

Difficult conversations and interactions in the research workplace: Fundamentals of negotiation.

Pre-workshop assignment

Dear Workshop Participant:

Below is a pre-workshop assignment which should take you no more than about 30 minutes to complete. Please do the assignment according to the instructions and **bring it with you to the workshop.**

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NEGOTIATION STYLE ASSESSMENT

Complete this questionnaire and bring it with you to the workshop.

Instructions:

1. The following pages contain 50 numbered statements.
2. *Tear off the last page* and write your rank for each numbered statement onto the box next to the statement number. Rank each statement according to your level of agreement, using this scale

- 5 - highly agree
- 4 - agree
- 3 - neutral
- 2 - slightly disagree
- 1 - totally disagree

3. When you are done, add up the total numerical score in each lettered column (A, B, C, D, E) where indicated on the last page.

1. I've learned that competition is healthy. Without vigorous competition, issues don't get aired fully.
2. Conflict runs a predictable course. I try to let the hot-heads battle it out before I say anything.
3. It is impossible to satisfy everyone's needs. We can resolve conflict by give-and-take.
4. People have an underlying dark side that emerges during conflict. This is why most conflicts remain unresolved.
5. Conflict can be difficult to bear, but it can lead to increased creativity.
6. The task or project comes first; people must accommodate.
7. I've learned that when I stand back from conflicts they usually get resolved anyways, so I focus my energy elsewhere.
8. You have to get to a middle ground, even if not everyone is happy with the outcome. .
9. I look for ways to keep difficult conversations as short as possible so as to minimize the impact on my work and relationships.
10. The assumption that someone has to win and someone has to lose leads to destructive competition.
11. Conflict is inevitable. Others want their way and I want mine and there is nothing wrong with fighting it out.
12. Most conflicts should be resolved by third-party intervention.
13. I believe groups should identify those issues on which compromise is impossible and those issues that they can use to reach a compromise.
14. When an interaction gets too heated I often let the other person have their way. Most of the time it is just not worth a big fight.
15. I try to get people to explore their concerns with the rest of the group. I then ask the rest of the group to address these concerns.
16. Compromise leads to more problems than it solves. Taking a firm position is the only remedy for longstanding conflicts.
17. Engaging in conflict is destructive to the team. It's best to wait for things to simmer down.
18. When the discussion gets heated, compromise is the best way to show good intentions. .
19. Self-interest and narrow-minded attitudes prevent us from reaching an agreement. We should all try to see the other position and give way when we can.
20. Conflict is natural, but it doesn't have to be destructive.
21. Expertise is what really matters. The best way to resolve conflicts is to know more and to have the facts at your fingertips.
22. I often avoid people who I disagree strongly with. I can usually work around them to get my work done. .

23. A good strategy is to start by asking for a lot, then you can work towards what you wanted in the first place.
24. Conflicts are what destroy relationships – the most important factor is to come to an agreement. .
25. Airing our differences frankly gets us to the best solutions, even if the path is uncomfortable. .
26. At the end of the day there is almost always a right and wrong answer. When I know the answer, it's my job to convince others for the good of the organization or group.
27. I try to keep my professional interactions impersonal. Too much passion often leads to arguments. .
28. The best way to resolve conflict is by agreeing with the other parties and offering suggestions on issues we both can live with.
29. I show good will by empathizing with their position and give the other party support where I can.
30. I try to figure out what motivates the other person so I can understand what they're trying to achieve.
31. In my profession facts always rule. Conflicts can only be resolved by figuring out who is right.
32. I've learned from experience that conflict is usually destructive in a group.
33. Problems arise when each side demands things that the other cannot agree to. Getting to the middle-ground is the best approach to an agreement.
34. Open conflict should be avoided because it fractures relationships.
35. I try to show the other side that I'm interested in what they have to say even if I don't agree with them.
36. I stand by my convictions and press hard to get others to agree.
37. I do my best to avoid people who are argumentative.
38. I try to convey that we are one team and that we need to work together and minimize differences.
39. Even if I disagree, I usually go along with the rest of the group to maintain harmony.
40. Conflict contains positive and negative energy. It is our job to harness these forces.
41. I have been successful because I like to win. This attitude usually benefits my group and organization.
42. I like people who are civil and who back off when a conflict arises.
43. There is no way to make everyone happy, so compromise is the best tactic.
44. The main role for a mediator is to maintain a calm atmosphere and to find ways to minimize differences.
45. A leader should present the concerns of our group, explore the other group's concerns, and not press for our group's position.

46. Leaders need to take a position. Wavering shows weakness and can breed disrespect. .
47. I refuse to take sides and let the others argue and settle their own disputes.
48. Strong differences in opinion lead to polarization and stalemate.
49. I don't mind conflict, but when tempers flare up I usually back off.
50. Instead of pushing for my solution, I review where we agree and disagree, then look for mutually acceptable options.

- Rank**
5 - highly agree
4 - agree
3 - neutral
2 - slightly disagree
1 - highly disagree

Rank each question using the above scale. Write the ranks in the empty spaces next to the question number below.

Add the ranks in each column and place the totals in the space marked "Group Total Numerical Score"

Group	A		B		C		D		E	
	ITEM	RANK								
	1		2		3		4		5	
	6		7		8		9		10	
	11		12		13		14		15	
	16		17		18		19		20	
	21		22		23		24		25	
	26		27		28		29		30	
	31		32		33		34		35	
	36		37		38		39		40	
	41		42		43		44		45	
	46		47		48		49		50	

Group Total Numerical Score A: _____ B: _____ C: _____ D: _____ E: _____

Associate each Group Total Numerical Score with a Group Rank using the table below

Group Total Numerical score Group Rank

- 36 TO 50 HIGH
 25 TO 35 MEDIUM
 10 TO 24 LOW

Write the Group Rank for each group in the table below.

Group Group Rank (high, medium, low)

A	
B	
C	
D	
E	