

SECRETS OF POWER NEGOTIATING ROGER DAWSON

BEGINNING GAMBITS:

① ASK FOR MORE THAN YOU EXPECT TO GET

- GIVES YOU ROOM TO NEGOTIATE

MPP - MAXIMUS PLAUSIBLE POSITION

THE LESS YOU KNOW ABOUT OPPOSITION THE HIGHER YOUR MPP SHOULD BE:

- 1) YOU MAY BE OFF IN YOUR ASSUMPTIONS
- 2) NEW RELATIONSHIP - YOU APPEAR MORE COOPERATIVE

- YOU MIGHT JUST GET IT -

THE ONLY WAY YOU'LL KNOW IS TO ASK FOR IT

- HIGHER PERCEIVED VALUE

- PREVENT DEADLOCK

- CREATES ENVIRONMENT FOR OPPOSITION TO
(CLIMATE) (POWER NEGOTIATORS) WIN
FEBL

BRACKETING: (NEGOTIATION RANGE)

- 1) INITIAL PROPOSAL SHOULD BE EQUAL DISTANCE ON THE OTHER SIDE OF YOUR OBJECTIVE AS THEIR PROPOSAL.

* IN OUR CULTURE SPLITTING THE DIFFERENCE SEEMS FAIR *

WHEN BRACKETING LET THE OTHER PARTY GO FIRST

- 2) TELLS YOU HOW BIG YOUR CONCESSIONS CAN BE
- KEEP YOUR OBJECTIVE IN THE MIDDLE
DON'T BECOME PREDICTABLE

② NEVER SAY YES TO THE FIRST OFFER OR COUNTER OFFER

TRIGGERS TWO THOUGHTS

1) I COULD HAVE DONE BETTER

2) SOMETHING MUST BE ~~WRONG~~ WRONG.

- COULD HAVE DONE BETTER HAS NOTHING TO DO WITH PRICE BUT RATHER THE OTHER PERSON'S REACTION TO THE PROPOSAL

- SOMETHING MUST BE WRONG

DON'T FORM MENTAL PICTURE OF OPPOSITION
NAPOLEON

③ FLINCH AT PROPOSALS

70% OF PEOPLE ARE VISUALS: WHAT THEY SEE IS MORE IMPORTANT THAN WHAT THEY HEAR.

CONCESSION USUALLY FOLLOWS A FLINCH
WORKS EVEN ON THE PHONE

④ AVOID CONFRONTATIONAL NEGOTIATION

DON'T ARGUE! AGREE IF YOU HAVE TO THEN TURN IT

FEEL, FELT, FOUND FORMULA AROUND

I UNDERSTAND HOW YOU FEEL ABOUT THAT

MANY OTHERS HAVE FELT THE SAME AS YOU

BUT YOU KNOW WE HAVE ALWAYS FOUND? WHEN WE TAKE A CLOSER LOOK AT IT, WE HAVE ALWAYS FOUND THAT...

PG 34-35 FOR EXAMPLES

GIVES YOU TIME TO THINK

⑤ THE RELUCTANT SELLER AND THE RELUCTANT BUYER
SQUEEZES THE NEGOTIATING RANGE BEFORE NEGOTIATING
BEGINS.

I COULDN'T, CAN'T SELL BUT TO BE FAIR TO
YOU WHAT IS THE VERY BEST OFFER / PRICE YOU
COULD OFFER? 239 RE EXAMPLE
GIVE ME?

BUYER: SIMILAR TO DOOR KNOB CLOSE -

IT'S NOT THE WAY WE WANT TO GO.

JUST TO BE FAIR TO YOU, WHAT IS THE
VERY LOWEST PRICE YOU'D TAKE?

FIRST PRICE QUOTED IS A "WISH PRICE"

"WALK AWAY PRICE" = WILL NOT OR CANNOT SELL
SELLER WILL GIVE AWAY HALF OF THERE
THEIR NEGOTIATING RANGE.

