



PSYFT PERSONALITY ASSESSMENT

LEADERSHIP REPORT

Report prepared for

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psyft



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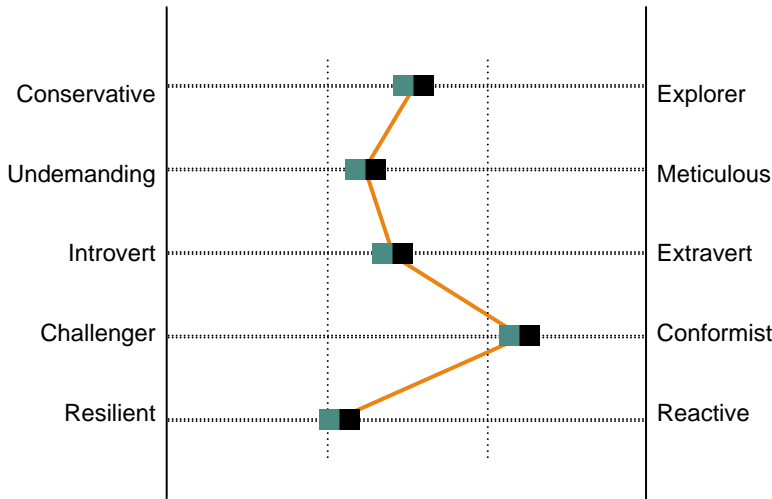


SECTION A:

PERSONALITY REPORT

EXECUTIVE SUMMARY

The Big Five Snapshot*



*The Big Five Dimensions

Openness to Experience: General appreciation for new experiences and ideas. Low scorers have been defined as Conservatives and high scorers as Explorers.

Conscientiousness: Tendency to show self-discipline, act dutifully, and aim for achievement beyond expectations. Low scorers have been defined as Undemanding and high scorers as Meticulous.

Extraversion: Tendency to seek social stimulation and opportunities to engage with others. Low scorers have been defined as Introverts and high scorers as Extroverts.

Agreeableness: Tendency to be compassionate and cooperative. Low scorers have been defined as Challenger and high scorers as Conformists.

Emotional Sensitivity: Tendency to experience negative emotions, such as anger, stress, or anxiety. Low scorers have been defined as Resilient and high scorers as Reactive.

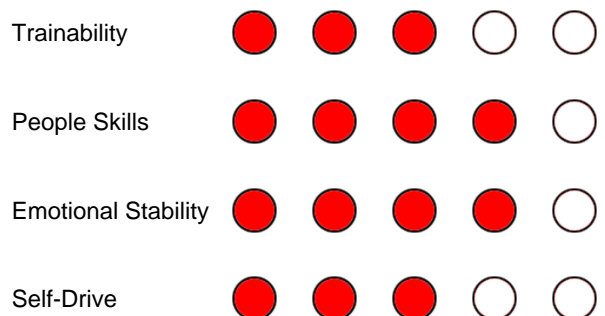
Behavioural Style Coordinates**

- Learning Style: **Dreamer (O+C-)**
- Interests: **Creative Introvert (E-O+)**
- Attitude: **Progressive (O+A+)**
- Stress Tolerance: **Flexible (N-O+)**
- Work Style: **Passive (E-C-)**
- Sphere of Concern: **Empathetic (A+C-)**
- Impulse Control: **Relaxed (N-C-)**
- Interaction Style: **Unassuming (E-A+)**
- Psychological Well Being: **Peaceful Recluse (N-E-)**
- Emotion Regulation: **Easy-Going / Laid-Back (N-A+)**

