

Communication Skills Scale

	Very True	Somewhat True	Not True
1. I deliver clear messages to other people	3	2	1
2. When a conversation turns to feelings, I often change the subject	1	2	3
3. I am afraid to hurt the feelings of others	1	2	3
4. I am good at reading non-verbal messages	3	2	1
5. I know how to deliver messages that people can understand	3	2	1
6. I do not like to discuss sensitive issues	1	2	3
7. I am not afraid to express a differing opinion	3	2	1
8. I finish other peoples' sentences for them	1	2	3
9. People do not always get what I say to them	1	2	3
10. My emotions generally match my words	3	2	1
11. If I need to, I will stand up for myself	3	2	1
12. I let others speak without interrupting them	3	2	1
13. I am able to express my ideas clearly	3	2	1
14. I have trouble expressing my feelings	1	2	3
15. I am not as assertive as I could be	1	2	3
16. I ask questions when I do not understand	3	2	1
17. I have difficulty expressing my feelings	1	2	3
18. Often, I become angry when talking to others	1	2	3
19. I have trouble asking for what I want	1	2	3
20. I often pretend to listen, even though my mind wanders	1	2	3
21. I check to make sure people understand me	3	2	1
22. I can detect the emotional moods of others	3	2	1

(Continued on the next page)



(Communication Skills Scale continued)

	Very True	Somewhat True	Not True
23. I will express an opinion that is different from the group	3	2	1
24. I rarely jump to conclusions	3	2	1
25. I use "I" statements to deliver criticism to others	3	2	1
26. I get upset if others disagree with me	1	2	3
27. I do not like to anger others	1	2	3
28. I have trouble reading between the lines	1	2	3
29. I will ask for feedback about the messages I communicate	3	2	1
30. I often raise my voice, even though I am not aware of it at the time	1	2	3
31. I rarely ask questions so I will not look unintelligent	1	2	3
32. I always try to put myself in the speaker's shoes	3	2	1
33. I communicate nonverbally to match what I am saying	3	2	1
34. I try to avoid emotional situations	1	2	3
35. I am not hesitant to tell others how I feel	3	2	1
36. I get distracted easily	1	2	3
37. I often have to repeat what I say	1	2	3
38. I often change the subject when discussing touchy topics	1	2	3
39. I will not admit I am angry with someone	1	2	3
40. I am thinking about what I will say while people are talking to me	1	2	3
41. I only speak for myself, not everybody	3	2	1
42. I can solve problems without getting emotional	3	2	1
43. I cannot express my opinions if others do not share them	1	2	3
44. I listen to bits and pieces of most conversations	1	2	3

(Go to the Scoring Directions on the next page)

Communication Skills Scale Scoring Directions

The Communications Skills Scale is designed to measure how well you are able to communicate with other people. Four important aspects of communicating effectively are:

- sending accurate messages
- controlling and discussing emotions
- being assertive when you need to and
- listening actively to what others are saying

These make up the four scales on the assessment. Scales are used to group items and help you to explore your specific communication skills more easily.

Scoring the assessment is very easy. Look at the questions you just answered.

Use the spaces below to record the number that you circled on each individual item of the assessment.

Then, calculate the totals for each of the columns (scales) and put that total underneath each column.

SCALE I	SCALE II	SCALE III	SCALE IV
1 _____	2 _____	3 _____	4 _____
5 _____	6 _____	7 _____	8 _____
9 _____	10 _____	11 _____	12 _____
13 _____	14 _____	15 _____	16 _____
17 _____	18 _____	19 _____	20 _____
21 _____	22 _____	23 _____	24 _____
25 _____	26 _____	27 _____	28 _____
29 _____	30 _____	31 _____	32 _____
33 _____	34 _____	35 _____	36 _____
37 _____	38 _____	39 _____	40 _____
41 _____	42 _____	43 _____	44 _____
I. Total _____	II. Total _____	III. Total _____	IV. Total _____
Messages	Emotions	Assertiveness	Listening



Profile Interpretation

Communication is the essence of social interaction and often determines how successful you are in your life and your career. Effective communication affects the impression you make on other people, the level of your self-esteem, your ability to manage situations and how you adjust socially in life. This assessment helps you explore how effective you are in four critical components of effective communication. Look at the profile interpretation materials below.

