	6	8	7	6	5
Middle	50%					
	45%	5	7			
	40%					
	35%	4		6		4
	30%			5	5	
	25%		6		4	3
	20%	3				
	15%		5	4	3	
Low	10%	2				
	5%	1	4,3	3,2	2	2
	0%	0	2,1,0	1,0	1,0	1,0

Note: Scores are graphed in correlation to normative groups of negotiation professionals in a range of commercial organizations.