



A PROGRAM BROUGHT TO YOU BY JANUS LABS

STYLES GRID

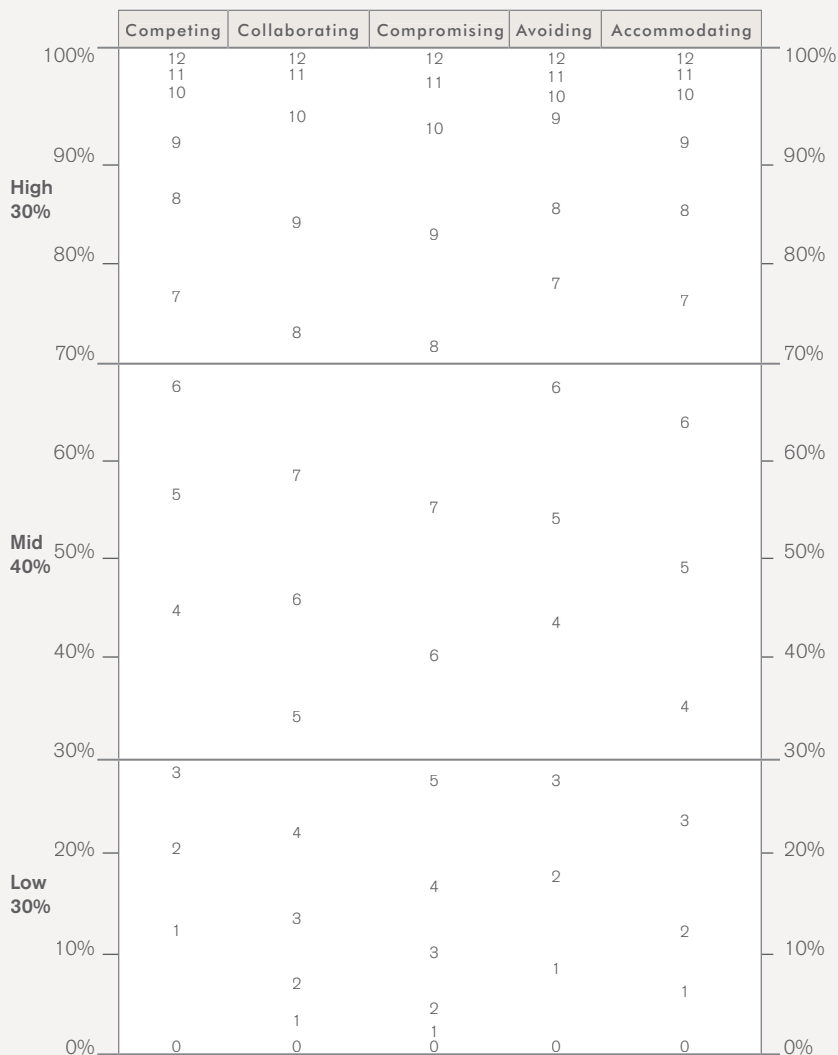
Plot your scores from the inside pages on the grid by circling their numbers. Connect each circle with a line.

- A's are Competing
- B's are Collaborating
- C's are Compromising
- D's are Avoiding
- E's are Accommodating

- **Scores in the 70% or higher** area signal a 'strong inclination' to engage in that type of behavior in negotiations.
- **Scores in the 30% or lower** signal a 'weak inclination' to engage in that type of behavior in negotiations.

* Scores are graphed in relation to the scores of 2153 global business executives and professionals. Compiled by Professor G. Richard Shell, Wharton School of Business

EVALUATING YOUR SCORES ON THE BARGAINING ASSESSMENT



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BARGAINING STYLES ASSESSMENT TOOL

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 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 – just pick the one your gut tells you is more accurate most of the time.

Record the letter (A, B, C, D, or E) associated with each statement you pick in the space provided. Some statements repeat, but do not worry about answering consistently. Just keep going. All answers are equally "correct" in some circumstances. Summarize your selections at the very end.

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

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

SCORE SHEET

Now add up all your "A," "B," "C," "D," and "E" answers and put those totals below.

A's Total Score	B's Total Score	C's Total Score	D's Total Score	E's Total Score



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