

Questionnaire 2

The Personal Bargaining Inventory

Introduction

One way for negotiators to learn more about themselves, and about others in a negotiating context, is to clarify their own personal beliefs and values about the negotiation process and their style as negotiators. The questionnaire in this section can help you clarify perceptions of yourself on several dimensions related to negotiation—winning and losing, cooperation and competition, power and deception—and your beliefs about how a person “ought” to negotiate. Your instructor is likely to ask you to share your responses with others after you complete the questionnaire.

Advance Preparation

Complete the Personal Bargaining Inventory Questionnaire in this exercise. Bring the inventory to class.

Personal Bargaining Inventory Questionnaire

The questions in this inventory are designed to measure your responses to your perceptions of human behavior in situations of bargaining and negotiation. Statements in the first group ask you about your own behavior in bargaining; statements in the second group ask you to judge people’s behavior in general.

Part I: Rating Your Own Behavior

For each statement, please indicate how much the statement is characteristic of you on the following scale:

- 1 Strongly uncharacteristic
- 2 Moderately uncharacteristic
- 3 Mildly uncharacteristic
- 4 Neutral, no opinion
- 5 Mildly characteristic
- 6 Moderately characteristic
- 7 Strongly characteristic

Rate each statement on the seven-point scale by writing in one number closest to your personal judgment of yourself:

Rating	Statement
<u>6</u>	1. I am sincere and trustworthy at all times. I will not lie, for whatever ends.
<u>7</u>	2. I would refuse to bug the room of my opponent.
<u>6</u>	3. I don't particularly care what people think of me. Getting what I want is more important than making friends.
<u>7</u>	4. I am uncomfortable in situations where the rules are ambiguous and there are few precedents.
<u>3</u>	5. <div style="border: 1px solid black; padding: 5px; width: fit-content;">Printing is for personal, private use only. No part of this book may be reproduced or transmitted without publisher's prior permission. Violators will be prosecuted.</div>
<u>3</u>	6. I prefer to deal with others on a one-to-one basis rather than as a group.
<u>6</u>	7. I can lie effectively. I can maintain a poker face when I am not telling the truth.
<u>7</u>	8. I pride myself on being highly principled. I am willing to stand by those principles no matter what the cost.
<u>5</u>	9. I am a patient person. As long as an agreement is finally reached, I do not mind slow-moving arguments.
	10. I am a good judge of character. When I am being deceived, I can spot it quickly.

Rating	Statement
<u>7</u>	10. My sense of humor is one of my biggest assets.
<u>6</u>	11. I have above-average empathy for the views and feelings of others.
<u>7</u>	12. I can look at emotional issues in a dispassionate way. I can argue strenuously for my point of view, but I put the dispute aside when the argument is over.
<u>3</u>	13. I tend to hold grudges.
<u>6</u>	14. Criticism doesn't usually bother me. Any time you take a stand, people are bound to disagree, and it's all right for them to let you know they don't like your stand.
<u>4</u>	15. I like power. I want it for myself, to do with what I want. In situations where I must share power I strive to increase my power base, and lessen that of my co-power holder.
<u>5</u>	16. I like to share power. It is better for two or more to have power than it is for power to be in just one person's hands. The balance of shared power is important to effective functioning of any organization because it forces participation in decision making.
<u>6</u>	17. I enjoy trying to persuade others to my point of view.
<u>1</u>	18. I am not effective at persuading others to my point of view when my heart isn't really in what I am trying to represent.
<u>4</u>	19. I love a good old, knockdown, drag-out verbal fight. Conflict is healthy, and open conflict where everybody's opinion is aired is the best way to resolve differences of opinion.
<u>4</u>	20. I hate conflict and will do anything to avoid it—including giving up power over a situation.
<u>6</u>	21. In any competitive situation, I like to win. Not just win, but win by the biggest margin possible.
<u>7</u>	22. In any competitive situation, I like to win. I don't want to clobber my opponent, just come out a little ahead.
<u>6</u>	23. The only way I could engage conscientiously in bargaining would be by dealing honestly and openly with my opponents.

Source: Adapted from an exercise developed by Bert Brown and Norman Berkowitz.

Part II: Rating People's Behavior in General

For each statement, please indicate how much you agree with the statement on the following scale:

- 1 Strongly disagree
- 2 Moderately disagree
- 3 Mildly disagree
- 4 Neutral, no opinion
- 5 Mildly agree
- 6 Moderately agree
- 7 Strongly agree

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Think about what you believe makes people effective negotiators. Rate each statement on the seven-point scale by writing in one number closest to your judgment of what makes an excellent negotiator:

- | Rating | Statement |
|----------|--|
| <u>5</u> | 24. If you are too honest and trustworthy, most people will take advantage of you. |
| <u>5</u> | 25. Fear is a stronger persuader than trust. |
| <u>6</u> | 26. When one is easily predictable, one is easily manipulated. |
| <u>6</u> | 27. The appearance of openness in your opponent should be suspect. |
| <u>6</u> | 28. Make an early minor concession; the other side may reciprocate on something you want later on. |
| <u>6</u> | 29. Personality and the ability to judge people and persuade them to your point of view (or to an acceptable compromise) are more important than knowledge and information about the issues at hand. |
| <u>5</u> | 30. Silence is golden—it's the best reply to a totally unacceptable offer. |
| <u>4</u> | 31. Be the aggressor. You must take the initiative if you are going to accomplish your objectives. |
| <u>4</u> | 32. One should avoid frequent use of a third party. |
| <u>6</u> | 33. Honesty and openness are necessary to reach equitable agreement. |
| <u>7</u> | 34. It is important to understand one's values prior to bargaining. |
| <u>6</u> | 35. Be calm. Maintaining your cool at all times gives you an unquestionable advantage. Never lose your temper. |
| <u>6</u> | 36. Keep a poker face; never act pleased as terms are agreed upon. |
| <u>6</u> | 37. A good negotiator must be able to see the issues from the opponent's point of view. |
| <u>5</u> | 38. An unanswered threat will be read by your opponent as weakness. |
| <u>4</u> | 39. In bargaining, winning is the most important consideration. |
| <u>4</u> | 40. The best outcome in bargaining is one that is fair to all parties. |
| <u>5</u> | 41. Most results in bargaining can be achieved through cooperation. |
| <u>5</u> | 42. Principles are all well and good, but sometimes you have to compromise your principles to achieve your goals. |
| <u>5</u> | 43. You should never try to exploit your adversary's personal weakness. |
| <u>6</u> | 44. A member of a bargaining team is morally responsible for the strategies and tactics employed by that team. |
| <u>5</u> | 45. Good ends justify the means. If you know you're right and your goal is worthy, you needn't be concerned too much about how your goal is achieved. |
| <u>6</u> | 46. Honesty means openness, candor, telling all, and not withholding pertinent information, not exaggerating emotion. One should always be honest during bargaining. |
| <u>7</u> | 47. Imposing personal discomfort on an opponent is not too high a price to pay for success in negotiation. |
| <u>4</u> | 48. Regardless of personal considerations, team members should accept any role assigned to them by the bargaining team. |
| <u>4</u> | 49. There is no need to deal completely openly with your adversaries. In bargaining as in life, what they don't know won't hurt them. |
| <u>3</u> | 50. There is nothing wrong with lying to an opponent in a bargaining situation as long as you don't get caught. |