

APPENDIX A: NEGOTIATION GROUPS

Group 1 Richard/Jennifer Speedo Delivery Service

Feel free to discuss your role with anyone or let anyone else see this paper.

Background

You and your partner run a local delivery service. You are the junior partner in the operation and in differences of opinion, the senior partner makes the final decision. You pride yourself on providing excellent service at a reasonable cost. Recently several mid-to-large size companies have become aware of your reputation and would like to draw up a standard contract for your services. So far you have negotiated with a couple of these companies and the discussions have gone fairly well. You charge by the mile and by the pound for deliveries, but for contracts where you will make a minimum of 50 deliveries a month, you are willing to give a discount. You cannot go below 50 deliveries a month or you will lose money. Therefore, the only item that must be negotiated is the discount rate, but this can change as the number of deliveries change. Normally you offer 10% initially, but tend to raise the discount amount as the volume of deliveries goes up.

Although this is not a hard and fast rule, you and your partner have been using the following general guideline:

- 50 - 99 deliveries per month = 10%
- 100 - 149 deliveries per month = 15%
- 150 - 199 deliveries per month = 20%
- 200 or more deliveries per month = 25%

You can offer and agree to any discount rate that you and your partner choose, just keep in mind that, above 25%, you will be losing money. The key is to be flexible.

Situation

You are just sitting down to negotiate with representatives of AJAX corporation. The negotiations shouldn't take more than about 10 minutes.

Your Role

You usually lead the negotiations because this is something that you are good at and generally you feel comfortable doing.

Goal

Complete the negotiation within 10 minutes and get the best deal you can.

APPENDIX A: NEGOTIATION GROUPS Continued

Group 1 Melinda/Gary Speedo Delivery Service

Feel free to discuss your role with anyone or let anyone else see this paper.

Background

You and your partner run a local delivery service. You are the senior partner in the operation and in differences of opinion, you make the final decision. You pride yourself on providing excellent service at a reasonable cost. Recently several mid-to-large size companies have become aware of your reputation and would like to draw up a standard contract for your services. So far you have negotiated with a couple of these companies and the discussions have gone fairly well. You charge by the mile and by the pound for deliveries, but for contracts where you will make a minimum of 50 deliveries a month, you are willing to give a discount. You cannot go below 50 deliveries a month or you will lose money. Therefore, the only item that must be negotiated is the discount rate, but this can change as the number of deliveries change. Normally you offer 10% initially, but tend to raise the discount amount as the volume of deliveries goes up.

Although this is not a hard and fast rule, you and your partner have been using the following general guideline:

50 - 99 deliveries per month = 10%
100 - 149 deliveries per month = 15%
150 - 199 deliveries per month = 20%
200 or more deliveries per month = 25%

You can offer and agree to any discount rate that you and your partner agree on, just keep in mind that, above 25%, you will be losing money. The key is to be flexible.

Situation

You are just sitting down to negotiate with representatives of AJAX corporation. The negotiations shouldn't take more than about 10 minutes.

Your Role

You usually let Richard/Jennifer lead the negotiation. This is something that he/she does well and generally seems very comfortable doing.

Goal

Complete the negotiation within 10 minutes and get the best deal you can.

APPENDIX A: NEGOTIATION GROUPS Continued

**Group 1
Joe/Susan
AJAX Corporation**

Feel free to discuss your role with anyone or let anyone else see this paper.

Background

You and Larry/Linda are from the contracts shop of AJAX Corporation. Your company has been striving to reduce costs in all possible areas without sacrificing quality or customer satisfaction. You have heard good things about Speedo Delivery, and even though they are small, you are willing to give them a try for some of your delivery needs. However, to make it worthwhile to give them a contract, you need to receive at least a 20% discount. A higher discount rate would be even better. The only item that needs to be negotiated is the discount rate. You plan to start with about 100 deliveries a month, but you have some flexibility here, since your company usually has delivery needs for close to 1,000 items per month.

You and Larry/Linda have complete authority to negotiate the deal with Speedo, but you shouldn't plan on accepting less than 20%; otherwise, you will be paying more for deliveries than your current contract. The key is to be flexible.