Top Competencies

- Building Relationships
- Adapting and Coping
- Creating and Conceptualizing

Fit Index



****Legend For Behavioural Style Coordinates**

RED: Description applies strongly

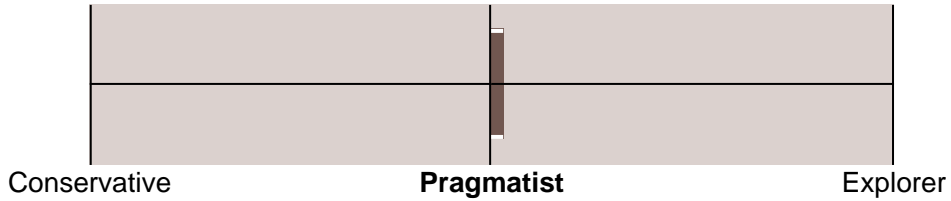
BLUE: Description applies moderately

GREEN: Description applies to a lesser degree

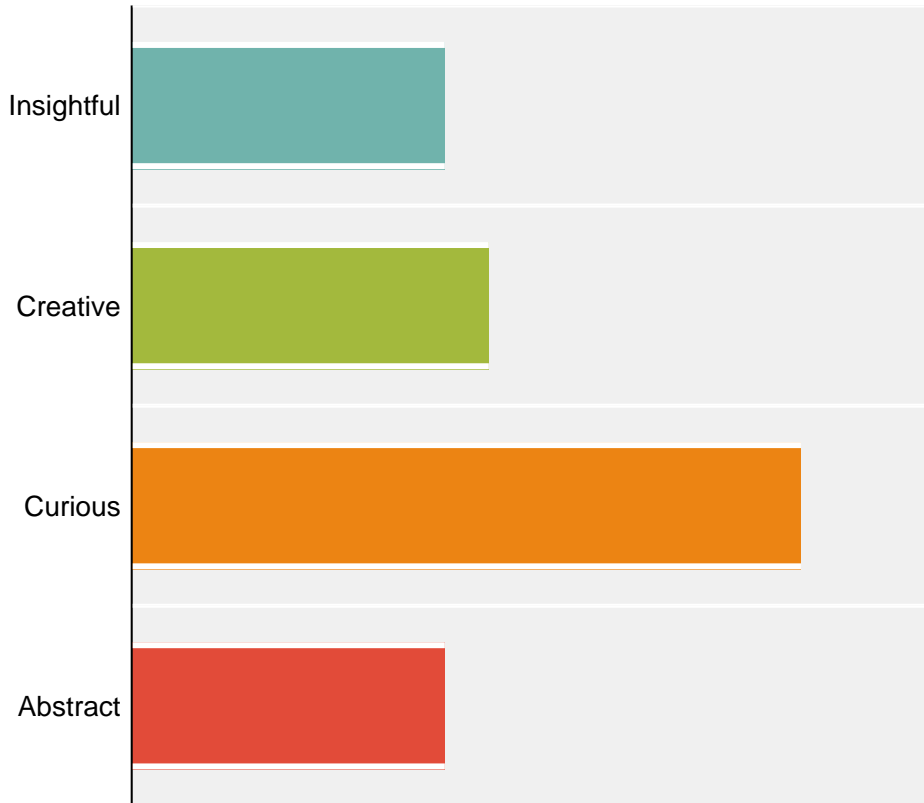
A.1

PERSONALITY DIMENSIONS

A.1.1 Openness to Experience



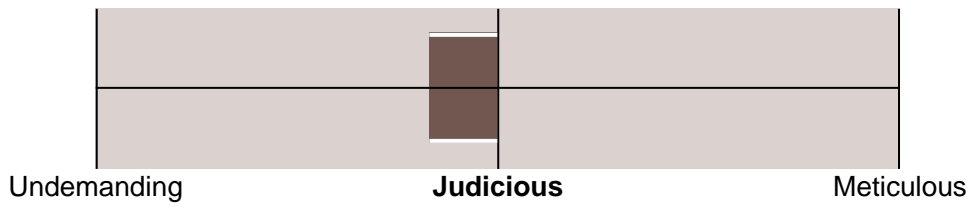
Personality Traits



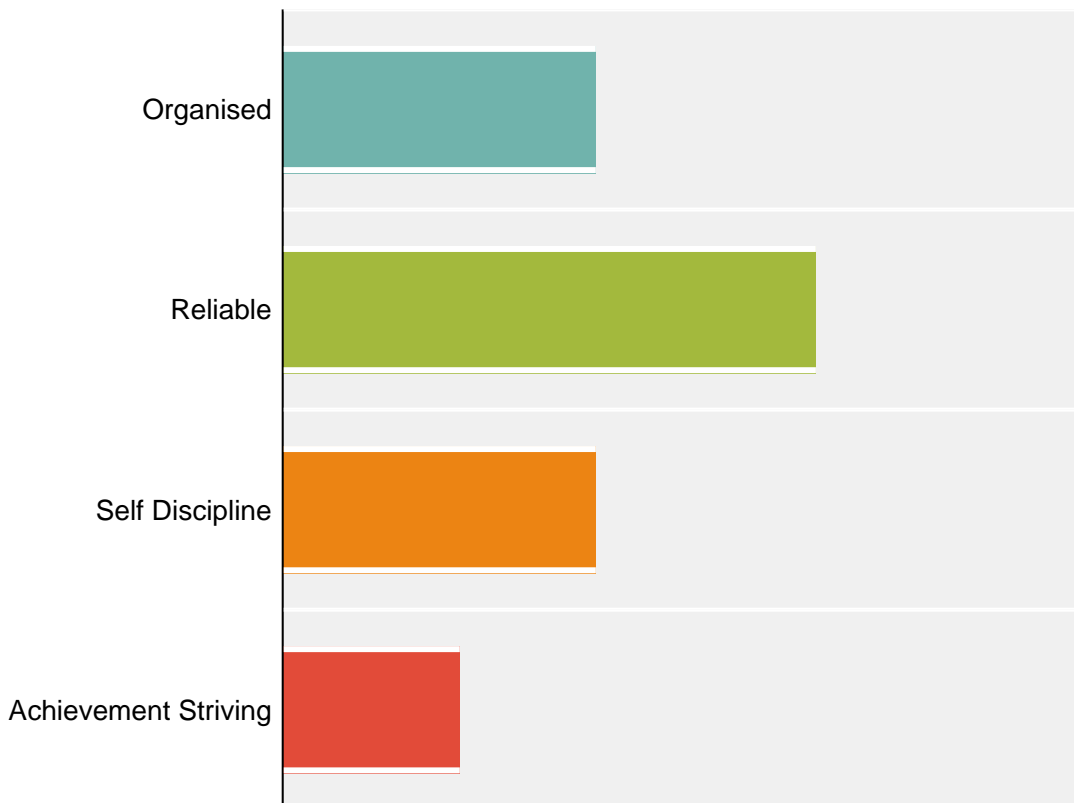
In most situations, you are likely to be PRAGMATIST

- ✓ Confident in existing knowledge and respects traditions; but not averse to exploring new ideas when necessary.
- ✓ Focused on task fulfillment and able to modify approach to achieve best results.
- ✓ Tends to focus on the familiar initially, but can turn to novel options to solve the problem at hand.

A.1.2 Conscientiousness



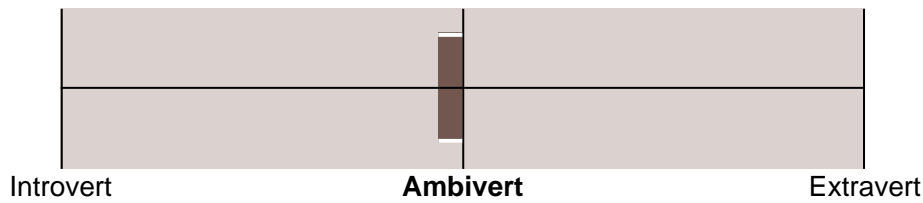
Personality Traits



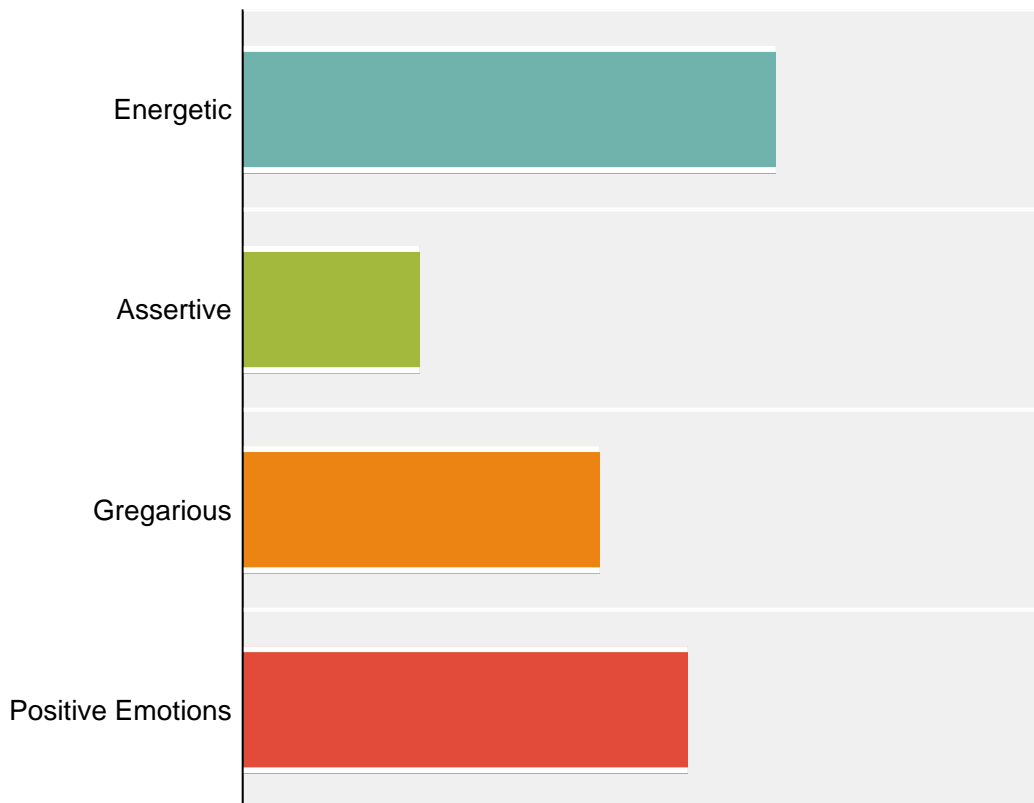
In most situations, you are likely to be JUDICIOUS

