

UNETHICAL NEGOTIATING GAMBITS

① THE DECOY:

LURE AWAY FROM REAL ISSUE PHONY ISSUE TO GET CONCESSION
STAY FOCUSED AND ISOLATE THE OBJECTION ON REAL ISSUE
"IS THE ONLY THING THAT'S BOTHERING YOU?"
USE HIGHER AUTHORITY & GOOD GUY / BAD GUY

② THE RED HERRING GAMBIT:

PHONY DEMAND (WILL BE WITHDRAWN) IN EXCHANGE
FOR A CONCESSION
BE ALERT FOR CREATED ISSUES

③ CHERRY PICKING GAMBIT

BUYER USES ON SELLER
WORKS ON ITEMIZED CONTRACTS

COUNTER -

ALWAY AGREE WITH OBJECTION - TURN IT AROUND
USE THOROUGH, DEEP KNOWLEDGE

ALWAY CONSIDER THE ALTERNATIVES BEFORE MAKING
CONCESSION

④ THE DELIBERATE MISTAKE GAMBIT:

COUNTER - NEVER TRY TO GET AWAY WITH ANYTHING

ERRONEOUS CONCLUSION

⑤ THE DEFAULT GAMBIT:

PREYS ON BUSY / LAZY PEOPLE

IT ASSUMES THAT RATHER THAN TAKE ACTION THE OTHER
SIDE WILL TAKE THE EASY WAY OUT AND LET YOU GET
AWAY WITH IT.

⑥ ESCALATION GAMBIT:

RAISING DEMANDS AFTER AGREEMENT HAS BEEN REACHED.
TO EMOTIONALLY INVOLVED TO BACK DOWN.

COUNTER - HIGHER AUTHORITY
POSITION FOR EASY ACCEPTANCE

ESCALATE YOUR DEMANDS IN RETURN

⑦ PLANTED INFORMATION GAMBIT

ANY TIME THAT YOU ARE NEGOTIATING ONLY
BASED ON INFORMATION THAT THE OTHER SIDE
HAS CHOSEN TO TELL YOU, YOU ARE EXTREMELY
VULNERABLE TO MANIPULATION.

NEGOTIATING PRINCIPLES

① GET THE OTHER SIDE TO COMMIT FIRST

- OFFER MAY BE BETTER THAN EXPECTED
- GIVES YOU INFORMATION ABOUT THEM BEFORE YOU HAVE TO TELL THEM ANYTHING
- ALLOWS YOU TO BRACKET THEM

HE WHO SPEAKS FIRST GENERALLY COMES OUT ON THE SHORT SIDE OF THE STICK

② ACTING DUMB IS SMART

- CAN DIFFUSE THE COMPETITIVE SPIRIT
- RETAIN OPTIONS
TIME TO THINK IT OVER
HIGHER AUTHORITY
ADDITIONAL CONCESSIONS
GOOD GUY/BAD GUY
THINK WHILE "REVIEWING" NOTES

- ASKING FOR DEFINITIONS
GO OVER THOSE FIGURES AGAIN?
- DON'T ACT DUMB IN YOUR AREA OF EXPERTISE

③ DON'T LET THE OTHER SIDE WRITE THE CONTRACT

- KEEPS NOTES, GET SIGNATURES
- WRITE OUT AGREEMENT YOU WANT TO COMPARE TO AGREEMENT YOU GET. LEARN.

④ READ THE CONTRACT EVERY TIME

READ THROUGH ALL THE WAY EACH TIME.

⑤ FUNNY MONEY

35¢ A DAY

INTEREST RATES AS % NOT \$ AMOUNT

MONTHLY PAYMENTS VS TOTAL COST

COST PER SQUARE FOOT

BREAK COST DOWN TO THE RIDICULOUS

THINK IN REAL MONEY TERMS WHEN OFFERED

PRICE - DON'T FALL FOR THIS GAMBIT

⑥ PEOPLE BELIEVE WHAT THEY SEE IN WRITING PRESENTATION BINDERS!

ALWAYS USE WRITTEN BACK UP EVIDENCE TO
SUPPORT YOUR PROPOSAL.

⑦ CONCENTRATE ON THE ISSUES

WHERE ARE WE NOW?

DON'T BECOME EMOTIONAL

⑧ ALWAYS CONGRATULATE THE OTHER SIDE

YOU DID A FANTASTIC JOB NEGOTIATING THAT

THE ART OF MEDIATION

FACILITATE A SOLUTION
NO APPEAL

BOTH PARTIES MUST AGREE
NOTES ARE DESTROYED
PERCEIVED AS NEUTRAL

THE ART OF ARBITRATION

JUDGEMENT
WINNER / LOSER
CLAIMANT / RESPONDENT

THE ART OF CONFLICT RESOLUTION

- CONTAIN THE SITUATION SO THAT IT ^{WON'T} ~~CAN~~ GET WORSE.
- ALLOW ANGRY PERSON TO VENT. YOU MUST DEAL WITH THE OTHER PERSON AS THEY PERCEIVE THE SITUATION, NOT AS YOU PERCEIVE IT.
- WHEN THE OTHER PERSON IS ANGRY LOOK FOR THE HURT.
- GATHER ALL THE INFO YOU CAN
- FOCUS ON MUTUAL INTERESTS

POWER NEGOTIATORS CREED:

"WHAT CAN I GIVE THEM THAT WOULD NOT TAKE AWAY FROM MY POSITION, BUT MAY BE OF VALUE TO THEM?"

