

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
_____ 1.	I am sincere and trustworthy at all times. I will not lie, for whatever ends.
_____ 2.	I would refuse to bug the room of my opponent.
_____ 3.	I don’t particularly care what people think of me. Getting what I want is more important than making friends.
_____ 4.	I am uncomfortable in situations where the rules are ambiguous and there are few precedents.
_____ 5.	I prefer to deal with others on a one-to-one basis rather than as a group.
_____ 6.	I can lie effectively. I can maintain a poker face when I am not telling the truth.
_____ 7.	I pride myself on being highly principled. I am willing to stand by those principles no matter what the cost.
_____ 8.	I am a patient person. As long as an agreement is finally reached, I do not mind slow-moving-arguments.
_____ 9.	I am a good judge of character. When I am being deceived, I can spot it quickly.

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Rating	Statement
_____ 10.	My sense of humor is one of my biggest assets.
_____ 11.	I have above-average empathy for the views and feelings of others.
_____ 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.
_____ 13.	I tend to hold grudges.
_____ 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.
_____ 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.
_____ 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.
_____ 17.	I enjoy trying to persuade others to my point of view.
_____ 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.
_____ 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.
_____ 20.	I hate conflict and will do anything to avoid it—including giving up power over a situation.
_____ 21.	In any competitive situation, I like to win. Not just win, but win by the biggest margin possible.
_____ 22.	In any competitive situation, I like to win. I don't want to clobber my opponent, just come out a little ahead.
_____ 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: Page 703

Rating	Statement
_____ 24.	If you are too honest and trustworthy, most people will take advantage of you.
_____ 25.	Fear is a stronger persuader than trust.
_____ 26.	When one is easily predictable, one is easily manipulated.
_____ 27.	The appearance of openness in your opponent should be suspect.
_____ 28.	Make an early minor concession; the other side may reciprocate on something you want later on.
_____ 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.
_____ 30.	Silence is golden—it's the best reply to a totally unacceptable offer.
_____ 31.	Be the aggressor. You must take the initiative if you are going to accomplish your objectives.
_____ 32.	One should avoid frequent use of a third party.
_____ 33.	Honesty and openness are necessary to reach equitable agreement.
_____ 34.	It is important to understand one's values prior to bargaining.
_____ 35.	Be calm. Maintaining your cool at all times gives you an unquestionable advantage. Never lose your temper.
_____ 36.	Keep a poker face; never act pleased as terms are agreed upon.
_____ 37.	A good negotiator must be able to see the issues from the opponent's point of view.
_____ 38.	An unanswered threat will be read by your opponent as weakness.
_____ 39.	In bargaining, winning is the most important consideration.
_____ 40.	The best outcome in bargaining is one that is fair to all parties.
_____ 41.	Most results in bargaining can be achieved through cooperation.
_____ 42.	Principles are all well and good, but sometimes you have to compromise your principles to achieve your goals.
_____ 43.	You should never try to exploit your adversary's personal weakness.
_____ 44.	A member of a bargaining team is morally responsible for the strategies and tactics employed by that team.
_____ 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.
_____ 46.	Honesty means openness, candor, telling all, and not withholding pertinent information, not exaggerating emotion. One should always be honest during bargaining.
_____ 47.	Imposing personal discomfort on an opponent is not too high a price to pay for success in negotiation.
_____ 48.	Regardless of personal considerations, team members should accept any role assigned to them by the bargaining team.
_____ 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.
_____ 50.	There is nothing wrong with lying to an opponent in a bargaining situation as long as you don't get caught.