- ✓ Practical.
- ✓ Expend only a reasonable amount of effort on a given task.
- ✓ Tend to focus energy on the most urgent and important tasks.
- ✓ Tend to take on just enough to keep reasonably on target.
- ✓ Try to have a broad plan, but may not micro-manage every task.
- ✓ Able to prioritize between speed and accuracy depending on the task.
- ✓ May experience some disappointment from time to time, but able to get over it.
- ✓ Able to balance work demands and personal/ recreational needs.
- ✓ May sometimes be perceived as lacking initiative.
- ✓ May sometimes get side tracked due to fatigue and boredom.

A.1.3 Extraversion



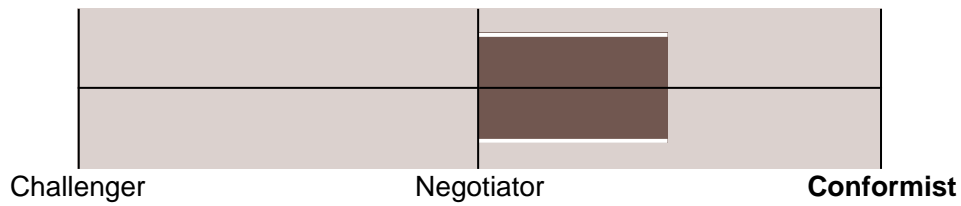
Personality Traits



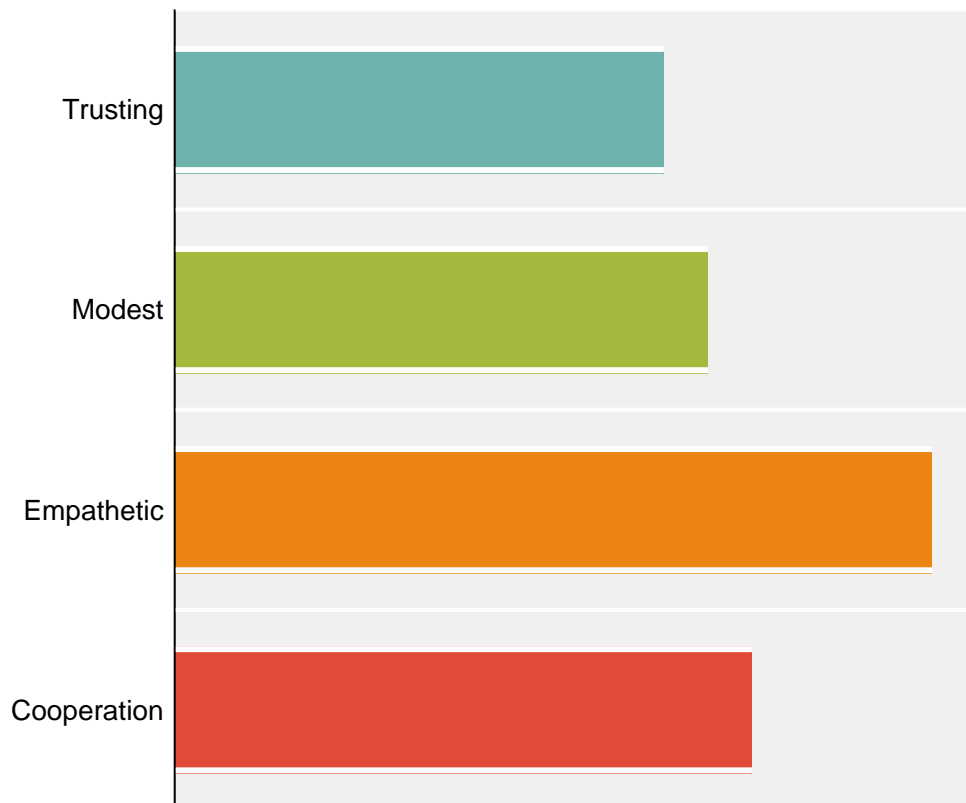
In most situations, you are likely to be AMBIVERT

- ✓ May be thought- or action- oriented, depending on the situation, and can at times be both.
- ✓ Has a built in executive capacity to utilize the best of both introversion and extraversion.
- ✓ Comfortable with social interaction, but also relish alone time.
- ✓ Usually maintain task focus, but may be distracted at times.
- ✓ Average appetite for risk taking.
- ✓ Move comfortably from socially immersive situations to the isolation of working alone.
- ✓ Need time and space to process information/events individually, but may, at times, need external validation as well.
- ✓ Assertive and enthusiastic enough to persuade and close a deal, but at the same time, listen carefully and avoid being overly confident or excited.
- ✓ Has both listening as well as presenting skills to a moderate degree.
- ✓ Most apt to be leaders as they can direct the extraverts to utilize their power-drive and the introverts to choose the right goal to focus on.

