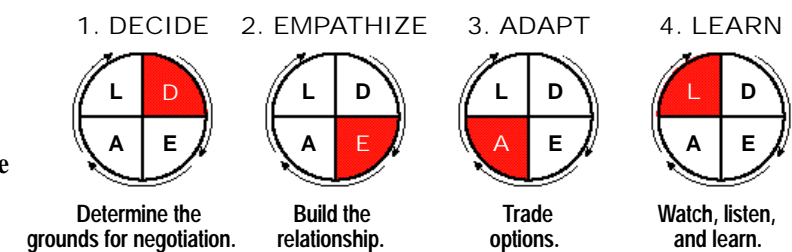


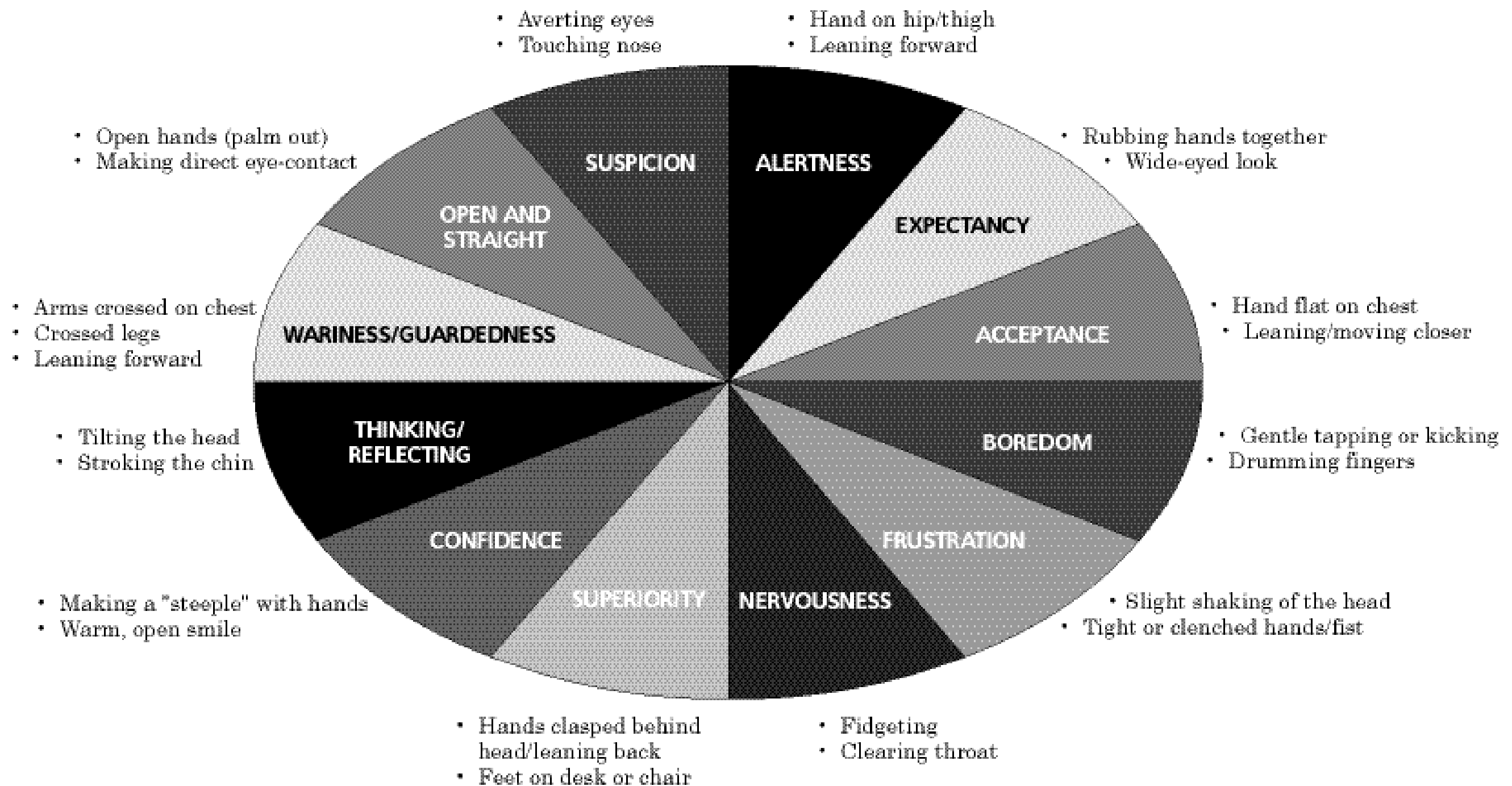
Negotiating Skills

Negotiation is not an isolated act reserved for high-powered attorneys or business moguls. It is a vital part of everyday life. We bargain on the price of a car, we settle differences over who gets the reserved parking space at work or whose turn it is to pick up the kitchen area, and we work out terms of a long-distance deal with the phone company. Every negotiation—large or small, formal or informal, business or personal—involves a set of specific communication skills. The individual who learns these skills and techniques is in a better position to achieve successful outcomes. This One Page Coach® storyboard focuses on how to handle the communication process in any kind of negotiation, using four steps: DECIDE, EMPATHIZE, ADAPT, and LEARN (the acronym spells the word “DEAL”). The illustration to the right and the information in the storyboard explain this process.



<p>1. D E C I D E</p>	<div> <div>► Be clear about your objectives.</div> <div> <ul style="list-style-type: none"> Determine your ideal outcomes or goals from the negotiation, and write them down. Break down and categorize your negotiation goals into MUST HAVE, SHOULD HAVE, and NICE-TO-HAVE items. Realistically evaluate what your final position has to be in order to be considered successful. </div> </div> <div> <div>► Assess the other party's needs.</div> <div> <ul style="list-style-type: none"> Gather as much <i>intelligence</i> and background information on what the other party might be seeking as you can. Anticipate what you believe to be the other party's ultimate goals or outcomes. Assess what you estimate to be their key priorities or MUST HAVE's. </div> </div> <div> <div>► Separate major from minor issues.</div> <div> <ul style="list-style-type: none"> Assess which of each side's goals are major or essential. Determine which of each side's goals are minor or relatively unimportant. Look for possible win/win agreements and possible concessions or trades (and their value). </div> </div> <div> <div>► Determine your opening strategy.</div> <div> <ul style="list-style-type: none"> Plan to outline your opening position at a point when you have plenty of room to negotiate. Understand each side's relative position of power. Practice (or rehearse with others) your specific negotiation tactics or approach. </div> </div>
