

Negotiation Strategy Self-Assessment Scale *(Please complete all five pages prior to our session Monday 1/9 afternoon)*

Identify your negotiation strategy tendencies

Please read each statement carefully, and then circle the extent to which the statement describes your approach when it comes to negotiating with key internal and external parties.

1	2	3	4	5	6	7
completely uncharacteristic	uncharacteristic	somewhat uncharacteristic	neither characteristic nor uncharacteristic	somewhat characteristic	characteristic	completely characteristic

Circle the number that you initially feel most applies to you for each statement below:

1. When I negotiate, my interests must prevail.

1 2 3 4 5 6 7

2. I try to reach a result based on objective criteria rather than just my demands.

1 2 3 4 5 6 7

3. I often find reasons to put off meetings until a better time, even when the discussions might help resolve a dispute.

1 2 3 4 5 6 7

4. It is smart to put aside unpleasant confrontations, and negotiate using a friendly approach.

1 2 3 4 5 6 7

5. I dislike negotiation sessions enough that I tend to delegate them to others so that I don't have to get involved.

1 2 3 4 5 6 7

6. I often feel that I don't get what I want because the other side is "holding most of the cards."

1 2 3 4 5 6 7

7. The focus of the negotiation should be to get as large a "slice of the pie" as possible.

1 2 3 4 5 6 7

8. I treat negotiator on the other side as adversaries.

1 2 3 4 5 6 7

9. I try to identify shared principles to use as a basis for resolving disputes.

1 2 3 4 5 6 7

1	2	3	4	5	6	7
completely uncharacteristic	uncharacteristic	somewhat uncharacteristic	neither characteristic nor uncharacteristic	somewhat characteristic	characteristic	completely characteristic

10. Often the best approach is to just do what you need to do and hope the other side does not notice.

1	2	3	4	5	6	7
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11. I will often give up things to the other party in an effort to advance the relationship.

1	2	3	4	5	6	7
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12. I think most problems would solve themselves if people would just leave them alone and let nature take its course.

1	2	3	4	5	6	7
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13. I believe you can only get what others are willing to give, or you are powerful enough to take from them.

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14. I often live with marginal solutions to avoid having to negotiate a new deal with another party.

1	2	3	4	5	6	7
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15. My approach is to try to get more than half of the money on the table.

1	2	3	4	5	6	7
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16. I enjoy the reputation of being a tough negotiator.

1	2	3	4	5	6	7
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17. A negotiation is effective when all parties get their needs recognized and satisfied.

1	2	3	4	5	6	7
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18. The best way to buy things today is to get a product and price off of the Internet so I don't have to negotiate with a person.

1	2	3	4	5	6	7
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19. Friendly personal relationships produce the best results.

1	2	3	4	5	6	7
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20. I try to get the deal done by finding a way to give the other party what they are asking for.

1	2	3	4	5	6	7
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1	2	3	4	5	6	7
completely uncharacteristic	uncharacteristic	somewhat uncharacteristic	neither characteristic nor uncharacteristic	somewhat characteristic	characteristic	completely characteristic

21. Take more than you give is my motto.

1	2	3	4	5	6	7
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22. I often feel physically ill before, during and after what appears to be a tough negotiation.

1	2	3	4	5	6	7
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23. I view a negotiation as a contest of wills.

1	2	3	4	5	6	7
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24. Effective negotiators often seek to develop a true partnership with the other parties involved.

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25. I have so little confidence in my ability to negotiate that I don't even want to go there.

1	2	3	4	5	6	7
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26. A soft word can win a hard heart.

1	2	3	4	5	6	7
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27. By using discovery to get past positions and down to true needs one can reduce or eliminate needless time-consuming conflicts.

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28. I feel I am very successful if I can meet the other party half way.

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29. You should do unto others before they do it to you.

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30. I accept the first offer someone puts on the table, rather than working to negotiate with them and possibly ending up with a less favorable deal.

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31. When negotiating, I attempt to work through our differences and build on common ground.

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1	2	3	4	5	6	7
completely uncharacteristic	uncharacteristic	somewhat uncharacteristic	neither characteristic nor uncharacteristic	somewhat characteristic	characteristic	completely characteristic

32. I attempt to develop an opening proposal so attractive that the other party will accept it.

1 2 3 4 5 6 7

33. I am willing to do whatever I have to do to just make the problem go away.

1 2 3 4 5 6 7

34. When I negotiate, I put a lot of effort into looking for creative concessions, so each party gets what they really need from the deal.

1 2 3 4 5 6 7

35. An effective negotiator has to regularly employ threats, bluffs, and surprises.

1 2 3 4 5 6 7

36. The most successful negotiation generates an outcome that makes everyone a winner.

1 2 3 4 5 6 7

37. The best thing about doing business based on long-term personal relationships is that it significantly reduces my need to discuss prices and deliverables.

1 2 3 4 5 6 7

38. People with whom I negotiate know me as a friendly peacemaker.

1 2 3 4 5 6 7

39. In an optimal negotiation all parties should end up with more than everyone thought was possible at the start of the process.

1 2 3 4 5 6 7

40. You get better negotiation outcomes when you keep people's emotions in check and work to uncover everyone's true needs.

1 2 3 4 5 6 7

Now, please record all of your answers in the graph on the following page.

Once you have marked the most appropriate number for all 40 questions, transfer your score for each question into the white box next to the corresponding question number. Once this is done, total all four vertical columns and record your scores in the proper blank at the bottom of this page.

Question number	Avoidance	Accommodation	Competition	Collaboration
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TOTAL				

What is your total score for

Avoidance _____ Competition _____

Accommodation _____ Collaboration _____