A.1.4 Agreeableness



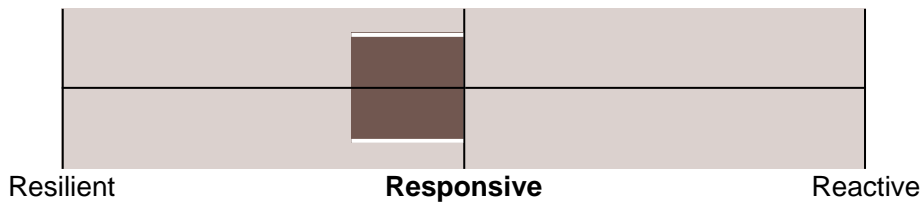
Personality Traits



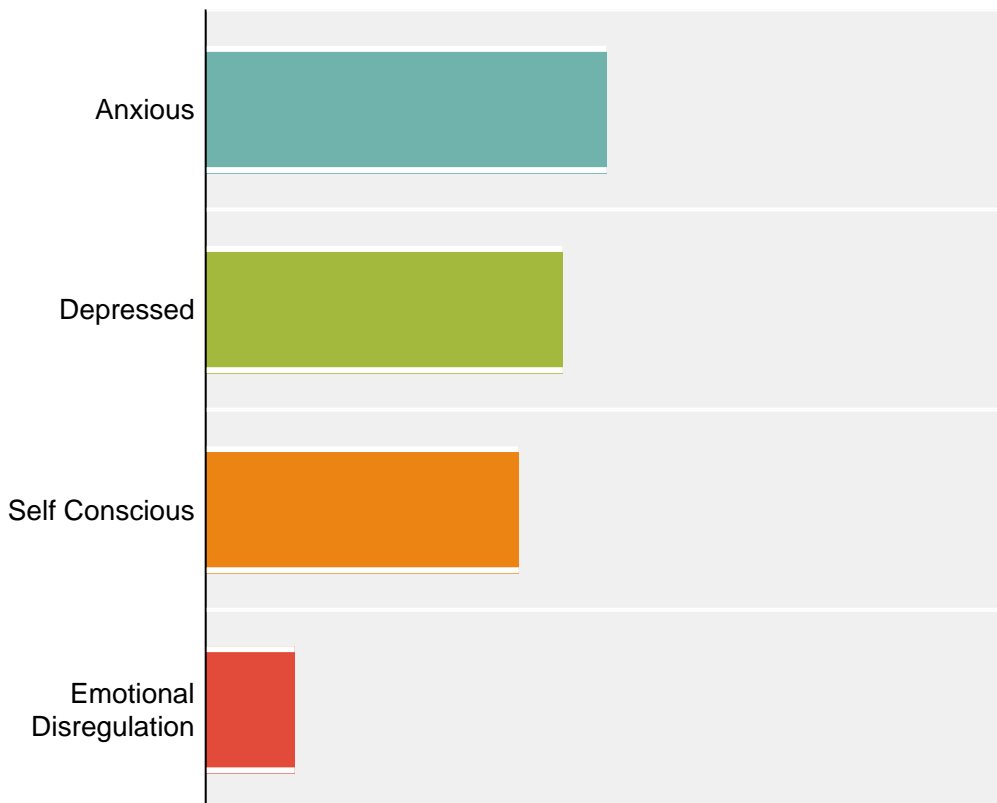
In most situations, you are likely to be CONFORMIST

- ✓ Usually submissive.
- ✓ Highly empathetic.
- ✓ Has an optimistic view of human nature.
- ✓ Decisions are more likely to be influenced by the groups standards than by personal norms.
- ✓ Likely to go out of the way to please other people or reach consensus.
- ✓ Tries to avoid confrontation at all costs.
- ✓ Tries to avoid criticism and social isolation.
- ✓ Likely to suppress emotions.
- ✓ Highly unlikely to be competitive.
- ✓ May come across as a naive, submissive or conflict-averse.

A.1.5 Emotional Sensitivity



Personality Traits



In most situations, you are likely to be RESPONSIVE

- ✓ Tend to be calm, secure and steady under normal circumstances.
- ✓ Response may vary from calm to highly alert, depending on how threatening a situation appears.
- ✓ Has a moderate level of frustration tolerance i.e. can take minor setbacks in stride but may be bogged down by more serious failures.
- ✓ Generally feel in "control" of life ,but may have certain "pain points" or areas of sensitivity.
- ✓ Solve most problems in an emotionally intelligent manner i.e try to find the best solution without hurting anyone feelings.
- ✓ Does not hesitate in asking others for help, if required.
- ✓ May experience both stress and guilt, but not to a very great degree.
- ✓ Able to resist most urges, but may have some known"weaknesses" e.g. a sweet tooth.
- ✓ Able to effectively recognize the urgency/importance of a given situation and respond appropriately.
- ✓ Usually come across as stable, dependable and emotionally warm.

A.2

PERSONAL COMPETENCY MAPPING

Personality Traits	Competency																									
	Openness	Insightful	Creative	Curious	Abstract	Conscientiousness	Organised	Reliable	Self Discipline	Achievement Striving	Extraversion	Energetic	Assertive	Gregarious	Positive Emotions	Agreeableness	Trusting	Modest	Empathetic	Cooperation	Emotional Sensitivity	Anxious	Depressed	Self Consciousness	Emotional Disregulation	
Leading and Deciding							Yellow	Yellow	Yellow	Red		Yellow	Red	Yellow	Yellow											
Building Relationships												Yellow		Yellow	Yellow		Yellow	Yellow	Green	Green					Yellow	
Interacting and Presenting												Yellow	Red	Yellow	Yellow										Yellow	
Analyzing and Interpreting		Yellow		Green	Yellow			Yellow																		
Creating and Conceptualizing		Yellow	Yellow	Green	Yellow																					
Planning and Organizing		Yellow					Yellow	Yellow	Yellow	Red																
Adapting and Coping		Yellow	Yellow												Yellow								Yellow	Yellow	Yellow	Green
Executing and Performing		Yellow					Yellow	Yellow	Yellow	Red													Yellow	Yellow		Green

- KEY STRENGTH Trait very likely to have a positive impact on competency
- NEUTRAL Trait very likely to have a balanced impact on competency
- KEY LIMITATION Trait very likely to have a negative impact on competency

A.3

BEHAVIOUR STYLES

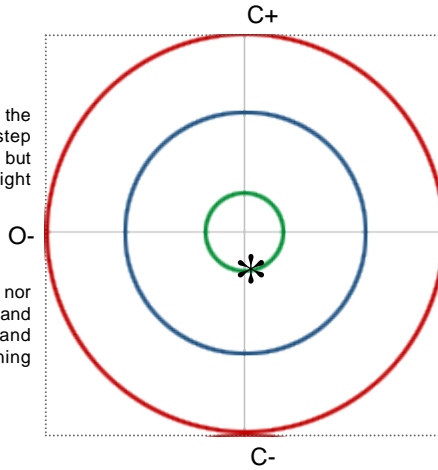
A.3.1 Learning Style

By-the-Book Student (O-C+)

Diligent, methodical, and organized, and abides by all the rules. But lacks imagination and prefers step-by-step instructions. Excels at learning of established concepts but has difficulties with questions that have no one right answer. Has a need for structure and closure.

Reluctant Student (O-C-)

Academic and intellectual pursuits are neither strength nor preference. Needs special incentives to start learning and to stick with it. May need help in organizing work and staying on schedule. May have problems maintaining attention.