<p>2. E M P A T H I Z E</p>	<div> <div>► Build bridges of rapport.</div> <div> <ul style="list-style-type: none"> Show complete and open respect for the negotiation process and for the other party. Start the negotiation on a neutral subject, and carefully avoid making any hostile statements. Outline what you anticipate to be areas of common ground. </div> </div> <div> <div>► Use persuasion—not coercion.</div> <div> <ul style="list-style-type: none"> Use the whole range of communication tactics to put your points across without manipulation. Bring up perceived weaknesses before the other party does and suggest possible solutions for them. Offer frank and honest information in order to develop trust. </div> </div>
<p>3. A D A P T</p>	<div> <div>► Trade your concessions.</div> <div> <ul style="list-style-type: none"> Never make a gift of any concession. Bargain reluctantly. Use “if, then” language to make offers and suggestions. Maximize the value of your concessions, and minimize the concessions of the other party. </div> </div> <div> <div>► Recognize and use negotiating tactics.</div> <div> <ul style="list-style-type: none"> Read between the lines of what is said and what you see. Stay in control of your own negotiating behavior and body language. Practice and use the appropriate ploys to achieve your minimum goals. </div> </div>
<p>4. L E A R N</p>	<div> <div>► Ask probing questions and carefully listen.</div> <div> <ul style="list-style-type: none"> Frequently summarize what has been said to test understanding and to control the conversation. Carefully probe for information to find other points you can negotiate on and buy time. Actively listen for specific responses. Avoid assumptions and presumptions. </div> </div> <div> <div>► Assess closing responses.</div> <div> <ul style="list-style-type: none"> Watch closely for negotiating signals or flags that indicate the potential for agreement. Push to table everything before you offer any potential closing response. Use your own favorite negotiating signals or flags, rather than offer to close or settle. </div> </div> <div> <div>► Confirm your understanding and reflect.</div> <div> <ul style="list-style-type: none"> Summarize the final position with absolute clarity, and seek confirmation. Agree on next steps and plan to address any implementation issues, including communication needs. Reflect on the strengths and weaknesses of your negotiating approach and style, and plan future adjustments. </div> </div>

Body Language to Look Out for During a Negotiation



Note: Always remember that the experienced negotiator can easily fake body language. Therefore, look for other clues to what they are thinking or feeling.