Individual Scale Score	Total Score All 4 Scales	Result	Indications
11 – 18	44 – 73	Low	You do not, at this point in time, have very effective communication skills. Think of different ways that you can develop and use communication skills more effectively.
19 – 25	74 – 102	Moderate	You have pretty good communication skills, but you could use some improvement. Think of ways to incorporate more effective communication skills into your conversations with other people.
26 – 33	103 – 132	High	You use effective communication skills a great deal of the time. Continue to use these effective communication skills when speaking with other people.

Regardless of your score on the Communications Skills Scale, low, moderate or high, you will benefit from doing all of the following exercises which have been designed to help you improve your communication skills.

I. Messages

Working on your communications skills will ensure that you send clear messages and that they are completely understood by other people. Miscommunication is the cause of many arguments and fights. Specific skills can be learned so others will understand your messages. To be more effective in communicating with others, remember the following:

- When sending messages, use words like I, me, and my to communicate your message. In this way, you own your messages that you share with other people. The use of words like they or some people are ineffective ways to communicate to others. Speak for yourself!
- Look at the person and speak to him or her directly. Do not repress your feelings. Unexpressed feelings have a tendency to blow up into larger conflicts.
- Express your feelings. See examples of how to express your feelings below. In the boxes on the left-hand side of the table, list people to whom you would like to express your feelings. In the right-hand column, express your feelings to that person.

Who I would like to express my feelings	What I would like to say to that person
<i>My co-worker</i>	<i>I feel angry when you don't pick me up on time for work.</i>
<i>My spouse</i>	<i>I get upset when you break your word.</i>



II. Emotions

In effective relationships, people are able to express themselves by sending emotional messages. This can be difficult because they force you to disclose personal information about yourself. This can be very risky. Complete the following statements to think about the emotional messages you would like to send to other people. List the person's name first and then complete the statement:

" _____ , I get scared when you _____

_____ "

" _____ , I feel hurt when you _____

_____ "

" _____ , I feel unappreciated when you _____

_____ "

" _____ , I am sad when you _____

_____ "

" _____ , I get excited when you _____

_____ "

III. Assertiveness

All people have the right to express their desires, needs and wants and expect other people to treat them with respect and dignity. AGGRESSIVE people will infringe on the rights of others and express their feelings through insults, sarcasm, hostile statements and put-downs. On the other hand, ASSERTIVE people describe their feelings and thoughts directly to other people in an honest way that enables them to act in their own best interest, allows them to stand up for themselves and exercise their personal rights without denying the rights of others. Assertive communication takes some practice. Complete the following statements:

Why do you have a hard time expressing your desires, needs and wants?

How has your aggressive style caused problems for you . . .

with your friends?

in your social life?

at work?

(Continued on the next page)

What I Want

To assert yourself, you must know what you want in your life. By establishing what you really want, you will be able to assert yourself when you need to. You will know what is worth fighting for. You will also know from what to simply walk away.

In each of the boxes below, list what you want in each of the categories:

Personal	
Financial	
Career	
Family	
Friends	
Spirituality	
Community	
Other	

most conflict between you and your partner. If a section does not apply to you and your



Non-Assertive Situations

Identify situations in which you need to be more assertive.

By becoming more aware of those situations in which you are not assertive, you can practice your assertiveness training skills.

For each of the situations listed below, describe how you show a lack of assertiveness.

Situations in which I lack assertiveness	How I am non-assertive
Saying NO to others	
Asking for favors	
Disagreeing with others' opinions	
Taking charge of a situation	
Social situations	
Responding to put-downs	
Stating my opinion	
Sexual situations	
Taking time for myself	
Speaking in front of groups	
Others (list them)	

People With Whom I Am Non-Assertive

Identify people with whom you need to be more assertive.

By becoming more aware of those people, you can practice your assertiveness training skills.

For each of the people listed below, describe how you show a lack of assertiveness.

People with whom I am non-assertive	How I am non-assertive
Mother	
Father	
Significant Other	
Co-Workers	
Children	
Sales Clerks	
Religious Leaders	
Authority Figures	
Neighbors	
Large Groups	
Supervisors	



IV. Listening

Active listening involves an awareness of what another person is saying to you or asking you to do.

Use your active listening skills to make sure that you understand the true meaning of the request or statement. Following are some of the blocks to listening:

INADEQUATE LISTENING – It is easy to get distracted when other people are talking. This includes such things as being too involved with your own thoughts, preoccupied with your own needs and problems or too eager to help the other person. It might be that the social and cultural differences between you and the other person are too great.

List times when you feel you easily get distracted when talking with others:

To what specific people do you find it hard to listen?