Good/Effective Student (O+C+)

combines a real love of learning with the diligence and organization to excel. Has a high aspiration level and is often creative in approach to solving problems. Likely to do very well academically.

O+

Dreamer (O+C-)

Attracted to new ideas and can develop them with imaginative elaborations; but may get lost in day dreams. Good at starting innovative projects, but less successful in completing them. Needs help in staying focused. Able to tolerate uncertainty and ambiguity.

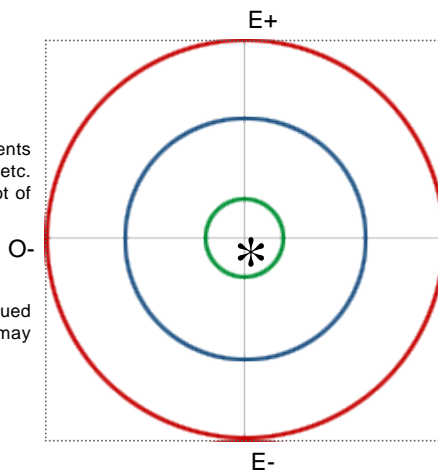
A.3.2 Interests

Mainstream Interactor (O-E+)

Interested in popular and conventional activities/events involving interaction with others e.g parties, sports etc. Prefers simple projects/tasks that do not require a lot of creativity or imagination.

Conventional Introvert (O-E-)

Watchful and interested in activities that can be pursued alone or with a small group. Vocational interests may include mechanical or repetitive work.



Creative Interactor (O+E+)

Adventurous and interested in new and different ideas/activities that involve socializing. Likes to share discoveries with others. Enjoys public speaking, discussions and teaching; and fits in well with diverse groups.

O+

Creative Introvert (O+E-)

Interested in creative activities that can be pursued alone e.g. reading, writing, painting and music. Prefers occupations that provide both challenge and privacy.

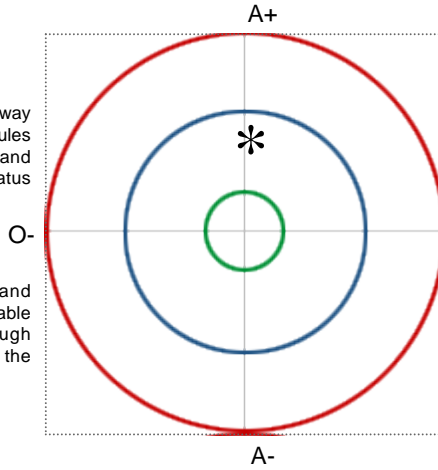
A.3.3 Attitude

Traditionalist (O-A+)

Relies on family values and beliefs in seeking the best way for people to live. Feels that following the established rules without questions is the best way to ensure peace and prosperity for everyone. Unlikely to challenge the status quo.

Hardliner / Staunch Believer / Opinionated(O-A-)

Has strong and rigid beliefs about social rules and personal morality. Views human nature with considerable skepticism and supports strict discipline/get-tough approach to problems. Expects everyone to follow the rules.



Progressive (O+A+)

Takes a thoughtful approach to problems and is willing to try new solutions. Has faith in human nature and is confident that most situations can be improved through coaching, creativity and cooperative. Believes in reason and being reasonable.

O+

Radical / Rebel / Maverick / Free Thinker (O+A-)

Critical thinker who is swayed neither by tradition nor by sentimentality. Considers all views but then makes own judgments about right and wrong. Willing to disregard others feelings in pursuing own idea of the truth.

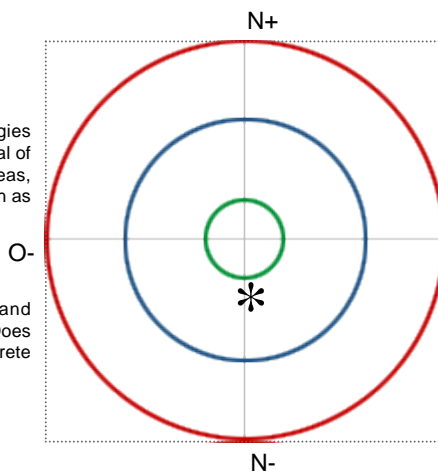
A.3.4 Stress Tolerance

Rigidly Maladaptive (O-N+)

Tends to use primitive and ineffective coping strategies under stress, such as repression of emotions and denial of the problem. Prefers not to think about disturbing ideas, and may refuse to acknowledge possible dangers (such as a serious loss).

Unmoved / Uninvolved (O-N-)

Rarely experiences strong negative emotions, and downplays the importance of emotional experiences. Does not dwell on threats or losses, turning instead to concrete action to solve the problem or simply to distract.



Hypersensitive (O+N+)

Always alert to danger and vividly imagines possible misfortunes. May sometimes be troubled by odd and eccentric ideas and even suffer from nightmares because of unusual and creative thinking.

O+

Flexible (O+N-)

Keenly aware of conflict, stress, and threats; but uses these situations to come up with creative solutions. Treats life stress as a source of artistic inspiration.

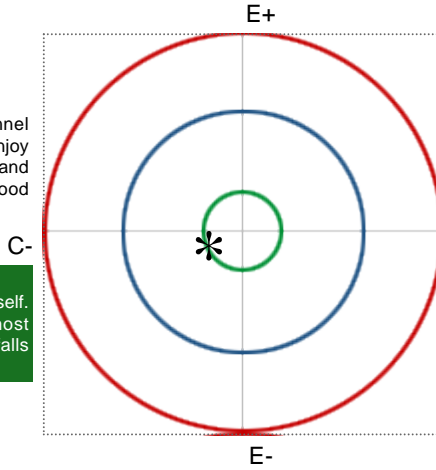
A.3.5 Work Style

Fun-Lover (C-E+)

Full of energy and vitality, but finds it hard to channel energy in constructive directions. Instead, prefers to enjoy life with thrills, adventures, and parties. Spontaneous and impulsive, ready to drop work for the chance of a good time.

Passive (C-E-)

Unenthusiastic and has few plans or goals to motivate self. Tends to be passive and responds only to the most pressing demands. Rarely initiates activities. Often falls behind in group activities and games.



Go-Getter (C+E+)

Productive and efficient and works with a rapid tempo. Knows exactly what needs to be done and is eager to pitch in. Might design own self-improvement program and follow it with zeal. At times tries to impose own style on others and may seem pushy.

C+

Workhorse/Hard working (C+E-)

Methodical worker who concentrates on the task at hand and works slowly and steadily until it is completed. Has a steady pace of work. Cannot be hurried, but can be counted upon to finish the assigned tasks.