Situation

Melinda/Gary and Richard/Jennifer have just arrived to negotiate the discount rate with you. The negotiations shouldn't take more than about 10 minutes. You place a great deal of emphasis on reliable, trusting relationships with business partners, so consider your impressions of Melinda/Gary and Richard/Jennifer and how they negotiate, and take this into account when you make your agreement with Speedo.

Your Role

You usually lead the discussion, but ask Larry/Linda for input, and you always check to make sure they agree with any deal.

Goal

Complete the negotiation within 10 minutes and get the best deal you can.

APPENDIX A: NEGOTIATION GROUPS Continued

**Group 1
Larry/Linda
AJAX Corporation**

Feel free to discuss your role with anyone or let anyone else see this paper.

Background

You and Joe/Susan are from the contracts shop of AJAX Corporation. Your company has been striving to reduce costs in all possible areas without sacrificing quality or customer satisfaction. You have heard good things about Speedo Delivery, and even though they are small, you are willing to give them a try for some of your delivery needs. However, to make it worthwhile to give them a contract, you need to receive at least a 20% discount. A higher discount rate would be even better. The only item that needs to be negotiated is the discount rate. You plan to start with about 100 deliveries a month, but you have some flexibility here, since your company usually has delivery needs for close to 1,000 items per month.

You and Joe/Susan have complete authority to negotiate the deal with Speedo, but you shouldn't plan on accepting less than 20%; otherwise, you will be paying more for deliveries than your current contract. The key is to be flexible.

Situation

Melinda/Gary and Richard/Jennifer have just arrived to negotiate the discount rate with you. The negotiations shouldn't take more than about 10 minutes. You place a great deal of emphasis on reliable, trusting relationships with business partners, so consider your impressions of Melinda/Gary and Richard/Jennifer and how they negotiate, and take this into account when you make your agreement with Speedo.

Your Role

You usually participate in the discussion, but let Joe/Susan take the lead.

Goal

Complete the negotiation within 10 minutes and get the best deal you can.

APPENDIX A: NEGOTIATION GROUPS Continued

Group 2 Richard/Jennifer Speedo Delivery Service

Do not discuss your role with anyone or let anyone else see this paper.

Background

You and your partner run a local delivery service. You are the junior partner in the operation and in differences of opinion, the senior partner makes the final decision. You pride yourself on providing excellent service at a reasonable cost. Recently, several mid-to-large size companies have become aware of your reputation and would like to draw up a standard contract for your services. So far you have negotiated with a couple of these companies and the discussions have gone fairly well. You charge by the mile and by the pound for deliveries, but for contracts where you will make a minimum of 50 deliveries a month, you are willing to give a discount. You cannot go below 50 deliveries a month or you will lose money. Therefore, the only item that must be negotiated is the discount rate, but this can change as the number of deliveries change. Normally you offer 10% initially, but tend to raise the discount amount as the volume of deliveries goes up.

Although this is not a hard and fast rule, you and your partner have been using the following general guideline (which you do not reveal to the company negotiators):

- 50 - 99 deliveries per month = 10%
- 100 - 149 deliveries per month = 15%
- 150 - 199 deliveries per month = 20%
- 200 or more deliveries per month = 25%

You can offer and agree to any discount rate that you and your partner agree on; just keep in mind that, above 25%, you will be losing money.

Situation

You are just sitting down to negotiate with representatives of AJAX corporation. Just as you are sitting down to the table, you realize that you may recognize one of the AJAX negotiators. (Joe/Susan) looks like a former supervisor you worked for in another company. You remember this person as someone you wouldn't trust with your dog. He/she was very underhanded, talked about everyone behind their backs, and didn't seem to care about anyone. You caught him/her in lies regularly, but he/she would just deny them when confronted. You don't have time to step out and warn your partner about Joe/Susan, so you will just have to do the best you can under the circumstances. The negotiations may be difficult.

Your Role

You usually lead the negotiations because this is something that you are good at and generally you feel comfortable doing.

Goal

Complete the negotiation within 10 minutes and get the best deal you can.

