

## Find your Negotiation Style

First, Imagine yourself in your previous negotiating situations (can be at work, at home, at the shops, etc). Go through the negotiating factors below and select the word from columns A or C that relates to you in a negotiation situation. If your word is in column A, write a number 1 in your value, if your word is in column C, write a number 3 in your value, if in doubt or unsure write a number 2 in your value. At the end, see what number repeats the most.

Negotiation Factors	A	B	C	
Value	1	2	3	Your Value
Goal	Deal	↔	Relationship	
Attitude	Win/Lose	↔	Win/Win	
Personal Style	Informal	↔	Formal	
Communications	Direct	↔	Indirect	
Time Sensitivity	High	↔	Low	
Emotions/Feelings	High	↔	Low	
Agreement Form	Specific	↔	General	
Agreement Building	Bottom Up	↔	Top Down	
Team Environment	One Leader	↔	Consensus	
Risk Taking	High	↔	Low	

**1. Goal: Deal or relationship?** If the goal of a negotiation for you is first and foremost to close a deal or sign a contract, you are a deal person. Or if you tend to consider that the goal of a negotiation is not only a deal but rather the creation of a relationship between the two sides, you are a relationship person.

**2. Negotiating attitude: Win-Lose or Win-Win?** A negotiation for you is either a process in which both can gain (win-win) or a struggle in which, one side wins and the other side loses (win-lose).

**3. Personal style: Informal or formal?** if you are a negotiator with a formal style you insist on addressing counterparts by their titles, avoid personal anecdotes, and refrain from questions or private life. If you have an informal style, you try to start the discussion on a first-name basis, quickly seeks to develop a personal and friendly relationship.

**4. Communication: Direct or indirect?** Indirect communicators use figurative forms of speech, facial expressions, gestures and other kinds of body language. Direct communicators are clear and definite in their responds and questions.

**5. Sensitivity to time: High or low?** When you have high sensitivity to time, you are punctual, send things on time, and expect the same. Unlike when you have low sensitivity to time.

**6. Emotionalism: High or low?** It refers to the form of displaying emotions and it is very likend to your culture. For example, Latin Americans are the cultural group that ranks the highest with respect to emotionalism. Among Europeans, the Germans and English ranked as less emotional, while Asians are in the middle range.

**7. Form of agreement: General or specific?** If you are an specific negotiator, you prefer very detailed deals that attempt to anticipate all possible circumstances and eventualities, no matter how unlikely. If you are a general negotiator you prefer a contract in the form of general principles rather than detailed rules.

**8. Building an agreement: Bottom up or top down?** If you tend to view deal making as a top down (deductive process) first work out the general terms and then work out the detail; or if on the other hand you like to agree to the details first and then become more general you tend to see it as a bottom up (inductive) process.

**9. Team organization: One leader or group consensus?** In a negotiation you preffer to have a leader making all the decisions and you take the leading role if there is no one; or you preffer to make the negotiaiton a more consensual amongs your team members.

**10. Risk taking: High or low?** In deal making do you have a tendency toward risk taking or you consider yourself as a low risk taker.

Thank you to: [www.iveybusinessjournal.com/publication/negotiating](http://www.iveybusinessjournal.com/publication/negotiating)

**PLEASE REMEMBER:**

To assess your negotiation style while preparing for negotiations, complete the following three steps:

1. Complete the assessment and understand your negotiating style.
2. Use the assessment to assess the style of the other side.
3. Do a gap analysis. Locate the major gaps between your style and the style of the other side. Focus on these gaps when preparing for the negotiation.

**VERY IMPORTANT NOTE:**

Please note that people tend to prefer a style. This does not mean that they can use other styles. In fact, with practice people can effectively use all negotiation styles. Therefore, there is no universal best negotiation style. The best style to use differs from negotiation to negotiation.

## Now... The Results.....



If, number **1** repeats the most, the negotiation style that you prefer is **HORSE:**

Horses are competing individuals who see negotiation as a game that must be won, they prefer a win/lose negotiation, their communications are very direct and highly sensitive to time. It is an ideal style when dealing with negotiation where lasting relationships are not very important. However, when preservation of the relationship might be an issue. In a team environment they play leading roles and are known to be risk takers.



If, number **2** repeats the most, the negotiation style that you prefer is **CAT:**

Cats value fair deals in negotiation and tend to prefer the compromising style. They tend to be viewed as diplomatic, aware and sensitive to time, emotions and communications. They tend to get fast results from a negotiation. A pitfall of this style is that they can be compromising and concessions often come too fast, without properly discovering the underlying interest, and finding why. In a team environment, they play team player role and are known to be risk adverse.



If, number **3** repeats the most, the negotiation style that you prefer is **DOG:**

Dogs are accommodating and collaborating, they put great value and emphasis on preserving the relationship. It is a great style when in negotiation with a recurring person. They tend to enjoy coming to creative solutions during negotiations. This can potentially lead to positive results or transform simple problems into difficult solutions. They make a real effort to understand the why of the others. In a team environment, they play team player role or can lead the team if required but have a consensus to make a final decision.