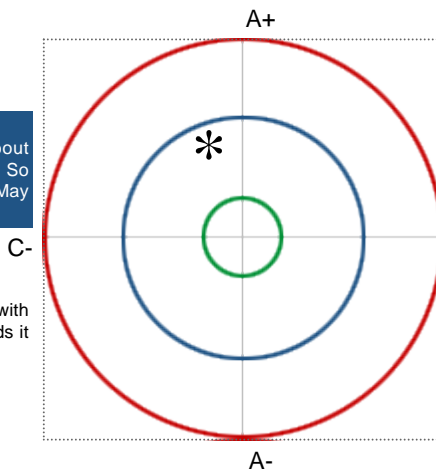
A.3.6 Co-operation / Sphere of Concern

Empathetic (C-A+)

Giving, sympathetic, and genuinely concerned about others. However, lacks organization and persistence. So sometimes fails to follow through on good intentions. May be best at inspiring kindness and generosity in others.

Apathetic (C-A-)

More concerned with own comfort and pleasure than with the well-being of others. Tends to be weak-willed. Finds it difficult to correct undesirable habits.



Altruistic (C+A+)

Works diligently for the benefit of the group. High in self-discipline and endurance, and channels efforts to the service of others. As a volunteer, willing to take on difficult or thankless tasks and stick to them till the end.

C+

Self - Promoter (C+A-)

Concerned first and foremost with own needs and interests, and effective in pursuing own ends. May be highly successful in business or politics because of single-minded pursuit of own interests.

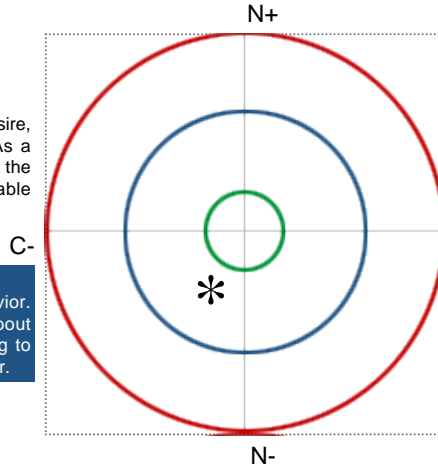
A.3.7 Impulse Control

Impulsive (C-N+)

Finds it difficult and distressing to resist any urge or desire, and lacks the self control to hold urges in check. As a result, may act in ways that are not in best interests in the long run. May be particularly susceptible to undesirable behavior.

Relaxed (C-N-)

Feels little need to exert rigorous control over behavior. Tends to take the easy way, and is philosophical about disappointments. May need extra push for motivating to follow advice or to undertake any effortful task/endeavor.



Over-controlled Perfectionist (C+N+)

Combines distress-proneness with a strong need to control behavior. Strives for perfection and will not allow self to fail even in the smallest task. Thus, prone to guilt and self-recrimination as goals are often unrealistic and unattainable. May be susceptible to obsessive and compulsive behavior.

C+

Calmly Disciplined (C+N-)

Has clearly defined personal goals and the ability to work toward them even under unfavorable conditions. Takes setbacks and frustrations in stride, and is able to tolerate unsatisfied needs without abandoning their plan of action. Is capable of delaying immediate gratification for long-term success.

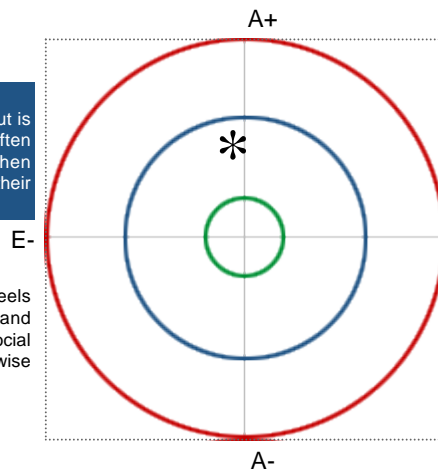
A.3.8 Interaction Style

Unassuming (E-A+)

Modest and self effacing. Often prefers to be alone, but is also sympathetic and responsive to others needs. Often taken advantage of because of trusting nature. When working with such a person, one should watch out for their interests but still respect their privacy.

Competitor (E-A-)

Prefers respectful distance to close friendship; and feels strongly about privacy. May at times be Suspicious and wary of others. Comfortable in jobs that require little social interaction. When interacting with such a person, it is wise to allow them the space they feel they need.



Welcomer (E+A+)

Sincerely enjoys the company of others. Deeply attached to old friends and reaches out freely to new ones. Good-natured and sympathetic, willing to lend an ear and happy to chat about own ideas. Popular and easy to get along with.

E+

Leader (E+A-)

Enjoys social situations and shines in them. Prefers giving instructions to taking them and is well suited to making decisions. May be boastful and vain, but also knows how to get people to work together.

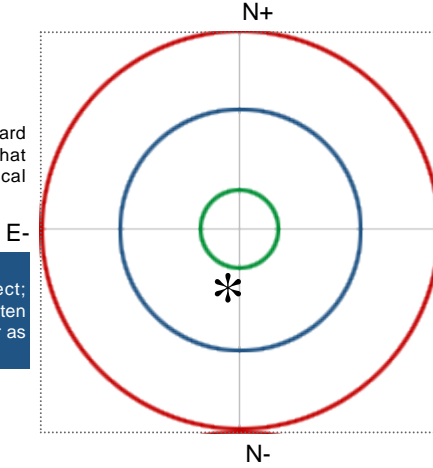
A.3.9 Psychological Well-Being

Pessimistic Recluse (E-N+)

Generally has a sad disposition and often finds life hard and joyless. There is little that cheers and much that causes distress. May succumb to periods of clinical depression under stressful circumstances.

Peaceful Recluse (E-N-)

Neither good news nor bad news has much effect; maintains a stoic indifference to events that would frighten or delight others. Interpersonal relationships may suffer as considered cold and distant by other people.



Strongly Emotional (E+N+)

Mingles easily with people, but experiences both positive and negative emotions to an extreme degree. Gets carried away by feelings and often swings rapidly from one mood to another. As such, interpersonal interactions may be tumultuous.

Optimistic Extravert (E+N-)

Usually cheerful and enjoys life. Has a keen appreciation for life's pleasures. May become angry or sad at times, but quickly gets over these feelings. Prefers to concentrate on the future with eager anticipation.