JUDGMENTAL LISTENING – Listening with the intent of judging a person can hinder your ability to listen to them. You may find that you are judging what the person is saying as good or bad, right or wrong; you are not listening with empathy. It is important to set aside your judgments about the person until you can better understand him or her, his or her world and point of view.

List times when you feel you start to value-judge the other person:

What specific people do find yourself evaluating?

(Continued on the next page)

SECTION III: ACTIVITY HANDOUTS

(Listening continued)

DAYDREAMING – Everyone’s attention will wander from time to time. If you find yourself having a hard time listening to someone, it is probably a sign that you are avoiding or are uninterested in the person or certain topics of conversation.

List times when you feel your attention wandering:

When your mind wanders, which specific people are you talking to? Why does it happen?

REHEARSING – Any time you ask yourself the question “How should I respond to what this person is saying?” you distract yourself from what the person says. As you get better at active listening, your response just comes naturally. It is best to listen intently to the person, the themes, and core messages related to their words. Then allow your intuition to provide you with a response.

List times when you find yourself rehearsing what you will say in conversations:

Which specific people are you talking with when you find yourself rehearsing your conversation?



I Need to Improve

Which communication skills do you need most to improve?

How will you do that?

Messages: _____

Emotions: _____

Assertiveness: _____

Listening: _____

Being More Assertive

How are you going to be more assertive?

With which people and in what situations?

Messages: _____

Emotions: _____

Assertiveness: _____

Listening: _____

Communication Pitfalls

- Expecting other people to read your mind
- Sending mixed messages
- Being sarcastic
- Jumping from topic to topic
- Accusing others
- Dragging up the past
- Disclosing too much information about yourself



Rewards of Effective Communication

- Mutual understanding
- Less chance of conflict
- Cooperation from others
- Meeting another's needs while getting your own needs met
- Relief from negative emotions such as guilt, jealousy and anger
- Enhanced closeness



Negotiation Process-Style Scale

Directions

Disagreements are a natural part of any relationship. Negotiation is a special skill from which everyone benefits. Your ability to negotiate will allow you to get what you want without alienating or manipulating others, possibly by compromise, and reach a mutually agreeable solution.

The Negotiation Process-Style Scale is designed to help you understand more about the type of negotiator you are, and will provide you with insights into the negotiation styles of people with whom you have relationships.

This booklet contains 28 statements that are divided into four negotiation process styles. Read each statement and decide the extent to which the statement describes you.

Circle 3 if the statement is **A Lot Like Me**

Circle 2 if the statement is **A Little Like Me**

Circle 1 if the statement is **Not Like Me**

In the negotiating process with another person,

I prefer to talk about issues

3 2 1

In the above statement, the circled 2 means that the statement is **A Little Like** the person completing the scale. Ignore the TOTAL lines below each section. They are for scoring purposes and will be used later.

This is not a test and there are no right or wrong answers. Do not spend too much time thinking about your answers. Your initial response will likely be the most true for you. Be sure to respond to every statement.

(Turn to the next page and begin)

Negotiation Process-Style Scale

3 = A Lot Like Me

2 = A Little Like Me

1 = Not Like Me

Section I:

In the negotiating process with another person,

- | | | | |
|---|---|---|---|
| 1. I prefer to talk about issues | 3 | 2 | 1 |
| 2. I rely on my highly developed verbal persuasion skills | 3 | 2 | 1 |
| 3. I like to talk more than listen | 3 | 2 | 1 |
| 4. I am influenced by how I feel | 3 | 2 | 1 |
| 5. I rely on gut feelings rather than logic | 3 | 2 | 1 |
| 6. I skip from topic to topic often | 3 | 2 | 1 |
| 7. I get bored quickly with too much detail | 3 | 2 | 1 |

I - TOTAL = _____

3 = A Lot Like Me

2 = A Little Like Me

1 = Not Like Me

Section II:

In the negotiating process with another person,

- | | | | |
|--|---|---|---|
| 1. I use a lot of facts and logic | 3 | 2 | 1 |
| 2. I can become aggressive if I need to | 3 | 2 | 1 |
| 3. I have clear goals about what I want | 3 | 2 | 1 |
| 4. I use detail and process to my advantage | 3 | 2 | 1 |
| 5. I stay focused as long as it serves my end result | 3 | 2 | 1 |
| 6. I value details as long as they are pertinent | 3 | 2 | 1 |
| 7. I see negotiation as a game to win | 3 | 2 | 1 |

