# NEGOTIATION STYLES
# QUESTIONNAIRE

# INTRODUCTION

The purpose of this self-assessment is to help you examine your personal negotiating style.

**Negotiation** – a process by which two parties communicate with each other in order to reach an outcome on which they mutually agree.

**Directions**

1. Answer all questions to the best of your ability. There are no right or wrong answers. Don't try to think of the "correct" or most "desirable" response, but simply respond with your honest reactions.
2. Respond by putting a check-mark or X in one column per question or statement.
3. Proceed to the first section where you will find a number of questions that ask you to consider how likely or unlikely you are to behave in a certain way when you are negotiating.
4. In the second section you are required to rate your level of agreement with a number of statements.
5. Finally, you will find the scoring key and interpretation guide.

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# THE QUESTIONNAIRE

| How likely are you to do each of the following when NEGOTIATING? | Very Unlikely | Unlikely | Neither Likely nor Unlikely | Likely | Very Likely |
|---|---|---|---|---|---|
| 1. I'll come up with a plan so that I can steer the negotiation to go my way. | | | | | |
| 2. I'll do things expressly to make sure that the negotiation stays friendly and comfortable. | | | | | |
| 3. I'll go out of my way to make sure that the outcome for the other person is fair. | | | | | |
| 4. I'll do things so that both of us can get what we want from the negotiation. | | | | | |
| 5. If something needs to be negotiated, I'll immediately step forward to do it. | | | | | |
| 6. I'll give something in order to get something back from the person I'm negotiating with. | | | | | |
| 7. If the negotiation is not going my way, I'll bail out of the negotiation. | | | | | |
| 8. I'll suggest creative solutions that allow both of us to get what we want from the negotiation. | | | | | |
| 9. If it seems important for the other person to come out on top, I'll give in to them. | | | | | |
| 10. I'll avoid difficult issues to keep the negotiation from getting nasty. | | | | | |

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| | | | | | |
|---|---|---|---|---|---|
| 11. If the other person compromises their position, I'll compromise my position in return. | | | | | |
| 12. I'll make sure that both of our needs are understood so that both of us can come out on top. | | | | | |
| 13. I'll present information, when negotiating, even if it doesn't necessarily always support my position. | | | | | |
| 14. I'll propose a place in the middle where we both can meet. | | | | | |
| 15. I'll try to see things from the other person's viewpoint and be considerate of their needs. | | | | | |

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| Rate your level of agreement with each of these statements. | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| 16. In every negotiation, both sides have to give something up to get something in return. | | | | | |
| 17. What's good for me is really all that matters when negotiating. | | | | | |
| 18. I'll do almost anything to keep from having to engage in negotiation. | | | | | |
| 19. In negotiating, someone wins and someone has to lose. | | | | | |
| 20. The feelings of the other person that I'm negotiating with are important to me. | | | | | |
| 21. Negotiation works better when the focus is on common agreement rather than differences. | | | | | |
| 22. I can be aggressive when it comes to getting my way from a negotiation. | | | | | |
| 23. When you compromise in a negotiation, you really just lose. | | | | | |
| 24. If the other person gets a "raw deal" from our negotiation, that really doesn't matter to me. | | | | | |
| 25. Keeping the comfort level high is very important to me when I'm negotiating. | | | | | |

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# INTERPRETATION

## I. Background

**Bully** - Negotiators that exhibit this style are results-oriented, self-confident, assertive, are focused primarily on the bottom line, have a tendency to impose their views upon the other party, and in the extreme can become aggressive and domineering. This style is high in Assertiveness and low in Cooperativeness.

**Politician** - Negotiators that exhibit this style are passive, prefer to avoid conflict, make attempts to withdraw from the situation or pass responsibility onto another party, and fail to show adequate concern or make an honest attempt to get to a solution. This style is both low in Assertiveness and low in Cooperativeness.

**Consultant** - Negotiators that exhibit this style use open and honest communication, focus on finding creative solutions that mutually satisfy both parties, are open to exploring new and novel solutions, and suggest many alternatives for consideration. This style is both high in Assertiveness and high in Cooperativeness.

**Doormat** – Negotiators that exhibit this style make attempts to maintain relationships with the other party, smooth over conflicts, downplay differences, and are most concerned with satisfying the needs of the other party. This style is low in Assertiveness but high in Cooperativeness.

**Haggler** – Negotiators that exhibit this style aim to find the middle ground, often split the difference between positions, frequently engage in give and take tradeoffs, and accept moderate satisfaction of both parties' needs. This style is both moderate in Assertiveness and moderate in Cooperativeness.

