

BARGAINING

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Negotiation Strategies for
Reasonable People
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FOR
ADVANTAGE

Second Edition

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Appendix A: Bargaining Styles Assessment Tool



Follow this four-step process to determine your personal bargaining style preferences.

1. Without giving the matter too much thought (and without revising your answers for any reason!), please select ONE STATEMENT in each pair of statements below. Select the statement you think is *more accurate* for you when you face a negotiation or disagreement with someone else—even if you think neither statement is very accurate or both are very accurate. Think about such situations in general—not just ones at work or at home. And don't pick the statement you "ought" to agree with—pick the one your gut tells you is more accurate for you most of the time. Some statements repeat, but do not worry about answering consistently. Just keep going. All answers are equally "correct."

2. After selecting a statement from every pair, go back and add up the total number of As, Bs, Cs, Ds, and Es you recorded. Put the totals in the "Results" space at the end of the survey.

3. Plot your total scores on the Evaluation Grid provided. Connect each of the numbers you circle with lines to make a simple graph. Your strongest inclinations will plot at the top of the graph while your weakest inclinations will plot near the bottom.

4. Return to the Chapter 1 text, or continue reading in this Appendix for a more in-depth explanation of your scores and the general subject of bargaining styles.

STEP 1: STYLE SURVEY

1. **E. I work hard to preserve the relationship with my counterpart**
B. I try to identify the underlying issues I select ____
2. D. I work to defuse tense situations
A. I gain concessions by being persistent I select ____
3. **E. I focus on solving the other party's problem**
D. I try to avoid unnecessary conflicts I select ____
4. C. I search for a fair compromise
E. I work hard to preserve the relationship I select ____
5. **C. I suggest fair compromises**
D. I avoid personal confrontations I select ____
6. C. I seek the midpoint between our positions.
B. I search for the problems underlying our
disagreements I select ____
7. **D. I tactfully resolve many disagreements**
C. I expect "give and take" in negotiations I select ____
8. A. I clearly communicate my goals
B. I focus my attention on the other side's needs I select ____
9. **D. I prefer to put off confrontations with other people**
A. I win my points by making strong arguments I select ____
10. C. I am usually willing to compromise
A. I enjoy winning concessions I select ____
11. **B. I candidly address all the problems between us**
E. I care more about the relationship than
winning the last concession I select ____
12. D. I try to avoid unnecessary personal conflicts
C. I search for fair compromises I select ____
13. **C. I give concessions and expect some concessions in return**
A. I strive to achieve all my goals in negotiations I select ____
14. A. I enjoy getting concessions more than making them
E. I strive to maintain the relationship I select ____
15. **E. I accommodate their needs to preserve the relationship**
D. I leave confrontational situations to others if I can I select ____

16. E. I try to address to the other person's needs
 A. I work hard to achieve all my goals I select ____
17. **A. I make sure to discuss my goals**
D. I emphasize areas on which we agree I select ____
18. E. I am always looking out for the relationship
 C. I give concessions and expect the other side to do the same I select ____
19. **B. I identify and discuss all of our differences**
D. I try to avoid confrontations I select ____
20. A. I obtain my share of concessions
 E. I strive to maintain relationships I select ____
21. **B. I identify and discuss all of our differences**
C. I look for the compromises that might bridge the gap I select ____
22. E. I develop good relations with the other party
 B. I develop options that address both of our needs I select ____
23. **C. I seek the middle ground**
A. I strive to achieve my goals in negotiations I select ____
24. B. I identify all of our differences and look for solutions
 D. I try to avoid unnecessary conflicts I select ____
25. **E. I try to preserve the relationship with my counterpart**
C. I search for fair compromises I select ____
26. D. I emphasize the issues on which we agree
 B. I uncover and address the things on which we disagree I select ____
27. **A. I work hard to achieve my goals**
B. I pay attention to the other person's needs I select ____
28. C. I look for the fair compromise
 B. I try to identify all of the underlying problems I select ____
29. **D. I avoid unnecessary disagreements**
E. I focus on solving the other person's problem I select ____
30. A. I strive to achieve my goals
 B. I work to address everyone's needs I select ____

STEP 2: RECORD RESULTS

Add up all your A, B, C, D, and E answers on the previous pages 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. And the higher or lower the percentile, the stronger the inclination to use that move in ordinary negotiations.

For deeper insight into bargaining styles, their origins and their meanings, continue reading in Appendix A. First-time readers may want return to Chapter 1 and pick up the theme of bargaining styles there, leaving the further study of this subject for later.