NEGOTIATING PRESSURE POINTS

TIME PARETO 80/20

80% OF CONCESSIONS OCCUR IN THE LAST 20% OF THE TIME AVAILABLE

• BEING PREPARED TO WALK AWAY THE MOST POWERFUL PRESSURE POINT

[SALES IS A FOUR STEP PROCESS
1) PROSPECTING
2) QUALIFYING
3) DESIRE BUILDING
4) CLOSING]

YOU NEED TO LEAVE A
GOOD GUY BEHIND IF
YOU WALK AWAY

• WALK AWAY POWER IS DEVELOPED BY INCREASING
YOUR ALTERNATIVES (FIND MORE LIKE THE ONE YOU
WANT)

• PROSPECTING WALK AWAY POWER

"I MIGHT BE PREPARED TO REPRESENT YOU."

NEGOTIATE ON YOUR HOME TURF

START THE PROCESS OF GETTING OTHERS TO FOLLOW
YOUR DIRECTIONS

TAKE IT OR LEAVE IT:

DON'T BE A BRUTE; BE SUBTLE

USE HA (MOTHER IN LAW RATE)

• RESPONSES:

1) CALL HIS BLUFF, USE HA

2) GO OVER HIS HEAD

WHO'S AUTHORIZED TO MAKE EXCEPTION

3) FIND A FACE SAVING WAY FOR THEM TO FLEX

FAIT ACCOMPLI

ITS EASIER TO REG FORGIVENESS THAN ASK PERMISSION

HOT POTATO

WANT TO MAKE THEIR PROBLEM YOUR PROBLEM

TEST FOR VALIDITY

ULTIMATUMS

YOU'D BETTER PULL THE TRIGGER OR YOU HAVE
LOST ALL NEGOTIATING POWER

- 1) TEST ULTIMATUM
- 2) REFUSE TO ACCEPT
- 3) PLAY FOR TIME
- 4) BLUFF YOUR WAY THROUGH LET IT PASS

PERSONAL CHARACTERISTICS OF A POWER NEGOTIATOR

THE COURAGE TO PROBE FOR MORE INFORMATION

THE PATIENCE TO OUTLAST THE OTHER NEGOTIATOR

THE COURAGE TO ASK FOR MORE

THE INTEGRITY TO PRESS FOR A WIN-WIN SOLUTION

THE WILLINGNESS TO BE A GOOD LISTENER

ATTITUDES OF A POWER NEGOTIATOR

THE WILLINGNESS TO LIVE WITH AMBIGUITY

A COMPETITIVE SPIRIT

NO STRONG NEED TO BE LIKED

THE BELIEFS OF A POWER NEGOTIATOR

NEGOTIATING IS ALWAYS A TWO-WAY STREET
WE ARE NOT IN A WEAK POSITION

NEGOTIATING IS PLAYED BY A SET OF RULES

NO IS SIMPLY AN OPENING NEGOTIATING POSITION

DEVELOPING POWER OVER THE OTHER SIDE

1) LEGITIMATE POWER

- A) TITLE (AREA MANAGER)
- C) NEGOTIATE ON YOUR TURF
- B) USE YOUR INITIALS
- D) DRIVE YOUR OWN CAR
- E) SECRETARY PLACE/SCREEN CALLS

2) REWARD POWER

3) COERCIVE POWER (INTIMIDATION)

4) REVERENT POWER (VALUES) (TAKE A STAND)

5) CHARASMATIC POWER

6) EXPERTISE POWER

7) SITUATIONAL POWER (UNDERSTAND IT AND MOVE ON)

8) INFORMATION POWER (WITH HOLD INFO CAN BE POWERFUL)

COMBINATIONS OF POWER

REVERENT, CHARASMATIC, EXPERTISE

"I WON'T DO ANYTHING THAT IS NOT IN YOUR BEST INTEREST, REGARDLESS OF THE GAIN TO ME."

**** LEGITIMATE, REWARD, REVERENT, CHARASMATIC ****

POWER OF CRAZY

OTHER FORMS OF POWER

RISKSHARING
CONPUSSION
COMPETITION

NEGOTIATING DRIVES

THE COMPETITIVE DRIVE (KNOWLEDGE IS POWER)

THE SOLUTIONAL DRIVE

THE PERSONAL DRIVE

THE ORGANIZATIONAL DRIVE

THE ATTITUDINAL DRIVE

WIN-WIN POWER NEGOTIATING