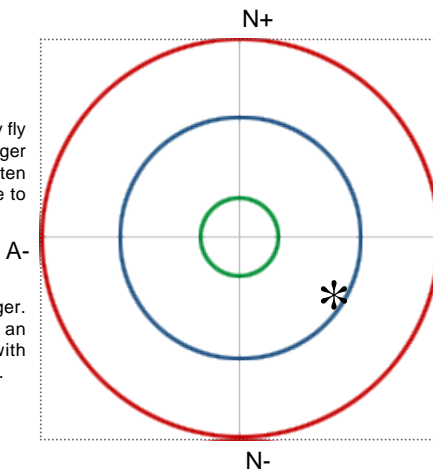
A.3.10 Emotion Regulation / Anger Management

Quick Tempered (A-N+)

Easily angered and tends to express anger directly. May fly into a rage over a minor irritant, and can seethe with anger for long periods of time. Takes offense readily, and often overlooks the effects of anger on others. May be prone to physical aggression or verbal abuse.

Objective / Dispassionate (A-N-)

May feel hurt, but not overpowered by feelings of anger. Instead, keeps grudges and expresses animosity at an opportune time and in a suitable way. Can deal with manipulative office politics or interpersonal relationships.



Reticent / Diffident / Unassertive / Timid (A+N+)

Heavily conflicted over anger expression. On one hand, feelings are readily hurt and often feels victimized; on the other, reluctant to express anger because of fear of offending others. As a result, anger may be harbored but not expressed.

Easy-Going / Laid-Back (A+N-)

Slow to anger and reluctant to express it. May raise objections when insulted, but prefers to forget and forgive. Understands that there are two sides to every issue and tries to work toward a common ground in resolving disputes.



SECTION B:

LEADERSHIP REPORT

B.1

LEADERSHIP - INTRODUCTION

Today, perhaps the most important workplace skill is the ability to lead. As a leader, you need to make difficult, sometimes unpopular decisions. You need to inspire teams, manage conflict and help people accept change. As a leader the buck stops with you.

Whether you've just been promoted to a position with a number of direct reports, you've been appointed team leader on a project or you want to hone your skills for a future role as manager, working on your leadership skills will stand you in good stead.

This section helps highlight the strengths you may have and possible challenges you might face in a leadership role. Together, the Personality and Leadership reports complement each other and provide rich information for use in your personal, ongoing leadership development efforts.

The Leadership Report begins with a snapshot of your dominant leadership skills. The report then describes your leadership style in the contexts of two scenarios where leadership capability is most apparent - Decision Making and Negotiations.

However, please note that the interpretations in your report are intended to help you become a more effective leader; they are neither an evaluation of your "CEO potential" nor the final verdict on the success of your leadership attempts. We advise you to exercise your good judgment in using this report to your advantage.

"The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly."

- Jim Rohn*

*Emanuel James "Jim" Rohn
(1930–2009)
American entrepreneur,
author and motivational
speaker.

B.2

LEADERSHIP SKILLS SNAPSHOT



The test maps five leadership skills. The graph above indicates a rank order of these five skills based on the responses of the test taker. The diagram above is only to show a comparison between the various skills the individual has, and an input on what seems like the more pronounced skills of the five stated skills. The length of the horizontal bar is not indicative of the extent of that skill and this chart can not be used as a comparison with another individual.

Glossary of Leadership Skills

Professional Skills are reflected in logical/critical reasoning, capacity for strategic planning and a focus on achievement of goals. Professional ability is also positively associated with the ability to articulate ideas and thoughts to others and the perceptual ability to recognize important situational factors. A successful leader typically must have above average professional skills, capable of resolving problems using both experience and expertise.

Organizational Skills include the ability to take charge and to plan & allocate tasks to the best advantage of the organization. These also include the ability to exert influence and organize people into effective teams. A successful leader must be assertive, enthusiastic and should be capable of marshaling the organization's resources to achieve goals.

People Skills consist of the capacity to guide, support, serve and transform people with an element of empathy and humility. A successful leader is inclusive, approachable, communicates with clarity and has wide social networks through which he/she can stay connected and exercise power.

Crisis Management Skills are visible in an individual's capacity to tackle difficult situations effectively and with poise. A successful leader remains emotionally stable and optimistic even in extreme situations. He/she is responsive and inspires confidence; is open to novel approaches of problem solving; is capable of taking clear and decisive actions and handles others' emotions with maturity.

Vision is the capacity to see potential where others can't. A successful leader has insight and creativity to come up with fresh ideas. He/she also has ambition to succeed, confidence in self, enthusiasm to chase goals, optimism and patience to handle frustration in the path of goal achievement.

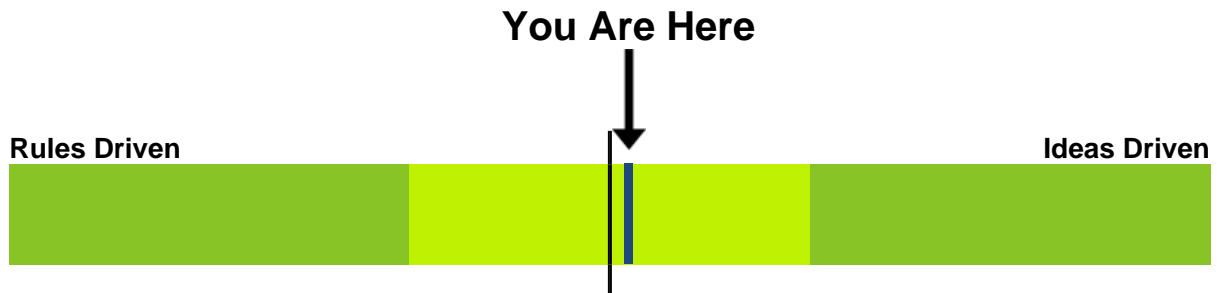
B.3

DECISION MAKING STYLE

Decision making is defined as the method using which individuals determine alternative actions, evaluate them and choose one of these alternatives to apply to solve a problem. Decision-making activities are universal processes and like with any behavior pattern, the strategies used may vary from individual to individual; and from time to time.

Most individuals will use all kinds of strategies at some point in their lives. However, an individual's personality make-up gives rise to an average, dispositional tendency in the individual's decision making pattern. In other words, our personality structure determines our tendency to prefer a particular decision making style in most situations.

Here's a view of 2 broad decision making styles for a leader.



Your Decision Making style can be understood by viewing the indicator. Your preferred style and the intensity of your preference are indicated by the position of the needle. The closer the needle is to any extreme, the stronger is your preference to that decision making style.

Glossary of Decision Making Styles

Rules Driven Leader

- ✓ A rules driven leader tends to rely on established procedures to arrive at a decision. This decision making style involves identification of the problem faced and retrieval from memory of the rule or learnt method for dealing with this particular situation.
- ✓ With experience the Rules Driven decision maker may also adopt the Intuitive/Recognition Primed style which is perhaps the fastest decision making style. In this style there may not be a known rule/procedure but the leader rapidly recognizes the type of situation and immediately recalls an appropriate course of action on the basis of prior experience.
- ✓ The Rules Driven decision making style is quick and highly effective in familiar situations but may be rendered ineffective in the face of unfamiliar situations.