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## II. Bully Style

Part of the self-assessment measures the degree to which you exhibit characteristics consistent with the Bully negotiating style. In the table below, find the numerical score that corresponds to the column that you checked for each question. Enter that number to the left of the table for each question. For example, if you checked the "Neither Likely nor Unlikely" column for question #1, you would enter a score of 3 next to Q1.

| | Very Unlikely | Unlikely | Neither Likely nor Unlikely | Likely | Very Likely |
|---|---|---|---|---|---|
| Q1. | 1 | 2 | 3 | 4 | 5 |
| Q7. | 1 | 2 | 3 | 4 | 5 |

| | Very Unlikely | Unlikely | Neither Likely nor Unlikely | Likely | Very Likely |
|---|---|---|---|---|---|
| Q13. | 5 | 4 | 3 | 2 | 1 |

| | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| Q17. | 5 | 4 | 3 | 2 | 1 |
| Q22. | 5 | 4 | 3 | 2 | 1 |

TOTAL SCORE: [ ]

| TOTAL SCORE | INTERPRETATION |
|---|---|
| 18 or above | HIGH ON BULLY STYLE – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with the Bully style. |
| 16 to 17 | MODERATE TO HIGH ON BULLY STYLE – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with the Bully style. The higher your score is, the more strongly you exhibit characteristics consistent with the Bully style. |
| 14 to 15 | MODERATE TO LOW ON BULLY STYLE – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with the Bully style. The lower your score is, the more weakly you exhibit characteristics consistent with the Bully style. |
| 13 or below | LOW ON BULLY STYLE – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with the Bully style. |

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## III. Politician Style

This part of the self-assessment measures the degree to which you exhibit characteristics consistent with the Politician negotiating style. In the table below, find the numerical score that corresponds to the column that you checked for each question. Enter that number to the left of the table for each question. For example, if you checked the "Likely" column for question #2, you would enter a score of 4 next to Q2.

| | Very Unlikely | Unlikely | Neither Likely nor Unlikely | Likely | Very Likely |
|---|---|---|---|---|---|
| Q2 | 1 | 2 | 3 | 4 | 5 |
| Q10. | 1 | 2 | 3 | 4 | 5 |

| | Very Unlikely | Unlikely | Neither Likely nor Unlikely | Likely | Very Likely |
|---|---|---|---|---|---|
| Q5. | 5 | 4 | 3 | 2 | 1 |

| | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| Q18. | 5 | 4 | 3 | 2 | 1 |
| Q25. | 5 | 4 | 3 | 2 | 1 |

TOTAL SCORE: _____

| TOTAL SCORE | INTERPRETATION |
|---|---|
| 18 or above | HIGH ON POLITICIAN STYLE – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with the Politician style. |
| 16 to 17 | MODERATE TO HIGH ON POLITICIAN STYLE – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with the Politician style. The higher your score is, the more strongly you exhibit characteristics consistent with the Politician style. |
| 14 to 15 | MODERATE TO LOW ON POLITICIAN STYLE – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with the Politician style. The lower your score is, the more weakly you exhibit characteristics consistent with the Politician style. |
| 13 or below | LOW ON POLITICIAN STYLE – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with the Politician style. |

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## IV. Consultant Style

This part of the self-assessment measures the degree to which you exhibit characteristics consistent with the Consultant negotiating style. In the table below, find the numerical score that corresponds to the column that you checked for each question. Enter that number to the left of the table for each question. For example, if you checked the "Unlikely" column for question #4, you would enter a score of 2 next to Q4.

| | Very Unlikely | Unlikely | Neither Likely nor Unlikely | Likely | Very Likely |
|---|---|---|---|---|---|
| Q4. | 1 | 2 | 3 | 4 | 5 |
| Q8. | 1 | 2 | 3 | 4 | 5 |
| Q12. | 1 | 2 | 3 | 4 | 5 |

| | Strongly Agree | Agree | Neither Agree no Disagree | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| Q19. | 1 | 2 | 3 | 4 | 5 |

| | Strongly Agree | Agree | Neither Agree no Disagree | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| Q21. | 5 | 4 | 3 | 2 | 1 |

TOTAL SCORE: [ ]

| TOTAL SCORE | INTERPRETATION |
|---|---|
| 21 or above | HIGH ON CONSULTANT STYLE – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with the Consultant style. |
| 19 to 20 | MODERATE TO HIGH ON CONSULTANT STYLE – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with the Consultant style. The higher your score is, the more strongly you exhibit characteristics consistent with the Consultant style. |
| 17 to 18 | MODERATE TO LOW ON CONSULTANT STYLE – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with the Consultant style. The lower your score is, the more weakly you exhibit characteristics consistent with the Consultant style. |
| 16 or below | LOW ON CONSULTANT STYLE – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with the Consultant style. |

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## V. Doormat Style

This part of the self-assessment measures the degree to which you exhibit characteristics consistent with the Doormat negotiating style. In the table below, find the numerical score that corresponds to the column that you checked for each question. Enter that number to the left of the table for each question. For example, if you checked the "Very Unlikely" column for question #3, you would enter a score of 1 next to Q3.

