

Scotwork<sup>®</sup>

since 1975

# Negotiating Behaviour Preferences Profiling

*Did you know that in a negotiation how you behave matters as much as what you say?*

Negotiators can lose advantage because of unconscious habits that drive patterns of behaviour that influence how others respond.

Scotwork helps you see those patterns clearly for the first time and adapt your style to achieve better negotiating outcomes.





## **BEHAVIOUR STYLE IS HIGHLY INFLUENTIAL IN ACHIEVING SUCCESS IN NEGOTIATION**

In every interaction, all of us have a natural “style” of behaviour, learned and developed over many years. We tend to repeat the behaviours that work for us, and whatever our style may be, we find some aspects of negotiations more natural and others more challenging.

Scotwork has learned that behaviours that work well in one negotiating situation will not necessarily work in all situations. By understanding your own natural behavioural style, you can assess its appropriateness to the circumstances you face, and choose to modify your style to achieve better results.

## **HOW DOES YOUR BEHAVIOURAL STYLE INFLUENCE YOUR LIKELY EFFECTIVENESS IN USING SCOTWORK'S 8 STEPS?**

Scotwork's 8-Step framework<sup>©</sup> brings structure and clarity to the way people negotiate. On our Advancing Negotiation Skills course the framework equips participants with a roadmap and empowers them with a clear understanding of how any negotiation can be successfully managed and resolved.

Our Negotiating Behaviour Preferences model was developed based on our understanding of changing client requirements and the need for us to deliver a robust, academically-rigorous assessment, linked directly to our 8-Step framework.

## SCOTWORK'S NEGOTIATING BEHAVIOUR MODEL

Over three years of extensive study with experienced negotiators, we have developed and tested a behaviour model which is specific to negotiating, based around four dimensions:

**Interpersonal** – the relative balance of a competitive versus a cooperative approach.

**Time** - the extent to which a negotiator adopts a long-term outlook versus a focus on the immediacy of the current situation.

**Information** – which inputs is the negotiator more predisposed to bring to the conversation; facts versus feelings.

**Planning** – the dynamic of a systematic and methodical approach versus a more fluid and adaptable stance.

Each dimension has a subscale with two opposite positions. Your answers to a questionnaire, with negotiating specific scenarios and questions about your negotiating approach, determine your own negotiating behaviour profile report.

## NEGOTIATING BEHAVIOUR PREFERENCES REPORT

The report contains your unique profile and gives you valuable insight into the style you are most likely to adopt when you negotiate.

It explores, across all four dimensions, the potential impacts of that style in a variety of negotiating circumstances. It also shows your personal versatility score to help you to understand how naturally you are able to adapt your behaviour to the style of your counterparties and the different demands of the negotiating situations you may face.

## TEAM TRENDS REPORT

When multiple people within the same team complete the questionnaire, Scotwork can combine the scores into a Team Trends report that provides powerful insights into team dynamics.

This allows you to understand collective strengths, identify potential blindspots, and strategically build teams that maximise negotiation effectiveness.

**Interpersonal** - the relative balance of a competitive vis-à-vis a cooperative approach.



**Time** - the extent to which a negotiator adopts a long-term outlook vis-à-vis a focus on the immediacy of the current situation.



**Information** - which inputs is the negotiator more predisposed to bring to the conversation; facts vis-à-vis feelings.



**Planning** - the dynamic of a systematic and methodical approach vis-à-vis a more fluid and adaptable stance.



## WHY CLIENTS VALUE OUR REPORT

Even the most capable negotiators can lose advantage because of unconscious habits that drive patterns of behaviour that influence how others respond.

Our report helps you see those patterns clearly for the first time. It gives you insights into the strengths you naturally bring to the table, the blindspots that can derail you and how to adapt your style to achieve better outcomes - especially in the negotiations that matter most.

- **Sharper self-awareness:** Understand how others experience you at the table
- **Better team composition:** Choose the right mix of styles for each negotiation
- **Faster development:** Focus coaching and training where it will make the biggest impact
- **Improved outcomes:** Adapt your behaviour to the situation and counterpart, not just the deal
- **Greater confidence:** Walk into negotiations knowing exactly how to play to your strengths

## TURNING REPORT INSIGHT INTO ACTION

Understanding behaviour is only valuable if it leads to better negotiating performance, so our consultants don't just deliver a report, they work with you to apply it.

Everyone who completes the questionnaire and receives the report will benefit from a comprehensive 1-2-1 feedback session with a Scotwork consultant to aid in their development and to support them through current challenges they face.

We help individuals and teams use their behavioural insights to:

- Plan and prepare for key negotiations
- Respond effectively to counterpart tactics and pressure
- Reinforce strong behaviours and mitigate unhelpful ones
- Select the right team members for key negotiating roles, increasing the likelihood of successful outcomes



Individuals complete online questionnaire



Scotwork consultant reviews results



Individual coaching sessions



Team Trends report examines team effectiveness



Individual and team action plans

# Case Studies



## FROM HEAD-TO-HEAD TO WIN-WIN

A long-standing client contacted a Scotwork consultant when they found themselves negotiating with a new counterparty whom they found to be very challenging. Our consultant asked them to complete the Behaviour Profile questionnaire which identified that they tended towards a “Driving Dominance” behavioural style. The client also assessed the new counterparty as having an even more pronounced Driving Dominance style and admitted that, while their own approach did work in other circumstances, this clash of styles was causing severe problems, especially when the power balance favoured the counterparty. Our consultant coached the client to be able to adapt their style without losing assertiveness and to use a positive opening statement and conditional proposals to make the relationship work better for both parties.