Ideas Driven Leader

- ✓ An ideas driven leader tends to rely on instincts and analysis. This is the most sophisticated decision making style which involves creation of a novel course of action. It requires a full assessment of the situation, rigorous information analysis and critical comparison of all possible alternatives.
- ✓ With experience the Ideas Driven decision maker may adopt incident response planning as a routine exercise which will help him/her evaluate several novel approaches in advance.
- ✓ The Ideas Driven decision making style is not very effective in routine scenarios but is highly valuable in unfamiliar situations where goals and tasks are less well-defined, information is missing or ambiguous, conditions are constantly changing and the stakes are high.

B.4

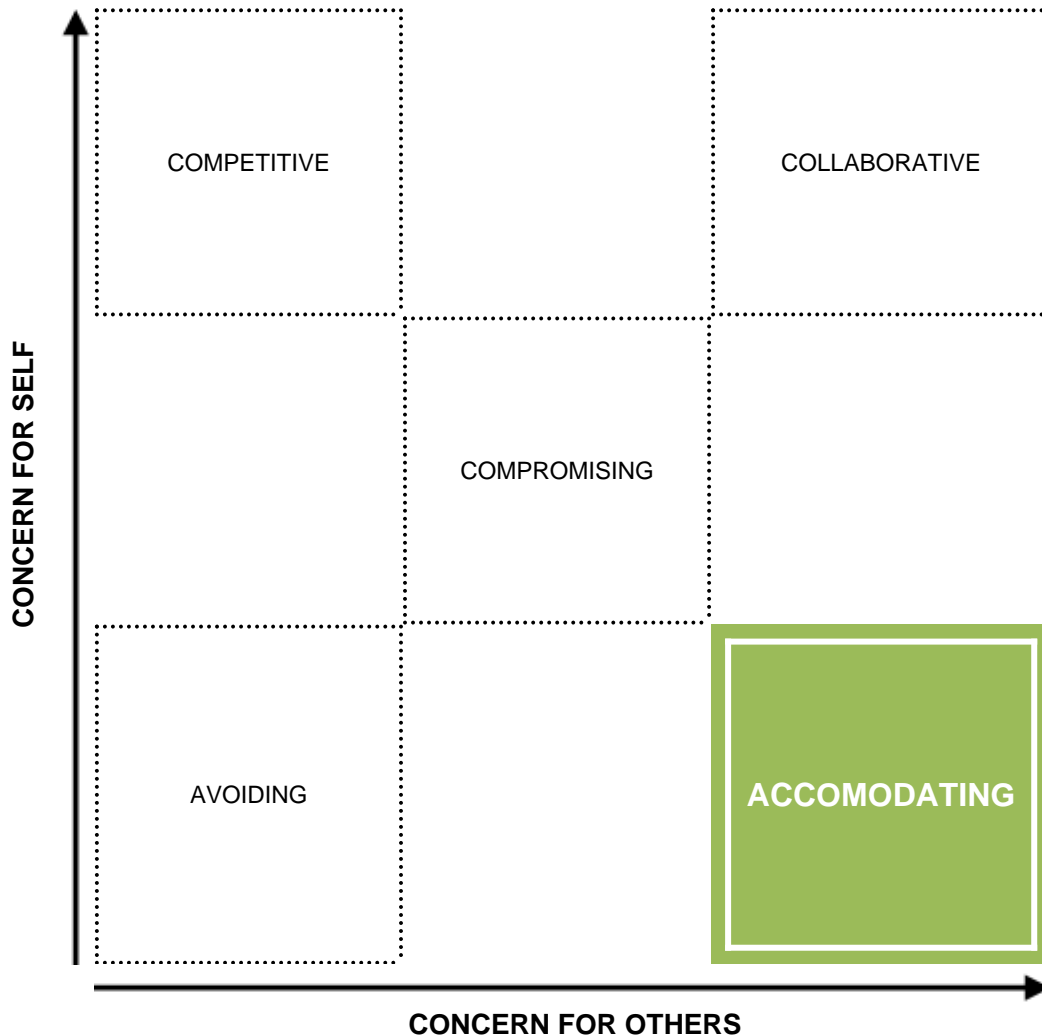
NEGOTIATION STYLE

Glossary of Leadership Skills

People negotiate every day, often without realizing it. Every time you ask for something, you're actually negotiating. Negotiation is an important aspect of our lives, especially because it offers an effective means for resolving conflicts. And whether we like it or not, conflicts – differences that interfere with our efforts to satisfy our interests – are ubiquitous.

Sometimes conflicts motivate us and sometimes they frustrate us. There are many ways to deal with conflicts and most people will try them all at some point in their lives. However, which style we are most likely to use is determined to a great extent by our personality traits.

Here's a matrix of the most popular negotiation styles. Based on your scores on the personality assessment, your dominant Negotiation Style has been highlighted.



Glossary of Negotiation Styles

Competitive negotiation style maximizes assertiveness i.e. the desire to propagate own beliefs or ideas. Competitive negotiators truly believe that they are “right” while the other party is “wrong”. They enjoy dominating the conversation and typically see conflict as a “win or lose” situation. They are comfortable using power tactics and intimidation.

Collaborative negotiation style is characterized by both pro-social and pro-self behavior. During conflict, collaborative negotiators try to team up with the other parties to arrive at an amicable solution to satisfy everyone involved. They typically try to make it a “win-win” situation. They see conflict as a creative opportunity.

Avoiding negotiation style is reflected in the tendency to change the topic, avoid it completely or even deny the existence of a problem. An avoidant negotiator is uncomfortable with conflict and therefore, has no interest in dealing with the other parties. During conflict, avoiders adopt a “wait and see” attitude, often allowing conflict to either sort itself out or linger on. The discomfort with conflict is also a cultural phenomenon i.e. many cultures promote conflict avoidance as a means to maintain “good relations”.

Accommodating negotiation style is characterized by a high concern for others’ well being, sometimes even at the cost of own interests. Accommodating negotiators derive satisfaction from meeting the needs of others and have a strong desire to maintain positive social relations. During conflict, accommodators are likely to “give in” to the others’ demands out of respect for the social relationship.

Compromising is the most commonly used negotiation style. It indicates an intermediate-level of concern for both personal and others’ interests. Compromisers value fairness and are comfortable with mutual give-and-take interactions. This style borrows bits and parts from all the other 4 styles and can be considered a “middle-of-the-road” approach to conflict resolution.



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