| | Very Unlikely | Unlikely | Neither Likely nor Unlikely | Likely | Very Likely |
|---|---|---|---|---|---|
| Q3. | 1 | 2 | 3 | 4 | 5 |
| Q9. | 1 | 2 | 3 | 4 | 5 |
| Q15. | 1 | 2 | 3 | 4 | 5 |

| | Strongly Agree | Agree | Neither Agree no Disagree | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| Q20. | 5 | 4 | 3 | 2 | 1 |

| | Strongly Agree | Agree | Neither Agree no Disagree | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| Q24. | 5 | 4 | 3 | 2 | 1 |

TOTAL SCORE: [ ]

| TOTAL SCORE | INTERPRETATION |
|---|---|
| 19 or above | HIGH ON DOORMAT STYLE – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with the Doormat style. |
| 17 to 18 | MODERATE TO HIGH ON DOORMAT STYLE – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with the Doormat style. The higher your score is, the more strongly you exhibit characteristics consistent with the Doormat style. |
| 15 to 16 | MODERATE TO LOW ON DOORMAT STYLE – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with the Doormat style. The lower your score is, the more weakly you exhibit characteristics consistent with the Doormat style. |
| 14 or below | LOW ON DOORMAT STYLE – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with the Doormat style. |

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## VI. Haggler Style

This part of the self-assessment measures the degree to which you exhibit characteristics consistent with the Haggler negotiating style. In the table below, find the numerical score that corresponds to the column that you checked for each question. Enter that number to the left of the table for each question. For example, if you checked the "Very Likely" column for question #6, you would enter a score of 5 next to Q6.

| | Very Unlikely | Unlikely | Neither Likely nor Unlikely | Likely | Very Likely |
|---|---|---|---|---|---|
| Q6. | 1 | 2 | 3 | 4 | 5 |
| Q11. | 1 | 2 | 3 | 4 | 5 |
| Q14. | 1 | 2 | 3 | 4 | 5 |

| | Strongly Agree | Agree | Neither Agree no Disagree | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| Q16. | 5 | 4 | 3 | 2 | 1 |

| | Strongly Agree | Agree | Neither Agree no Disagree | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| Q23. | 1 | 2 | 3 | 4 | 5 |

TOTAL SCORE: [ ]

| TOTAL SCORE | INTERPRETATION |
|---|---|
| 20 or above | HIGH ON HAGGLER STYLE – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with the Haggler style. |
| 18 to 19 | MODERATE TO HIGH ON HAGGLER STYLE – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with the Haggler style. The higher your score is, the more strongly you exhibit characteristics consistent with the Haggler style. |
| 16 to 17 | MODERATE TO LOW ON HAGGLER STYLE – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with the Haggler style. The lower your score is, the more weakly you exhibit characteristics consistent with the Haggler style. |
| 15 or below | LOW ON HAGGLER STYLE – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with the Haggler style. |

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## VII. Assertiveness Index

Now that you know each of your negotiation style total scores, it is possible to determine your level of Assertiveness. The formula is as follows:

Assertiveness Index = (Bully Style Total Score + Consultant Style Total Score)
- (Politician Style Total Score + Doormat Style Total Score)

| ASSERTIVENESS INDEX | INTERPRETATION |
|---|---|
| 5 or above | HIGH ON ASSERTIVENESS – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with Assertiveness. |
| 1 to 4 | MODERATE TO HIGH ON ASSERTIVENESS – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with Assertiveness. The higher your score is, the more strongly you exhibit characteristics consistent with Assertiveness. |
| -2 to 0 | MODERATE TO LOW ON ASSERTIVENESS – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with Assertiveness. The lower your score is, the more weakly you exhibit characteristics consistent with Assertiveness. |
| -3 or below | LOW ON ASSERTIVENESS – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with Assertiveness. |

## VIII. Cooperativeness Index

Likewise, it is also possible to determine your level of Cooperativeness. The formula is as follows:

Cooperativeness Index = (Consultant Style Total Score + Doormat Style Total Score)
- (Bully Style Total Score + Politician Style Total Score)

| COOPERATIVENESS INDEX | INTERPRETATION |
|---|---|
| 9 or above | HIGH ON COOPERATIVENESS – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with Cooperativeness. |
| 5 to 8 | MODERATE TO HIGH ON COOPERATIVENESS – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with Cooperativeness. The higher your score is, the more strongly you exhibit characteristics consistent with Cooperativeness. |
| 2 to 4 | MODERATE TO LOW ON COOPERATIVENESS – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with Cooperativeness. The lower your score is, the more weakly you exhibit characteristics consistent with Cooperativeness. |
| 1 or below | LOW ON ASSERTIVENESS – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with Cooperativeness. |

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