II - TOTAL = _____

(Continued on the next page)



(Negotiation Process-Style Scale continued)

3 = A Lot Like Me

2 = A Little Like Me

1 = Not Like Me

Section III:

In the negotiating process with another person,

- | | | | |
|--|---|---|---|
| 1. I can be very intimidating | 3 | 2 | 1 |
| 2. I believe that being prepared is the key to negotiating | 3 | 2 | 1 |
| 3. I am prepared to defend my beliefs | 3 | 2 | 1 |
| 4. I am good at listening and sizing others up | 3 | 2 | 1 |
| 5. I stay on track | 3 | 2 | 1 |
| 6. I am able to back up my beliefs | 3 | 2 | 1 |
| 7. I want to get to the bottom line as quickly as possible | 3 | 2 | 1 |

III - TOTAL = _____

3 = A Lot Like Me

2 = A Little Like Me

1 = Not Like Me

Section IV:

In the negotiating process with another person,

- | | | | |
|--|---|---|---|
| 1. I am guided by my emotions | 3 | 2 | 1 |
| 2. I will defer to others for assistance | 3 | 2 | 1 |
| 3. I prefer to listen to the other person | 3 | 2 | 1 |
| 4. I am not comfortable talking through the process | 3 | 2 | 1 |
| 5. I am interested in smallest details | 3 | 2 | 1 |
| 6. I will negotiate based on my value system | 3 | 2 | 1 |
| 7. I am more concerned about the process rather than winning | 3 | 2 | 1 |

IV - TOTAL = _____

(Go to the Scoring Directions on the next page)

Negotiation Process-Style Scale Scoring Directions

The Negotiating Process-Style Scale is designed to measure the style you use when you are negotiating with other people. Total the numbers you've circled for each of the four sections on the previous pages. Put that total on the line marked TOTAL at the end of each section.

Then, transfer your totals for each of the four sections to the lines below and total the four sections:

SECTION I	TALKER	TOTAL = _____
SECTION II	AGGRESSOR	TOTAL = _____
SECTION III	PREPARER	TOTAL = _____
SECTION IV	LISTENER	TOTAL = _____
<hr/>		
ALL FOUR SECTIONS		TOTAL = _____

Profile Interpretation

Individual Scale Score	Total Score All 4 Scales	Result	Indications
17 – 21	66 – 84	High	In the negotiation process, you tend to incorporate and use many of the characteristics of this negotiation process style.
12 – 16	47 – 65	Moderate	In the negotiation process, you tend to incorporate and use some of the characteristics of this negotiation process style.
7 – 11	28 – 46	Low	In the negotiation process, you tend to incorporate and use very few of the characteristics of this negotiation process style.

Conflict arises when two people have different opinions about an issue or issues. There is no one best style to use in all situations in which you are negotiating. Each of the styles can be useful in different situations. You do not have a single specific style for dealing with all negotiations. People are able to use all four styles. Many of us, however, rely on and get comfortable using one of the styles more often than the others. The area in which you scored the highest tends to be the negotiation style you use most often. Similarly, the area in which you scored the lowest tends to be your least used negotiation style. To learn more about why you prefer one style more than the others, turn to the next page for a description of each of the four styles on the assessment. Please answer the questions related to each of the styles.



Negotiation Process-Style Profile Interpretation

SCALE I — TALKER: People with a Talker Negotiation Process Style prefer to talk through the negotiation process and to dictate the pace of the process. They prefer to talk rather than listen, and they rely on their conversational skills to try to control the negotiating process. They tend to rely more on emotions and gut feelings than on logic and analysis. In the end, they need to feel good about the end results.

List times when this negotiating style has worked well for you.

List times when this negotiating style has not worked well for you.

Compare and contrast situations in which your style has and has not worked well.
What patterns do you notice?

(Continued on the next page)

SECTION V: ACTIVITY HANDOUTS

(Negotiation Process-Style Profile Interpretation continued)

SCALE II — AGGRESSOR: People with an Aggressor Negotiating Process Style rely on facts and logic to accomplish their purpose and meet their needs. They have clear goals and tend to try to steam roll others with little regard to emotions. They can become aggressive if pushed in the negotiation process. They are primarily concerned about succeeding in getting what they want out of the negotiation process. They like to be in control of the process and will do what they need to in order to win.

List times when this negotiation style has worked well for you.

List times when this negotiation style has not worked well for you.

