

## Assertion Evaluation

### Instructions

Take this assessment to gain an understanding of your level of assertiveness in business situations. It will help provide you an insight into how you react when confronted with potential conflicts and whether you are instinctively compliant, assertive, or aggressive.

To complete this assessment give yourself a score of 3 for the selection that most closely matches the way you would respond in the scenario posed. Give yourself a score of 2 for the selection that would be your second most likely response and a score of 1 for the selection that is least like your approach.

	A	B	C
<b>1. You are at a meeting and some people ask your opinion on a controversial question that is very important to you. Would you:</b>			
<b>1</b>			
a. Prefer to discuss it after the meeting?			
b. Before you give your opinion on the subject, say to everyone that they will probably not agree?			
c. Openly say what you feel?			
<b>2. You are with a colleague at a restaurant and find that your soup is cold. Would you:</b>			
<b>2</b>			
a. Act as if nothing was wrong in order to be polite?			
b. Ask them to give you another bowl of soup?			
c. Refuse to pay the bill?			
<b>3. You are thinking about applying for a job at a place where a friend has just left. Would you:</b>			
<b>3</b>			
a. Wait for the job to be advertised and apply through the usual channels?			
b. Ask the boss to see you so you can tell him that you are interested?			
c. Go to the boss and show him where your talents lie?			
<b>4. When you communicate with managers at a higher level, do you usually:</b>			
<b>4</b>			
a. Agree with them as often as possible?			
b. Have a discussion with them and come to an agreement, irrespective of the nature of the question?			
c. Insist that they take your expert knowledge into consideration?			
<b>5. A member of your staff asks to leave early for the third week in a row because of domestic problems. Would you:</b>			
<b>5</b>			
a. Sympathize with him and let him go, even though there is an urgent job to be done?			
b. Explain that even though you do understand his position, you really need him to be present.			
c. Refuse his request and say that it has happened too often, and at this moment there is a lot to do?			
<b>6. A computer salesperson is being presumptuous and implies you lack specific technical skills. Would you:</b>			
<b>6</b>			
a. Let him carry on without saying anything, but buy from somewhere else?			
b. Interrupt the salesperson and say that you know many customers do not understand but.....?			
c. Tell him what your grades were at school and ask to speak to his boss instead?			
<b>7. If a colleague shouts at you. Would you:</b>			
<b>7</b>			
a. Wait until he has calmed down?			
b. Say that you can see and hear that he is angry and you would like to know why?			
c. Make sure that he understands how you feel and shout back?			

<p><b>8. If you have to give someone notice of termination. Would you:</b></p> <p>a. Apologize, explain the reasons why and ask what he thinks and feels about the situation?</p> <p>b. Explain the financial situation and reasons for handing him his notice?</p> <p>c. Give this person a written message and avoid all discussions on the subject?</p>	<b>8</b>	
<p><b>9. A friend does not listen to what you say. Would you:</b></p> <p>a. Stop talking?</p> <p>b. Say to him that it seems that his thoughts are somewhere else?</p> <p>c. Talk louder to get more attention?</p>	<b>9</b>	
<p><b>10. You would like to take an extra week's leave before the holiday year is over, but you have a lot of work to do. Would you:</b></p> <p>a. Say that you are prepared to cancel your vacation if it is necessary?</p> <p>b. Introduce a proposal for a new work routine with your vacation request?</p> <p>c. Express your clear right to a vacation?</p>	<b>10</b>	
<p><b>11. You are offered a job that interests you, but the salary is lower than you expected. Would you:</b></p> <p>a. Accept it and be pleased that they chose you?</p> <p>b. Explain that you thought that the job would be worth more and remind them of what you could contribute?</p> <p>c. Say no thank you, and tell them that it is completely unacceptable?</p>	<b>11</b>	
<p><b>12. You want to buy several new PCs, but the salesperson will not give you a discount. Would you:</b></p> <p>a. Understand the situation and accept the price they offer?</p> <p>b. Say that if you do not give u a discount you will not place the order?</p> <p>c. Say that even though it is not a big order, there will be quite a few other orders in the future?</p>	<b>12</b>	
<p><b>13. You feel uneasy because you do not have sufficient knowledge about a particular project. Would you:</b></p> <p>a. Behave as if there was nothing wrong and do the best you could?</p> <p>b. Find an expert and ask for help?</p> <p>c. Ask why you have been given the assignment?</p>	<b>13</b>	
<p><b>14. A supplier invoices you twice for a cheap product. Would you:</b></p> <p>a. Decide to pay as you know what their administrative system is like from past experience?</p> <p>b. Write to them attaching all necessary information and request a quick solution?</p> <p>c. Call immediately and tell them how inefficient they are and threaten not to give them any more orders?</p>	<b>14</b>	
<p><b>15. An assignment which you have delegated is returned with errors. Would you:</b></p> <p>a. Not say anything and correct it yourself?</p> <p>b. Point out the areas you think are good and those that need to be changed?</p> <p>c. Say what is wrong and ask for it to be re-done?</p>	<b>15</b>	

Total A B C

## Interpretation

*Total your score for A, B, and C responses. If your highest score was for A responses, you tend to be Compliant. If your highest score was for B responses, you are generally Assertive. If your highest score was for C responses, you are likely to be considered Aggressive. For more information on Assertive behavior and how to develop it, please refer to Ch. 8 in Keld Jensen's eBook **Influential Communication: Getting More Of What You Want** (Acanthus Publishing, 2010).*

### A. Compliant People

The compliant person is happy to submit to the rules and regulations. They are usually very systematic, precise, hyper-efficient and bureaucratic. These people love facts and detail, the more the better. They can often be shy and self-effacing. These people often have difficulty maintaining their personal rights and are quick to renounce responsibility and adopt a position of powerlessness. They need a great deal of assurance depending on their level of intellect. Their compliant nature means they are easy to reach agreement which makes it difficult for you to know exactly what they are really feeling and thinking. They need to feel certain of their position and of other's expectations. They can give the impression of coldness and disinterest and will use rules, authority, and logical argument to influence the actions of others. They have a tendency to correct errors and inaccuracies that others might consider insignificant.

### B. Assertive People

Assertive behavior comes out of an Adult ego state. Assertive people express their needs, emotions, and preferences without threatening or punishing others. They express their ideas, feelings, and thoughts firmly and emphatically without being rude and unreasonable and without offending others. These people stand up for their rights without violating the rights of others. Non-verbal communication of an assertive person includes positive facial expression like smiling, eye contact, pleasant voice, erect postures, and firm gestures. The person with assertive behavior generally has a positive self-concept. They do not act with fear or anxiety, are rarely threatened, and do not allow others to control their behavior. They project a positive image of themselves and take full responsibility for their actions.

### C. Aggressive People

Aggressive people are demanding, hostile, and dominating. They want their own way and will fight to gain control. Aggressive people are very competitive and do not like to lose. In an interpersonal conflict, they will not hesitate to cheat. They have a tendency to violate the rights of others to get their way. Non-verbal communication used by aggressive people includes cold responses, speaking loudly, threatening gestures and belligerent postures, showing impatience, pointing fingers, and making fists. People often avoid contact with highly aggressive people and transactions become minimal. Aggressive people appear to be self-confident but their behavior is more often the result of a poor self-concept. They consistently try to prove their self-worth by attacking and controlling others. Since they have an inherent inferiority complex, they try hard to prove their worth by violating other people's rights.