ALWAYS PLAY RELUCTANT SELLER
LOOK OUT FOR RELUCTANT BUYER
SQUEEZES NEGOTIATING RANGE

WHEN USED ON YOU THEN

GET OTHER PERSON TO COMMIT, GO TO HIGHER
AUTHORITY, CLOSE WITH GOOD GUY / BAD GUY

⑥ THE VISE TECHNIQUE

"YOU HAVE TO DO BETTER THAN THAT"
SHUT UP! (SILENT CLOSE)

A NEGOTIATED DOLLAR IS A BOTTOM LINE DOLLAR
COUNTER GAMBIT EXACTLY HOW MUCH BETTER THAN THAT DO I
HAVE TO DO

MIDDLE GAMBITS:

① HANDLING THE PERSON WHO HAS NO AUTHORITY TO DECIDE:

USING A HIGHER AUTHORITY TACTIC

VAGUE ENTITY "IF THIS PROPOSAL MEETS ALL OF YOUR NEEDS IS THERE ANY REASON WHY

PSO RE EXAMPLE YOU WOULDN'T GIVE ME A DECISION TODAY?"

COUNTER GAMBITS:

- APPEAL TO EGO
- GET THEM TO COMMIT TO TAKE IT TO HA WITH POSITIVE RECOMMEND. WONT YOU?

OBJECTIONS ARE BUYING SIGNALS P.S.S

INDIFFERENCE IS PROBLEMATIC

- "SUBJECT TO" (QUALIFIED)

ESCALATING AUTHORITY SALAMI CLOSE

② DECLINING VALUE OF SERVICES:

VALUE OF SERVICES GOES DOWN QUICKLY AFTER RENDERED.

CONCESSION MADE LOSE VALUE QUICKLY
PSO RE

IF YOU MAKE A CONCESSION DURING NEGOTIATION
GET A RECIPROCAL CONCESSION RIGHT AWAY.
NEGOTIATE FEE BEFORE YOU DO THE WORK.

③ NEVER SPLIT THE DIFFERENCE:

LET THE OTHER SIDE PROPOSE IT FIRST

DON'T FALL INTO THE "FAIR" TRAP

YOU CAN DO IT MORE THAN ONCE

LETTING THEM OFFER THE COMPROMISE LETS
THEM FEEL LIKE THEY WON.

MIDDLE GAMBITS (CONT):

④ HANDLING IMPASSES:

IMPASSE - DISAGREEMENT ON ONE ISSUE THREATENS NEGOTIATIONS

STALEMATE - STILL TALKING UNABLE TO MAKE PROGRESS

DEADLOCK - FRUSTRATED PARTIES NO POINT IN GOING FORWARD

... SET ASIDE GAMBIT:

I UNDERSTAND HOW IMPORTANT THAT IS TO YOU

BUT LET'S SET THAT ASIDE AND TALK ABOUT

SOME OF THE OTHER ISSUES THAT ARE ~~VERY~~

IMPORTANT TO YOU

WORK ON SMALLER ISSUES AND BUILD MOMENTUM

DON'T CONFUSE AN IMPASSE WITH A DEADLOCK

⑤ HANDLING STALEMATES:

CHANGE PLAYERS

CHANGE VENUE

REMOVE A PLAYER

EASE TENSION - TALK ABOUT SOMETHING ELSE

EXPLORE FINANCES

DISCUSS HOW TO SHARE THE RISK

CHANGE AMBIANCE (WIN/WIN TO HARD) ~~THE~~

SUGGEST A CHANGE IN SPECS

TRY DIFFERENT THINGS TO GET MOMENTUM BACK

⑥ HANDLING DEADLOCKS:

DEADLOCKS ARE RARE - NEED A 3RD PARTY

EXPLAIN YOUR POSITIONS HERE

A 3RD PARTY IS NOT A FAILURE

3RD PARTY MUST BE SEEN AS NEUTRAL

⑦ ALWAYS ASK FOR A TRADE-OFF:

WHEN ASK FOR A CONCESSION AUTOMATICALLY ASK
FOR SOMETHING IN RETURN ELEVATES VALUE OF
YOU MIGHT JUST GET IT CONCESSION

TRADE OFF GAMBIT -

LEAVE THE SUGGESTION TO THEM

DON'T ASK FOR SOMETHING SPECIFIC

IF I DO THAT FOR YOU, WHAT WILL YOU DO FOR ME?

