

# successful negotiation tactics

**Introduction:** The following document allows you to learn the structure around the process of a negotiation and how this can be applied as you work for winning business.

## your next negotiation will benefit from better planning

- a) Is there an important negotiation you're planning now?
- b) Are you asking for a raise?
- c) Closing a sale?
- d) Hammering out details of a real estate deal?

I would suggest you use the following template as a check list for any major negotiations that you should plan. Even a few minutes of applied attention to the following sense check could return you considerable value as you play the negotiation game? I would advise anyone and everyone in a business can add value to a company if they are taught better how to buy or sell?

For the bigger deals, you should practice your approach. Test the method and mannerisms you wish to apply and the order of tactics you think will give you best advantage. Each situation the value points will vary. The sooner you think through and appreciate by putting your shoes into the place of your buyer the better off your understanding and the more likely you will have an appropriate approach.

Note: If a big negotiation is something you are not comfortable doing, start practising on the smaller approaches but more than anything learn to respond to the responses to your pitch and learn to listen hard to be very clear about the progress you may or may not think you are making.

There are a mass of skills required to become a world class sales person. Body language, and understanding of NLP and all sorts of other knowledge will build your capabilities. Practice literally what you preach.



## negotiation preparation worksheet

Interests

- 1.
- 2.
- 3.

Theirs

- 1.
- 2.
- 3.

Possible Options that you might offer as alternative positions?

- 1.
- 2.
- 3.

- 1.
- 2.
- 3.

What problem-solving questions can I ask to reframe the issue? (Clarification of issues that have been raised which you need to avoid becoming barriers.)

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How will they explain to their constituents why they accepted my proposal? (What is their victory speech?) NOTE: Is ther person making the decision the person whom makes the decision and has to report responsibility for it – or are they selling on? Get to the decision maker where ever you can direct.

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BATNA (Best Alternative to Negotiated Agreement)

Mine

Theirs

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If ultimately you are not getting a deal you want to do you need to know where on an important bid you feel you have to draw the line and withdraw from the potential = bowing out graciously – ready for another days opportunity. Never do a deal below your BATA.

What reality-testing questions might bring them to agreement?

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If you get this will you go ahead?

F I give you this concession can we proceed to complete a deal?

Should I be able to deliver that additional request will that mean I win the business

ALWAYS ASKING FOR AN ADDITIONAL GIVE FROM THEIR SIDE IF YOU HAVE TO GIVE FROM YOURS.

Preparation Pays.

Below is a further checklist for you to think through looking for the WIN WIN conclusion to a deal.

Not always applicable but long term business relationships build valuable assets and I believe that selling with the long term in mind is both ethical and intelligent for reputation build. You may have to give a bit to get a bit but in my experience the deal is often better, longer and more profitable if the relationship works for all parties.



See below for definitions and strategy learning

## negotiating strategies checklist

The following principles of breakthrough negotiation will enable you to change the game from face to face confrontations to side-by-side problem solving. The sequence is important. Take the first principle into account before you even enter negotiation.

### prepare, prepare, prepare

- Identify your interests in priority order
- Work out their interests
- Invent creative options
- Formulate fair standards
- Identify your BATNA (Walk away position) and theirs
- Develop a proposal that meets parties needs
- Rehearse your breakthrough strategy

### don't react – go to the balcony

**Going to the balcony allows you time to remove – somewhere – to buy time to think? Usually a short term break for re-thinking a position. Valuable time spent when the deal tactics get tougher and momentum seems not to be under your control.**

- Keep your eyes on the prize
- Name the game
- Three kinds of tactics (you might need different styles in approach)
- Stone walls (not giving anything)
- Attacks (aggressive towards product / people / service)
- Tricks (come in all shapes and packages)
- Recognize the tactic
- Buy time to think
- Pause and say nothing
- Rewind the tape (“Let me make sure I understand...”)
- Take a time out
- Don't make an important decision on the spot

### disarm them – step to their side

- Listen actively
- Give them a hearing (I feel first respect and hear their cause.)
- Paraphrase and ask for corrections
- Acknowledge the point
- Offer an apology when necessary
- Acknowledge their feelings
- Agree wherever you can – without conceding
- Accumulate yeses
- Tune into their wavelength
- Acknowledge the person
- Build a working relationship
- Express your views –without provoking
- Don't say “but,” say “yes and”
- Make I-statements, not you statements
- Stand up for yourself
- Project an image of confidence
- Create a climate favorable for negotiation



