

The Qualities of an Effective Negotiator

First rate your answers according to the importance you give to each quality. Then answer "Yes" or "No", according to whether you feel you possess each quality or not.

1. Being aware of the underlying needs and trends in one's own organisation, as well as those of the organisation one is dealing with

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

2. Knowing how to lead and control the members of one's team

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

3. The ability to identify power levers and use them to attain objectives

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

4. Past experience in negotiation

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

5. Perseverance and determination

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

6. A sense of personal security

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

7. An intuitive understanding of the feelings of others

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

8. A tolerance of others' points of view

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

9. Good self control, especially when it comes to emotion

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

10. A competitive spirit (a desire to compete and win)

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

11. An analytical mind and the ability to solve problems

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

12. The ability to communicate and co-ordinate different objectives within ones own organisation

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

13. The ability to gain respect and confidence in the people one is dealing with

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

14. Being a good speaker (skilled in answering questions)

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

15. Being decisive

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

16. Accepting the risk of not being liked

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

17. Patience

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

18. The ability to negotiate well in different roles and situations

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

19. The ability to persuade others

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

20. Good standing or high ranking position in one's organisation

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

21. Integrity

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

22. Tolerance in the face of ambiguity or uncertainty

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

23. Good judgement and common sense

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

24. A mastery of non-verbal gestures

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

25. The ability to listen

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

26. An accommodating nature

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

27. The ability to express thoughts verbally

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

28. An endearing personality and sense of humour

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

29. The ability to think clearly and rapidly under pressure, and in unfamiliar situations

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

30. Natural self confidence

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

31. Knowledge of the subject under negotiation

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

32. Being ready to take risks that are unusual in business

Useless Slightly useful Useful very useful Extremely useful

I possess this quality: Yes No

33. The ability to prepare and plan

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

34. Being ready to use force, threats and bluff in order to avoid being exploited

Useless Slightly useful Useful Very useful Extremely useful

I possess this quality: Yes No

Results

Now that you have filled in your responses, here in descending order of importance, are the qualities which 32 executives considered most valuable to a good negotiator. Don't consider only the first few. It is just as useful to know what they considered to be unimportant.

Comparing your responses to theirs will give you food for thought, especially if, for example, you consider aggressiveness an important quality for a negotiator.

The number of each question is given in brackets, so that you can easily compare your response:

1. The ability to prepare and plan (33)
2. Knowledge of the subject under negotiation (31)
3. The ability to think clearly and rapidly under pressure, and in unfamiliar situations (29)
4. The ability to express thoughts verbally (27)
5. The ability to listen (25)
6. Good judgement and common sense (23)
7. Integrity (21)
8. The ability to persuade others (19)
9. Patience (17)
10. Being decisive (15)
11. The ability to gain respect and confidence in the people one is dealing with (13)
12. An analytical mind and the ability to solve problems (11)
13. Good self control, especially when it comes to emotion (9)
14. An intuitive understanding of the feelings of others (7)
15. Perseverance and determination (5)
16. The ability to identify power levers and use them to attain objectives (3)
17. Being aware of the underlying needs and trends in one's own organisation, as well as those of the organisation one is dealing with (1)
18. Knowing how to lead and control the members of one's team (2)
19. Past experience in negotiation (4)
20. A sense of personal security (6)
21. A tolerance of others' points of view (8)
22. A competitive spirit (a desire to compete and win) (10)
23. The ability to communicate and co-ordinate different objectives within ones own organisation (12)
24. Being a good speaker (skilled in answering questions) (14)
25. Accepting the risk of not being liked (16)
26. The ability to negotiate well in different roles and situations (18)
27. Good standing or high ranking position in one's organisation (20)
28. Tolerance in the face of ambiguity or uncertainty (22)
29. A mastery of non-verbal gestures (24)
30. An accommodating nature (26)
31. An endearing personality and sense of humour (28)
32. Natural self confidence (30)
33. Being ready to take risks that are unusual in business (32)
34. Being ready to use force, threats and bluff in order to avoid being exploited (34)