

A negotiation and conflict management skills diagnostic

Individually review the statements below, and circle the numbers of those that you know you need to work upon.

Remember to sort these in the context of your need to influence others, and skilfully get people to take your point of view.

1. I make sure I have the authority to make agreements and that that is true of other parties.
2. I am focused - I have a clear line of thought.
3. I do not jump straight in without thinking of the consequences.
4. I do not take others' anger personally.
5. I am a good judge of the value of the issues when bargaining and trading – I don't undersell.
6. I test the understanding of what others say, and summarise a lot to show I have listened.
7. I look for common ground whenever possible, and don't focus on the contentious.
8. I know when to adjourn or take a break, and when to stick in there.
9. I stay calm, especially when provoked, I know and can control my 'hot buttons'.
10. I am perceptive – I can read people and situations accurately.
11. I recognise and use effectively both rational and emotional aspects of negotiations.
12. I show I understand that behaviour breeds behaviour.
13. I know when not to add fuel to a confrontational situation.
14. I am persistent when I need to be, and know what cannot be conceded.
15. I ensure I am well prepared for a challenging interpersonal situation.
16. I feel okay about letting others know how I am feeling...with giving 'internal' information.
17. I don't jump to conclusions.
18. I accept that others with whom I negotiate will not make the efforts I do to be skilled.
19. I can take control of a discussion when necessary – as subtly or otherwise as required.
20. I can control my body language, to ensure this is congruent with what I say.
21. I can explain complicated issues clearly and concisely.
22. I know how to phrase a warning that does not come over as a threat.
23. I can conjure the right words to say 'in the moment' as things are happening.
24. I am confident – and can project this, even when I don't feel it at all.
25. I am keen to learn and further develop my skills of influencing.

26. I recognise the need when appropriate to maintain positive relations for the next negotiation.
27. I can stay focused on the important issues, and don't get distracted or side-tracked.
28. I know when to take notes, and to use these to strengthen my position.
29. I recognise the subtle significance of the words I use – for instance of the word 'but'.
30. I do not see an apparent stonewall block me – I can challenge ignore, or work around.
31. I know imposed 'agreements' don't work, and seek genuine consensus wherever possible.
32. I am clear about my and others' specific rights, and I stand up for mine and respect others'.
33. I make a point of not interrupting others, even, or especially when they do that to me.
34. I am aware whenever I need to be, of the (best) alternatives to agreement available to me.
35. I address conflict directly - I feel comfortable with difficult interpersonal situations.
36. I can judge when to confirm agreement, so there is no confusion after the event.
37. I can control my voice when I need to – and I recognise the significance of this.
38. I apply what I have learned from previous experiences to other situations.
39. I am sensitive to non-verbal cues, such as tone and pace of voice when in conversation.
40. I know how to buy thinking time, by for instance, keeping others talking.
41. I am explicitly supportive and encouraging of colleagues during a negotiation.
42. I accept that in every situation, I can choose my behaviour – even when this is not easy.
43. I listen and question much more than I talk at length.
44. I have the good grace to see and accept value in others' positions when needed.
45. I review a negotiation thoroughly to maximise learning in readiness for the next time.
46. I watch others carefully in order to further develop my negotiation skills.
47. I enjoy negotiations, and the challenge they present.
48. I look for opportunities to use my negotiation skills outside of that specific context.
49. I recognise that a genuine negotiation is an exhausting, and physically demanding process.
50. I keep a sense of perspective, and know what not to 'die in a ditch' over!