APPENDIX A: NEGOTIATION GROUPS Continued

Group 2 Melinda/Gary Speedo Delivery Service

Do not discuss your role with anyone or let anyone else see this paper.

Background

You and your partner run a local delivery service. You are the senior partner in the operation and, in differences of opinion, you make the final decision. You pride yourself on providing excellent service at a reasonable cost. Recently, several mid-to-large size companies have become aware of your reputation and would like to draw up a standard contract for your services. So far you have negotiated with a couple of these companies and the discussions have gone fairly well. You charge by the mile and by the pound for deliveries, but for contracts where you will make a minimum of 50 deliveries a month, you are willing to give a discount. You cannot go below 50 deliveries a month or you will lose money. Therefore, the only item that must be negotiated is the discount rate, but this can change as the number of deliveries change. Normally you offer 10% initially, but tend to raise the discount amount as the volume of deliveries goes up.

Although this is not a hard and fast rule, you and your partner have been using the following general guideline (which you do not reveal to the company negotiators):

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150 - 199 deliveries per month = 20%
200 or more deliveries per month = 25%

You can offer and agree to any discount rate that you and your partner agree on; just keep in mind that, above 25%, you will be losing money. The key is to be flexible.

Situation

You are just sitting down to negotiate with representatives of AJAX corporation. The negotiations shouldn't take more than about 10 minutes.

Your Role

You usually let Richard/Jennifer lead the negotiation. This is something that he/she does well and generally seems very comfortable doing.

Goal

Complete the negotiation within 10 minutes and get the best deal you can.

APPENDIX A: NEGOTIATION GROUPS Continued

**Group 2
Joe/Susan
AJAX Corporation**

Feel free to discuss your role with anyone or let anyone else see this paper.

Background

You and Larry/Linda are from the contracts shop of AJAX Corporation. Your company has been striving to reduce costs in all possible areas without sacrificing quality or customer satisfaction. You have heard good things about Speedo Delivery, and even though they are small, you are willing to give them a try for some of your delivery needs. However, to make it worthwhile to give them a contract, you need to receive at least a 20% discount. A higher discount rate would be even better. The only item that needs to be negotiated is the discount rate. You plan to start with about 100 deliveries a month, but you have some flexibility here, since your company usually has delivery needs for close to 1000 items per month.

You and Larry/Linda have complete authority to negotiate the deal with Speedo, but you shouldn't plan on accepting less than 20%; otherwise, you will be paying more for deliveries than your current contract. The key is to be flexible.

Situation

Melinda/Gary and Richard/Jennifer have just arrived to negotiate the discount rate with you. The negotiations shouldn't take more than about 10 minutes. You place a great deal of emphasis on reliable, trusting relationships with business partners, so consider your impressions of Melinda/Gary and Richard/Jennifer and how they negotiate, and take this into account when you make your agreement with Speedo.

Your Role

You usually lead the discussion, but ask Larry/Linda for input and you always check to make sure they agree with any deal.

Goal

Complete the negotiation within 10 minutes and get the best deal you can.

APPENDIX A: NEGOTIATION GROUPS Continued

**Group 2
Larry/Linda
AJAX Corporation**

Feel free to discuss your role with anyone or let anyone else see this paper.

Background

You and Joe/Susan are from the contracts shop of AJAX Corporation. Your company has been striving to reduce costs in all possible areas without sacrificing quality or customer satisfaction. You have heard good things about Speedo Delivery, and even though they are small, you are willing to give them a try for some of your delivery needs. However, to make it worthwhile to give them a contract you need to receive at least a 20% discount. A higher discount rate would be even better. The only item that needs to be negotiated is the discount rate. You plan to start with about 100 deliveries a month, but you have some flexibility here, since your company usually has delivery needs for close to 1,000 items per month.

You and Joe/Susan have complete authority to negotiate the deal with Speedo, but you shouldn't plan on accepting less than 20%; otherwise, you will be paying more for deliveries than your current contract. The key is to be flexible.

