



# Habits and Practices Assessment Results

The report below shows your habits and practices for each of the Five Dramas in negotiation: Private, Partner, Package, Process, and Party. Separate questions asked about your habits in advance of bargaining as well as during negotiations. The report below presents scores for each of these separately as well as overall, combining across “in advance” and “during.”

You responded to questions about your negotiation habits and practices on: June 6, 2017

	In Advance	During	Overall
The negotiation you have with yourself: Defining success, clarifying priorities			
<b>PRIVATE DRAMA</b>	Your score: <b>58</b> Experts: 111	Your score: <b>60</b> Experts: 109	Your score: <b>54</b> Experts: 111
How your counterpart perceives the negotiation and how they see and relate to you			
<b>PARTNER DRAMA</b>	Your score: <b>67</b> Experts: 110	Your score: <b>70</b> Experts: 109	Your score: <b>65</b> Experts: 111
The substance of the agreement: Settlement terms, scope of the deal, tradeoffs			
<b>PACKAGE DRAMA</b>	Your score: <b>79</b> Experts: 109	Your score: <b>81</b> Experts: 110	Your score: <b>79</b> Experts: 110
<i>The Package Drama includes both value claiming behaviors (aimed at getting a larger share of the pie) and value creating behaviors (aimed at growing the collective value of the pie); scores for each are shown below</i>			
<b>CLAIMING VALUE</b>	<b>82</b> Experts: 108	<b>81</b> Experts: 108	<b>80</b> Experts: 109
<b>CREATING VALUE</b>	<b>79</b> Experts: 108	<b>86</b> Experts: 110	<b>80</b> Experts: 110
How the negotiation unfolds: Time, pace, location, channels of communication			
<b>PROCESS DRAMA</b>	Your score: <b>70</b> Experts: 107	Your score: <b>74</b> Experts: 109	Your score: <b>70</b> Experts: 109
The cast of characters: Who is involved, the roles they play, how you leverage them			
<b>PARTY DRAMA</b>	Your score: <b>97</b> Experts: 105	Your score: <b>99</b> Experts: 106	Your score: <b>98</b> Experts: 106
Pooling across the five dimensions: Private, Partner, Package, Process, and Party			
<b>OVERALL</b>	Your score: <b>71</b> Experts: 110	Your score: <b>73</b> Experts: 110	Your score: <b>71</b> Experts: 111

See the next page for details on interpreting your results.

100 = average score across negotiators

Scores above 100 mean you report doing more good practices than average

**A score of 100 represents the average of hundreds of negotiators who have not used our tutorial**



Scores below 100 mean you report doing fewer good practices

Your scores are presented in relative terms. Within each box, we also provide a benchmark of how expert negotiators report their practices for these dimensions.

In percentile terms:

- A score of 119 means 90 percent of people had lower scores.
- A score of 110 means 75 percent had lower scores.
- A score of 100 means 50 percent had lower scores.
- A score of 90 means 25 percent had lower scores.
- A score of 81 means 10 percent had lower scores.

*A statistical note: Overall scores in the far right column may not necessarily equal the average of the In Advance and During scores for that row. Likewise, overall scores in the bottom row may not necessarily equal the average across the Five Dramas for that column. In statistical terms: the reason for this is because the standard deviations for the row and column totals are smaller than the component total given the larger sample of items. In plain English: each of the 24 cells in the report provides its own score of how your responses compared to what others said.*

This report is meant to encourage you to reflect on your own habits and practices for negotiating. The questions in our assessment reflect a **sample** of good practices. While the behaviors we measure have been linked to negotiation success, the assessment does not capture every possible good practice. And not all of these practices apply equally to all situations. We encourage you to view the results as a rough starting point for taking stock of your negotiation behavior. In the sections below, we provide some guidance on what your results suggest.

First, consider the **dimensions where you scored higher.**

Compared to other dimensions, you scored higher on the **Party Drama**, including understanding and managing the cast of characters involved, the roles they play, and how you leverage them. Many successful negotiators leverage the Party Drama effectively before and during bargaining. Your score suggests you do relatively well in managing the parties to help yourself succeed. We encourage you to look for opportunities to leverage this capability to ensure that you can create and claim value in the Package Drama. If you have colleagues or contacts who find the Party Drama challenging, you might share some of your experience and approach with them.