YOU HAVE EVERYTHING TO GAIN NOTHING
TO LOSE ('I DON'T THINK I CAN DO...')

STOPS THE GRINDING PROCESS

⑧ GOOD GUY / BAD GUY

PUT PRESSURE W/O CONFRONTATION

LITTLE DECISIONS LEAD TO BIG ONES

RE EX & HOW WOULD YOU ARRANGE FURNITURE
P81 WHICH ROOM WOULD BE??

COUNTER - ① IDENTIFY IT & CALL IT OUT

② FICTITIOUS BAD GUY (AUTHORITY)

③ GO OVER THEIR HEADS

"I UNDERSTAND WHAT YOU TWO ARE DOING
TO ME ... I ATTRIBUTE WHAT HE SAYS
TO YOU" TWO BAD GUYS

IF BAD GUY THEN "I'M SURE YOU'RE
HERE TO PLAY BAD GUY BUT LET'S
NOT TAKE THAT APPROACH."

⑨ NIBBLING -

THE MIND WORKS TO REINFORCE DECISIONS ITS ALREADY
DON'T NEED TO ASK FOR EVERYTHING UP MADE.

FRONT, YOU CAN NIBBLE YOUR WAY THERE

SECOND EFFORT - THE GREAT ONES ALWAYS MAKE
ANOTHER EFFORT

GO BACK AT THE END FOR SOMETHING YOU DIDN'T GET
EARLIER

NIBBLING (CONT)

WATCH OUT FOR IT BEING USED AGAINST YOU

END OF SALE = FEEL GOOD = VULNERABLE

TECHNIQUES TO PREVENT:

SHOW COST IN WRITING (CONCESSIONS)

DON'T GIVE YOURSELF THE AUTHORITY TO MAKE ANY CONCESSIONS

HIGHER AUTHORITY

GOOD GUY / BAD GUY

COUNTER GAMBIT - MAKE THEM FEEL CHEAP
W/ CARE. SMILE.

PREVENT POST NEGOTIATION NIBBLES

WORK OUT ALL DETAIL, PUT IN WRITING

ENDING NEGOTIATING ^{GAMBITS} ~~GAMBITS~~

1) HOW TO TAPER CONCESSIONS:

Avoid -

A) EQUAL SIZED CONCESSIONS

MISTAKE: TWO EQUAL SIZED CONCESSIONS

B) ~~MAKE~~ FINAL CONCESSION A BIG ONE
MAKING

C) NEVER GIVE IT ^{ALL} AWAY UP FRONT

"UNILATERAL DISARMAMENT"

"WE DON'T LIKE TO NEGOTIATE"

MAKE SMALL CONCESSION TO TEST WATERS

ALL CREATE A PATTERN OF EXPECTATION IN
THEIR MIND

② THE WITHDRAWING AN OFFER GAMBIT

- USE IT WHEN YOU FEEL OTHER SIDE GRINDING YOU
 - USE IT WHEN OTHER SIDE WANTS TO DO BUSINESS BUT IS CALCULATING THEIR EARNINGS IS THE PERSIST GAMBLE THAT WILL MAKE OR BREAK THE DEAL
- COUNTER - WHY DON'T YOU GO SOLVE YOUR INTERNAL PROBLEMS - THEN RESUME NORMAL NEGOTIATIONS
- YOU CAN REMOVE A FEATURE
- TO AVOID CONFRONTATION MAKE BAD GUY VAGUE

③ POSITIONING FOR EASY ACCEPTANCE GAMBIT

THE TIMING OF THE CONCESSION, SMALL & AT THE END, MATTERS THE MOST. CREATES FEELING OTHER SIDE WON.

- OTHER PERSON'S PRIDE IN HIS ABILITY COULD PREVENT A DEAL
- MAKE SURE TO CREATE WIN FOR OTHER SIDE
- TIMING IS VERY IMPORTANT
- CONGRATULATE OTHER SIDE