Situation

Melinda/Gary and Richard/Jennifer have just arrived to negotiate the discount rate with you. The negotiations shouldn't take more than about 10 minutes. You place a great deal of emphasis on reliable, trusting relationships with business partners, so consider your impressions of Melinda/Gary and Richard/Jennifer and how they negotiate, and take this into account when you make your agreement with Speedo.

Your Role

You usually participate in the discussion, but let Joe/Susan take the lead.

Goal

Complete the negotiation within 10 minutes and get the best deal you can.

APPENDIX A : NEGOTIATION GROUPS Continued

Group 3 Richard/Jennifer Speedo Delivery Service

Do not discuss your role with anyone or let anyone else see this paper.

Background

You and your partner run a local delivery service. You are the junior partner in the operation and in differences of opinion, the senior partner makes the final decision. You pride yourself on providing excellent service at a reasonable cost. Recently, several mid-to-large size companies have become aware of your reputation and would like to draw up a standard contract for your services. So far you have negotiated with a couple of these companies and the discussions have gone fairly well. You charge by the mile and by the pound for deliveries, but for contracts where you will make a minimum of 50 deliveries a month, you are willing to give a discount. You cannot go below 50 deliveries a month or you will lose money. Therefore, the only item that must be negotiated is the discount rate, but this can change as the number of deliveries change. Normally you offer 10% initially, but tend to raise the discount amount as the volume of deliveries goes up.

Although this is not a hard and fast rule, you and your partner have been using the following general guideline (which you do not reveal to the company negotiators):

- 50 - 99 deliveries per month = 10%
- 100 - 149 deliveries per month = 15%
- 150 - 199 deliveries per month = 20%
- 200 or more deliveries per month = 25%

You can offer and agree to any discount rate that you and your partner agree on; just keep in mind that, above 25%, you will be losing money.

Situation

You are just sitting down to negotiate with representatives of AJAX corporation. Just as you are sitting down to the table, you realize that you may recognize one of the AJAX negotiators. (Joe/Susan) looks like a former supervisor you worked for in another company. You remember this person as someone you wouldn't trust with your dog. He/she was very underhanded, talked about everyone behind their backs, and didn't seem to care about anyone. You caught him/her in lies regularly, but he/she would just deny them when confronted. You don't have time to step out and warn your partner about Joe/Susan, so you will just have to do the best you can under the circumstances. The negotiations may be difficult.

Your Role

You usually lead the negotiations because this is something that you are good at and generally you feel comfortable doing.

Goal

Complete the negotiation within 10 minutes and get the best deal you can.

APPENDIX A: NEGOTIATION GROUPS Continued

Group 3 Melinda/Gary Speedo Delivery Service

Do not discuss your role with anyone or let anyone else see this paper.

Background

You and your partner run a local delivery service. You are the senior partner in the operation and in differences of opinion, you make the final decision. You pride yourself on providing excellent service at a reasonable cost. Recently, several mid-to-large size companies have become aware of your reputation and would like to draw up a standard contract for your services. So far you have negotiated with a couple of these companies and the discussions have gone fairly well. You charge by the mile and by the pound for deliveries, but for contracts where you will make a minimum of 50 deliveries a month, you are willing to give a discount. You cannot go below 50 deliveries a month or you will lose money. Therefore, the only item that must be negotiated is the discount rate, but this can change as the number of deliveries change. Normally you offer 10% initially, but tend to raise the discount amount as the volume of deliveries goes up.

Although this is not a hard and fast rule, you and your partner have been using the following general guideline (which you do not reveal to the company negotiators):

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- 150 - 199 deliveries per month = 20%
- 200 or more deliveries per month = 25%

You can offer and agree to any discount rate that you and your partner agree on, just keep in mind that above 25% you will be losing money. The key is to be flexible.

Situation

You are just sitting down to negotiate with representatives of AJAX corporation. The negotiations shouldn't take more than about 10 minutes.

Your Role

You usually let Richard/Jennifer lead the negotiation. This is something that he/she does well and generally seems very comfortable doing.

Goal

Complete the negotiation within 10 minutes and get the best deal you can.

APPENDIX A: NEGOTIATION GROUPS Continued

**Group 3
Joe/Susan
AJAX Corporation**

Do not discuss your role with anyone or let anyone else see this paper.