Compared to other dimensions, you scored higher on **Claiming Value**, part of the Package Drama that includes setting and achieving ambitious goals for the share of the pie you claim. Claiming Value is an essential part of almost any negotiation. Your score suggests you do relatively well in capturing an attractive share of the pie. We encourage you to look for opportunities to ensure that you also grow the pie and create value, making more value available for you and your counterpart. If you have colleagues or contacts who find Claiming Value challenging, you might share some of your experience and approach with them.

Compared to other dimensions, you scored higher on **Creating Value**, part of the Package Drama that includes moves to grow the collective value in the deal, solving problems for both sides. Many effective negotiators emphasize value creation in their approach to bargaining. Your score suggests you do relatively well in growing the size of the pie. We encourage you to look for opportunities to ensure that you also claim an appropriate share of the value you create. If you have colleagues or contacts who find Creating Value challenging, you might share some of your experience and approach with them.

Now, consider the **dimensions where you scored lower.**

Compared to other dimensions, you scored lower on the **Private Drama**, the negotiation you have with yourself, including defining success and clarifying priorities. Here are some suggestions for how you can bolster your habits and skills related to the Private Drama:

- Watch our episode "**Defining Success**," which focuses on the big picture of what you want in a negotiation
- Watch our episode "**Preferences, Priorities, and Plan B**," with suggestions on clarifying priorities and setting limits
- Use the **Negotiation Compass: Self worksheet**, helping you think about success, priorities, and limits for an upcoming negotiation
- Do the "**Opening night for Workshop West**" roleplay", which involves preparing payoffs in advance of negotiating
- Talk with a mentor or role model about how they manage the Private Drama; if you can connect with others who've taken this assessment and who score highly on the Private Drama, see what you can learn from their experience and approach

Compared to other dimensions, you scored lower on the **Partner Drama**, including gauging and managing how your counterpart perceived the negotiation and how they see and relate to you. Here are some suggestions for how you can bolster your habits and skills related to the Partner Drama:

- Watch our episode "**Gearing up for Camp David**," which focuses on how understanding a counterpart's point of view and their situation can help
- Watch our episode "**Stepping into Your Counterpart's Shoes**," with suggestions for what you might want to understand about a counterpart and how you might do so
- Use the **Negotiation Compass: Counterpart worksheet**, helping you think about your counterpart's point of view for an upcoming negotiation
- Do the "**A new lease at The Workshop**" roleplay, which involves understanding a counterpart's perspective across multiple issues in a negotiation
- Talk with a mentor or role model about how they manage the Partner Drama; if you can connect with others who've taken this assessment and who score highly on the Partner Drama, see what you can learn from their experience and approach

The preceding sections focused on overall dimensions where you scored higher or lower. You can also consider how your scores compare with others and experts. Scores noticeably above 100 suggest an area that may be a real strength for you compared to others. Scores noticeably below 100 suggest an area that may be a greater challenge for you compared to others.

You may also take note of how you fare In Advance versus During. If you score noticeably higher for In Advance, think about what factors in the heat of the moment make it harder for you to apply your preparation. Look for ways to further leverage your advance work. If you score noticeably higher for During, think about whether you could be doing more to prepare for negotiations before they begin. You might consider using our **Negotiation Preparation worksheet** as a resource.

Here are three final thoughts and suggestions to bear in mind as you reflect on your results. First, almost all negotiations involve all five of the dramas reflected in this assessment. Think about how you can leverage the ones that come most easily to you to better address the ones that you find more challenging.

Second, identify and pursue some focused changes in your negotiating behavior. You may want to work through some of the Negotiable materials as you think about this, such as watching episodes and enacting roleplays. Many people find it helpful to use our **Dream Situations and Worst Case Scenarios worksheet** to identify particular areas to leverage or change. We also recommend the **Changing a Habit worksheet** for making specific plans for change.

Lastly, the results in this report represent a snapshot at a particular point in time. We encourage you to return to this assessment and take it again after having worked on your negotiation approach.