

Negotiating Style Assessment Tool

6. C I seek the midpoint between our positions I select _____
B I search for the problems underlying our disagreements
7. **D I tactfully resolve many disagreements** I select _____
C I expect "give and take" in negotiations
8. A I clearly communicate my goals I select _____
B I focus my attention on the other side's needs
9. **D I prefer to put off confrontations with other people** I select _____
A I win my points by making strong arguments
10. C I am usually willing to compromise I select _____
A I enjoy winning concessions
11. **B I candidly address all the problems between us** I select _____
E I care more about the relationship than winning the last concession
12. D I try to avoid unnecessary personal conflicts I select _____
C I search for fair compromises
13. **C I give concession and expect some concession in return** I select _____
A I strive to achieve all my goals in negotiations
14. A I enjoy getting concessions more than making them I select _____
E I strive to maintain the relationship
15. **E I accommodate their needs to preserve the relationship** I select _____
D I leave confrontational situations to others if I can
16. E I try to address the other person's needs I select _____
A I work hard to achieve all my goals
17. **A I make sure to discuss my goals** I select _____
D I emphasise areas on which we agree
18. E I am always looking out for the relationship I select _____
C I give concessions and expect the other side to do the same
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19. **B Identify and discuss all of our differences** I select _____
D I try to avoid confrontations
20. A I obtain my share of concessions I select _____
E I strive to maintain relationships
21. **B Identify and discuss all of our differences** I select _____
C I look for the compromises that might bridge the gap
22. E I develop good relations with the other party I select _____
B I develop options that address both of our needs
23. **C I seek the middle ground** I select _____
A I strive to achieve my goals in negotiations
24. B I identify all of our differences and look for solutions I select _____
D I try to avoid unnecessary conflicts
25. **E I try to preserve the relationship with my counterpart** I select _____
C I search for fair compromises
26. D I emphasize the issues on which we agree I select _____
B I uncover and address the things on which we disagree
27. **A I work hard to achieve my goals** I select _____
B I pay attention to the other person's needs
28. C I look for the fair compromise I select _____
B I try to identify all of the underlying problems
29. **D I avoid unnecessary disagreements** I select _____
E I focus on solving the other person's problem
30. A I strive to achieve my goals I select _____
B I work to address everyone's needs

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STEP 2: RECORD RESULTS

Add up all your A, B, C, D, and E answers and put those totals below:

As = _____

Bs = _____

Cs = _____

Ds = _____

Es = _____

_____ TOTAL (Must equal 30!)

STEP 3: PLOT YOUR SCORES

Find and circle the numbers on the following grid that correspond to your scores for each of the five letters. Circle your A score in the first vertical column on the left side of the grid marked “Competing—A”. Circle your B score in the next vertical column marked “Collaborating—B” and so on over to the last vertical column on the right, which is for your E or “Accommodating” score.

Once you have one circle in each column of the grid, connect these five circles with straight lines so you have created a simple graph. Scores at the top of the graph (usually those above the 70th percentile) are your strongest bargaining style inclinations. Scores at the bottom of the graph (usually below the 30th percentile) are your weaker bargaining style inclinations. All scores between the 30th and 70th percentiles represent moderate, functional bargaining style inclinations to use that move in ordinary negotiations.

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		Competing – A	Collaborating – B	Compromising – C	Avoiding – D	Accommodating - E		
High 30%	100%	12	12	12	12	12		100%
		11	11		11	11		
		10		11	10	10		
			10		9	9		
	90%	9		10		8		90%
		8			8	8		
			9					
	80%	7		9		7		80%
			8					
		70%			8		7	70%
Mid 40%		6			6			
						6		
	60%		7					60%
		5		7	5			
	50%						5	50%
		4		6				
			6					
	40%			6		4		40%
			5				4	
		30%	3					30%
Low 30%				5	3			
	20%		4			3		20%
		2						
				4	2			
	10%	1		3		2		10%
			3				1	
			2		2			
			1		1			
	0%	0		0		0		0%
			0				0	