Background

You and Larry/Linda are from the contracts shop of AJAX Corporation. Your company has been striving to reduce costs in all possible areas without sacrificing quality or customer satisfaction. You have heard good things about Speedo Delivery, and even though they are small, you are willing to give them a try for some of your delivery needs. However, to make it worthwhile to give them a contract you need to receive at least a 20% discount. A higher discount rate would be even better. The only item that needs to be negotiated is the discount rate. You plan to start with about 100 deliveries a month, but you have some flexibility here, since your company usually has delivery needs for close to 1,000 items per month.

You and Larry/Linda have complete authority to negotiate the deal with Speedo, but you shouldn't plan on accepting less than 20%; otherwise, you will be paying more for deliveries than your current contract.

Situation

Melinda/Gary and Richard/Jennifer have just arrived to negotiate the discount rate with you. The negotiations shouldn't take more than about 10 minutes. You place a great deal of emphasis on reliable, trusting relationships with business partners, so consider your impressions of Melinda/Gary and Richard/Jennifer and how they negotiate, and take this into account when you make your agreement with Speedo. Unfortunately, just before coming into the room, you received a phone call from a friend at another company. He said he heard from someone else that Speedo may be cheating its customers and to watch out. You don't have time to warn your partner before the negotiation, so you will just have to do the best you can under the circumstances.

Your Role

You usually lead the discussion, but ask Larry/Linda for input and you always check to make sure they agree with any deal.

Goal

Complete the negotiation within 10 minutes and get the best deal you can.

APPENDIX A: NEGOTIATION GROUPS Continued

**Group 3
Larry/Linda
AJAX Corporation**

Do not discuss your role with anyone or let anyone else see this paper.

Background

You and Joe/Susan are from the contracts shop of AJAX Corporation. Your company has been striving to reduce costs in all possible areas without sacrificing quality or customer satisfaction. You have heard good things about Speedo Delivery, and even though they are small, you are willing to give them a try for some of your delivery needs. However, to make it worthwhile to give them a contract you need to receive at least a 20% discount. A higher discount rate would be even better. The only item that needs to be negotiated is the discount rate. You plan to start with about 100 deliveries a month, but you have some flexibility here, since your company usually has delivery needs for close to 1,000 items per month.

You and Joe/Susan have complete authority to negotiate the deal with Speedo, but you shouldn't plan on accepting less than 20%; otherwise, you will be paying more for deliveries than your current contract. The key is to be flexible.

Situation

Melinda/Gary and Richard/Jennifer have just arrived to negotiate the discount rate with you. The negotiations shouldn't take more than about 10 minutes. You place a great deal of emphasis on reliable, trusting relationships with business partners, so consider your impressions of Melinda/Gary and Richard/Jennifer and how they negotiate, and take this into account when you make your agreement with Speedo.

Your Role

You usually participate in the discussion, but let Joe/Susan take the lead.

Goal

Complete the negotiation within 10 minutes and get the best deal you can.

APPENDIX B: LISTENING SELF ASSESSMENT SCORE INTERPRETATION

Total Points	Score Interpretation
30-60	Your current listening profile shows that you probably have been having difficulties listening to your bosses, colleagues, and peers. This may well have shown up in a consistent pattern of "crossed signals," "mixed messages," and "snafus" of various kinds.
61-90	Your current listening profile shows that there is some room for improvement in your listening skills. You may be finding that there's an inconsistent response from those you interact with, and you can't quite figure out why. Sometimes things are going pretty well and at other times, there are mistakes and hurt feelings. That's probably because sometimes you're listening well, and sometimes you're not.
91-120	Your current listening profile shows that you are listening well. You're probably finding that for the most part, relations with others are good, although sometimes things go wrong for reasons you just can't understand. When they do go wrong, if you track them down to their source, there's a good chance the problem is in a failure to listen.
121-150	Your current listening profile shows that you are a very good listener. Most likely, things are going very well in your relations with others. While your score indicates fine listening skills, there's always some room for improvement and for a deeper understanding of why your present listening skills are working for you.