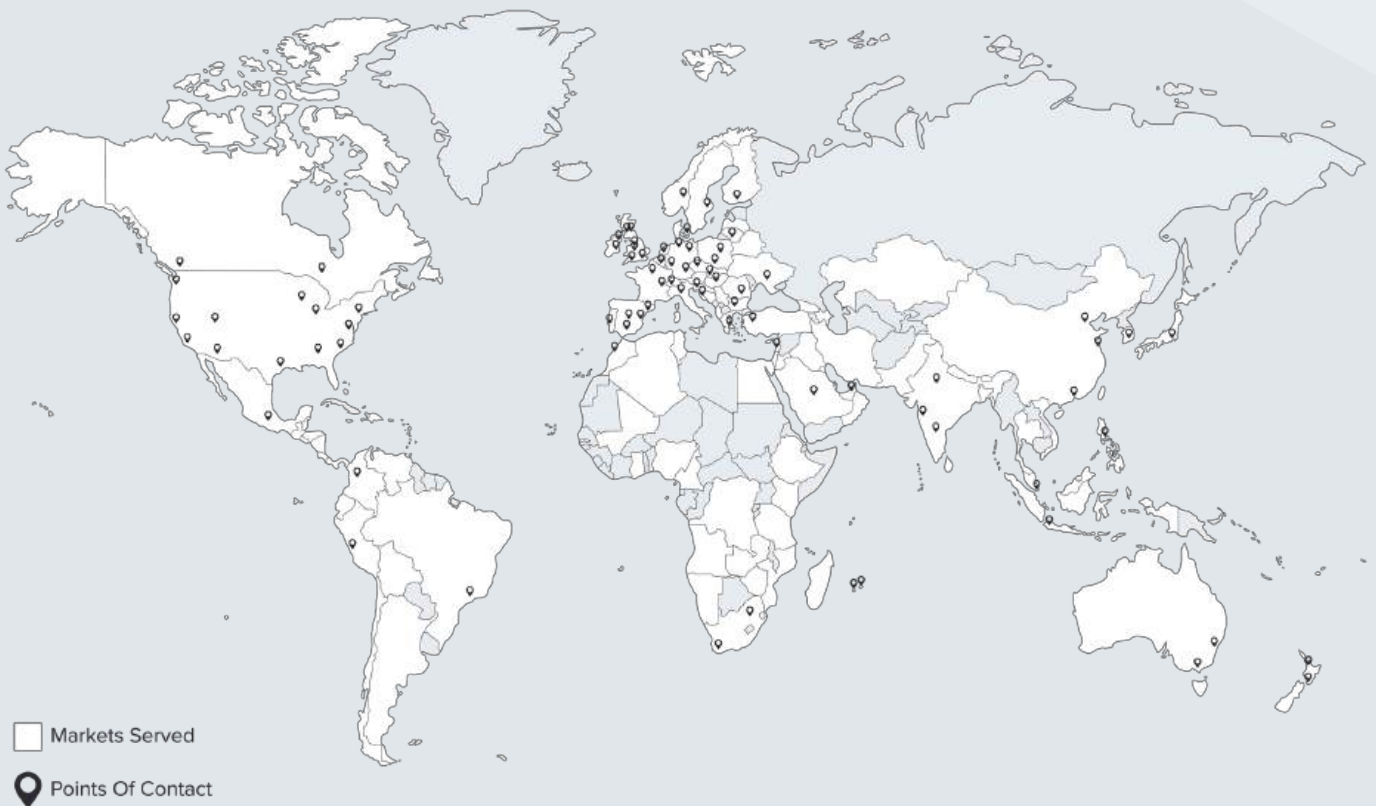
## ASSERTIVE, NOT PASSIVE

On one of our Advancing Negotiation Skills courses, all of the participants had the opportunity to complete the Behaviour Report questionnaire and to engage in a coaching meeting with a Scotwork consultant. One of the participants scored highly on the “Agreeable Accommodation” and “Emotional Engagement” dimensions and shared their concern that they found negotiation difficult due to their dislike of disagreement and the feeling of conflict. Our consultant not only helped them to understand the difference between assertiveness and aggression, but also helped them to identify their key objectives and ensure they knew which ones were not open for compromise. They were given guidance on how to prepare with greater focus on their objectives and how to approach deadlock more constructively. The participant said that the coaching session had helped to bring the skills of the 8 Steps into greater focus and to understand the impact of their own behaviour in working towards a successful outcome.

# About Scotwork

## MAKING A REAL IMPACT WORLDWIDE

Scotwork has coached hundreds of thousands of senior managers in 30 languages. We have grown into the world's number one independent negotiation consultancy, with offices in 50 countries. We work with organisations large and small across all sectors. After more than 50 years we are still giving people powerful skills that transform their lives, and handing businesses more successful futures.



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China  
Colombia  
Croatia  
Czech Republic  
Denmark  
Finland  
France  
Germany

Greece  
Hong Kong SAR  
Hungary  
India  
Indonesia  
Ireland  
Italy  
Japan  
KSA  
Kuwait  
Lithuania  
Lebanon  
Malaysia

Mauritius  
Mexico  
Morocco  
Netherlands  
New Zealand  
Norway  
Philippines  
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