## change the game – dont reject, reframe

- Ask problem-solving questions
- Ask “why not?” / Ask “what if?” / Ask for their advice
- Ask “what makes that fair?”
- Make your questions open-ended
- Tap the power of silence
- Reframe their tactics
- Go around stone walls
- Deflect attacks
- Expose tricks and make people politely embarrassed for resorting to silliness!
- Negotiate about the rules of the game
- Call them on their behaviour – nicely
- Negotiate about the negotiation

## make it easy to say yes – build them a golden bridge

- Involve your opponent
- Ask for and build on their ideas
- Invite their criticism
- Satisfy unmet interests
- Don't dismiss your opponents as irrational
- Use an if-then formula
- Help them save face
- Help them back away without backing down
- Ask for a third-party recommendation
- Help write them a victory speech
- Go slow to go fast
- Guide them step-by-step
- Don't rush to the finish
- Use the one-text procedure

## make it hard to say no – bring them to their senses, not their knees

- Use your power to educate them
- Let them know the consequences
- Ask reality-testing questions
- Warn, don't threaten
- Demonstrate your BATNA
- Use your BATNA, defuse the reaction
- Display your BATNA without provoking
- Neutralise their attack
- Tap the third force
- Keep sharpening their choice
- Make sure that they know they have a way out
- Let them choose
- Even when you can win, negotiate
- Forge a lasting agreement
- Keep implementation in mind
- Reaffirm the relationship
- Aim for mutual satisfaction, not victory



## glossary of negotiating terms

**ATTACKS** – Pressure tactics designed to intimidate you and make you feel so uncomfortable that you ultimately give in to the other person’s demands. These can include threats, personal attacks, and attacks on your proposal, or questions about your authority, credibility, or status, and demands such as “Do it or else.”

**BALCONY** – An objective overview, “going to the balcony” is a metaphor for distancing yourself mentally from a difficult situation in order to keep your eyes on what you want. It can help you think more constructively for both sides and to look for a mutually satisfactory way to resolve problems.

**BATNA** – Acronym for Best Alternative To a Negotiated Agreement; your best way of satisfying your interests without the other’s agreement; your “walk-away” alternative.

**GOLDEN BRIDGE** – An attractive proposal which meets your opponents’ needs, helps them save face, and provides them with a solution for which they can take credit.

**HOT BUTTONS** – Your emotional susceptibilities which, when pushed by your opponent, can cause you to lose sight of your real goal; such a reaction can be avoided by “going to the balcony” (see above).

**INTERESTS** – The intangible motivations that lead someone to take a certain position; their needs, desires, concerns and fears.

**OPTIONS** – Possible solutions (or parts of solutions) that meet the interests of both sides.

**PROBLEM-SOLVING QUESTIONS** – Open-ended questions that re-focus attention on interests and options, eg. “Why not?” “What if?” “What’s your advice?” and “What makes that fair?”

**REALITY TESTING QUESTIONS** – Questions that lead your opponent to consider the consequences of not reaching an agreement, eg. “What do you think is likely to happen?” “How much will it cost us?” “What will you do?”

**REFRAME** – Rewording what the other person says in a form that directs attention back to the problem of satisfying both sides’ interests; usually involves asking problem-solving questions.

**REWIND THE TAPE** – To buy more time to think, slow down, the conversation by playing it back; to review the discussion up to that point.

**STEP UP TO THEIR SIDE** – A surprise tactic to disarm your opponents in which you agree with them whenever you can; listening actively, paraphrasing, acknowledging a point and even offering an apology are examples of tactics that break through opponents’ resistance and create a climate favorable for negotiations.

**STONE WALL** – A seemingly insurmountable position taken by an opponent; often takes the form of “take it or leave it” or a rigid deadline.

**TRICKS** – Tactics that dupe you into giving in by taking advantage of your assumption that your counterpart is acting in good faith, eg., manipulating the data, last-minute demands and “no authority” ploys.