Compare and contrast situations in which your style has and has not worked well.
What patterns do you notice?

(Continued on the next page)



(Negotiation Process-Style Profile Interpretation continued)

SCALE III — PREPARER: People with a Preparer Negotiation Process Style believe that proof of what is right will often determine the outcome of the negotiation. They believe that if you cannot prove your point logically, then why even negotiate. They have little need for emotions and feel that emotions play no part in the negotiation process. They like to be prepared and believe that the best prepared people win in the negotiation process.

List times when this negotiation style has worked well for you.

List times when this negotiation style has not worked well for you.

Compare and contrast situations in which your style has and has not worked well.
What patterns do you notice?

(Continued on the next page)

SECTION V: ACTIVITY HANDOUTS

(Negotiation Process-Style Profile Interpretation continued)

SCALE IV — LISTENER: People with a Listener Negotiation Process Style usually prefer listening to talking or arguing. They will gladly accept assistance from other people during the process because they do not enjoy the negotiation process. They are guided by their value system, and the process is often more important to them than the end results. They respect the rules of the negotiating process and desire win-win end results.

List times when this negotiating style has worked well for you.

List times when this negotiating style has not worked well for you.

Compare and contrast situations in which your style has and has not worked well.
What patterns do you notice?



NEGOTIATION SITUATIONS

It is important to identify and understand the situations which require you to begin the negotiation process in your life. The next two exercises will help you learn more about where and when you negotiate the most.

Where My Negotiations Occur

List where and with whom most of your negotiations occur (see example in the first set of boxes).

Where they occur	With whom they occur
In my home	My significant other

When My Negotiations Occur

List when most of your negotiations occur and what you dislike about the situation that causes you to feel uncomfortable.

When they occur	What I dislike about the situation
During a sporting event	I want to concentrate on the game, not have a serious conversation



Negotiation Process Worksheet

Identify a major negotiation that you have been involved in during the past year. This could have been with your parents, brother, sister, peer, significant other, co-worker, supervisor or teacher.

Negotiation Situation: _____

1. What strategy or negotiation process style did you use?

2. What did you want? What did the other person want?

3. What was the result of the negotiation?

4. What strategies did you use to bring the resolution to a conclusion?

Negotiation Patterns

List five negotiations that you can remember throughout your life.
What strategies did you use and how effective were the results?

Negotiations	What were the negotiations results?

relationship eventually must cope with a variety of relationship issues that will cause conflict. The Relationship Conflicts Scale can help you to identify the primary issues that cause conflict.



Ideal Negotiations

1) Conflict and disagreement is inevitable.

List a negotiation situation that you are facing:

2) Getting angry and frustrated will not help.

How can you avoid getting upset and angry in the situation?

3) Individual people or groups have different interests or agendas.

Who are the individual people or groups involved in your negotiation?

4) Separate feelings from the agenda.

How can you do this?

SECTION V: ACTIVITY HANDOUTS

(Ideal Negotiations continued)

5) Focus on outcomes, not positions.

What are the desired outcomes of this negotiation?

6) Identify mutually agreeable solutions.

What is the ultimate solution you would like to see?

7) Be flexible.

How can you remain flexible during the negotiation process?

8) Come to an agreement.

How can you and the other party come to some sort of agreement?

Conflict Management Scale can help you to identify the primary issue that caused the conflict.



Principles of Successful Negotiation

- Conflict and disagreement is inevitable
- Getting angry and frustrated will not help
- Individual people or groups have different interests or agendas
- Separate your own feelings from the agenda
- Focus on outcomes, not positions
- Identify mutually agreeable solutions
- Be flexible
- Come to an agreement



Four Negotiation Styles

SCALE I — TALKER

People with a Talker Negotiation-Process Style prefer to talk through the negotiation process and to dictate the pace of the process. They prefer to talk rather than listen, and they rely on their conversational skills to try to control the negotiating process.

SCALE II — AGGRESSOR

People with an Aggressor Negotiating-Process Style rely on facts and logic to accomplish their purpose and meet their needs. They have clear goals and tend to try to “steam roll” others with little regard to emotions.

SCALE III — PREPARER

People with a Preparer Negotiation-Process Style believe that proof of what is right will often determine the outcome of the negotiation. They believe that if you cannot prove your point logically, then why even negotiate.

SCALE IV — LISTENER

People with a Listener Negotiation-Process Style usually prefer listening to talking or arguing. They will gladly accept assistance from other people during the process because they do not enjoy the negotiation process.