Source: Professor Richard Shell, The Wharton School, University of Pennsylvania

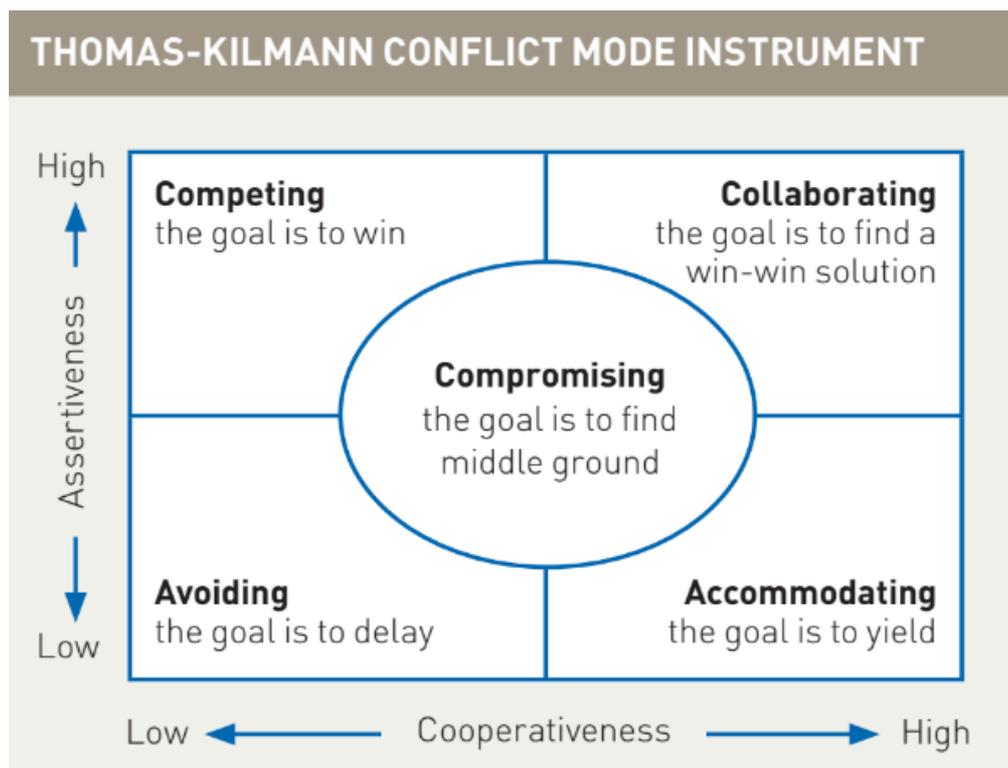
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The Thomas-Kilmann Conflict Mode Instrument assesses match between the conditions of stakeholders and the most effective approach.

There are two broad preferences:

- Competitiveness
 - Results focused
 - Self-interested
 - Confident and 'entitled'
- Cooperativeness
 - Relationship focused
 - Empathetic
 - Uncomfortable to self-preference

These two basic dimensions of behaviour define five different modes for responding to conflict situations:



1. **Competing** is assertive and uncooperative—an individual pursues his own concerns at the other person's expense. This is a power-oriented mode in which you use whatever power seems appropriate to win your own position—your ability to argue, your rank, or economic sanctions. Competing means "standing up for your rights," defending a position which you believe is correct, or simply trying to win.

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2. **Accommodating** is unassertive and cooperative—the complete opposite of competing. When accommodating, the individual neglects their own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view.
3. **Avoiding** is unassertive and uncooperative—the person neither pursues their own concerns nor those of the other individual. Thus they do not deal with the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.
4. **Collaborating** is both assertive and cooperative—the complete opposite of avoiding. Collaborating involves an attempt to work with others to find some solution that fully satisfies their concerns. It means digging into an issue to pinpoint the underlying needs and wants of the two individuals. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights or trying to find a creative solution to an interpersonal problem.
5. **Compromising** is moderate in both assertiveness and cooperativeness. The objective is to find some expedient, mutually acceptable solution that partially satisfies both parties. It falls intermediate between competing and accommodating. Compromising gives up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding, but does not explore it in as much depth as collaborating. In some situations, compromising might mean splitting the difference between the two positions, exchanging concessions, or seeking a quick middle-ground solution.