

# The Experts Teach: Negotiating Skills

ManageTrainLearn



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# **The Experts Teach**

Negotiating Skills



The Experts Teach: Negotiating Skills

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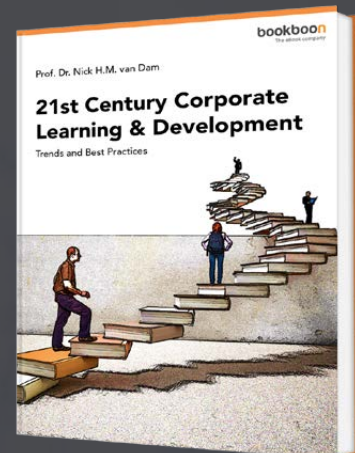


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# Preface

## Introduction to “The Experts Teach: Negotiating Skills”

In each of “The Experts Teach” series, we’ve gathered together some of the world’s best thinkers to share their ideas with you. Their ideas offer new, refreshing, and insightful ways to look at old themes, allowing you to discover new perspectives, develop your understanding, and change the way you think.

## Profile of Editor Eric Garner

Eric Garner is an experienced management trainer with a knack for bringing the best out of individuals and teams. Eric founded ManageTrainLearn in 1995 as a corporate training company in the UK specialising in the 20 skills that people need for professional and personal success today. Since 2002, as part of KSA Training Ltd, ManageTrainLearn has been a major player in the e-learning market. Eric has a simple mission: to turn ManageTrainLearn into the best company in the world for producing and delivering quality online management products.

## Profile of ManageTrainLearn

ManageTrainLearn is one of the top companies on the Internet for management training products, materials, and resources. Products range from training course plans to online courses, manuals to teambuilder exercises, mobile management apps to one-page skill summaries and a whole lot more. Whether you’re a manager, trainer, or learner, you’ll find just what you need at ManageTrainLearn to skyrocket your professional and personal success.

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# 1 Creating a Customer Feeding Frenzy: 4 tools that Make You Simply Irresistible: by Jeff Mowatt

I swore to myself that I would not buy anything as I walked into the carpet factory in Delhi, India. The only reason I was entering at all was because I was part of a tour group and this was the last stop. By the time I left the factory however, our busload of worn-out tourists had been transformed. We were energized, laughing and most importantly, laden with purchases. I, having sworn to myself that I wouldn't buy anything, walked out with carpet in hand and had spent over six hundred dollars. The salesman in the factory had successfully created a customer feeding frenzy.

When I speak at conventions and for organizations on how to boost sales, I often find that customer contact employees lose potential business because of one major factor. They spend too much time trying to sell and not enough time stimulating the customer's natural urge to buy. Customers hate to be sold to but they love to buy. Like the salesperson in the Delhi carpet factory, you can spark a buying frenzy when you use the right approach.

Emotions are the key. You must stimulate an emotional need for your products or services. Even a customer who's buying a cheap car is making an emotional decision. Though the low cost makes it seem like they're making a logical decision, in fact, it's an emotional one. Perhaps they're buying it so they can have money left over to go to school. In this case, their passion for further education makes this purchase an emotional decision. Buying this inexpensive car helps them pursue that passion. The sooner you can tap into that emotional need, the easier it will be to create a buying frenzy.

Four ways to stimulate this emotional demand are through personal stories, benefits, demonstration, and tapping into fear.

1. Share personal stories.

Stories about your personal experiences with your products or services give you tremendous credibility. When I bought a mountain bike at Ridley's Cycle in Calgary, it wasn't because of a brochure that described the bicycle's features. It was because the employee told me about his personal experience in test-riding a similar bike. He described his experience with such exuberance that I couldn't help but get caught-up in his enthusiasm. I ended up buying two bikes – the second for a friend who I knew would love it. No brochure can create real life excitement that stimulates an emotional buying demand the way personal stories can.

That doesn't mean that you, the salesperson, had to actually have the experience yourself. The experience could have happened to another customer or co-worker. The key is that you know the other person personally and they told you about their experience themselves. That gives you the "inside information" that enhances your credibility.

"Employees spend too much time trying to sell and not enough time stimulating the customer's natural urge to buy."

2. Emphasize the benefits.

The only reason people buy anything is because of what the purchase will do for them – in other words, its benefits. Benefits refer to what the features or characteristics of a product or service will do for the customer. Features are meaningless to the customer unless they are translated into benefits. An easy way to do this is utter six magic words to the customer: "What that means to you is..."

Consider an example of an automatic garage door opener. The features of this door opener are that you can push a button and the garage door opens and the light turns on. The benefits are, in other words, "What this means to you is – you don't have to get out of your car to open the door, so you stay warm, safe, and comfortable." Too often, salespeople try to sell features. Instead, they should allow the customer to buy benefits.

3. Prove with demonstration.

Live demonstrations stimulate excitement and feelings of trust (the emotions associated with buying). Customers love to be entertained and they generally believe what they see – especially if they're involved in the demonstration.

Before you demonstrate your product or service to your customer, first ask them if they'd like to see it in action. When the customer agrees, it's no longer a case of you selling to them, but of them buying from you. 'Nuff said.

4. Tap into fear.

Fear is another powerful emotion that can result in a feeding frenzy. Tap into the customer's fears by pointing out the risks associated with not buying the particular product or service. A customer, for example, who is considering investing in a specific car repair, should be made aware of the negative consequences of not fixing the problem. Use this tactic sparingly and ethically, however, or it will backfire.

## Combine Techniques

The carpet salesman in Delhi talked about the families he knew who took months to make each carpet (personal stories). He pointed out the investment value of carpets (benefits). He asked if we wanted to see his favorite carpet, and then he made a show of it (demonstration). He explained that with current exchange rates his carpets were the best deal in the world (fear). With these irresistible persuasion tools being used – it's no wonder so many of us joined into the buying blitz. The good news is, with just a little professional training, you and your employees can create the same feeding frenzy for your business. Bon Appetite!

## About the author

Customer service strategist and professional speaker, Jeff Mowatt is an authority on The Art of Client Service...Influence with Ease®. For Jeff's other tips, self-study resources, and training services on establishing rapport, click <http://www.jeffmowatt.com/individual/greetingcustomers.html>

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<http://www.jeffmowatt.com/articles/index.html>

## Original article

<http://www.jeffmowatt.com/articles/feedingfrenzy.html>

## 2 Might is No Longer Right by Jim Clemmer

“The defining aspect of what we call ‘civilization’ is not art or architecture, fashion or furniture but how people with power deal with people without power.” – Noah Ben Shea, poet and scholar

Richard Boyatzis, one of the founders of competency theory and a professor at Case Western Reserve University reports, “From my research I’m left with the impression that half of the managers in organizations are decreasing value, not adding value.” One of the reasons for this serious performance gap is that too many managers believe that their place on the organization chart gives them power. They are in control. They are the boss. Their attitude seems to be, “I am really easy to get along with once you learn to do as I say.”

Of course, a manager’s position gives him or her rank. But authority and true power to lead can’t be given or commanded. It can only be earned. As Margaret Thatcher, the former British Prime Minister once put it, “Being powerful is like being a lady. If you have to tell people you are, you aren’t.”

A big reason for the poor performance of so many teams and organizations is that they suffer from ineffective managers who subscribe to the old-fashioned model of the “tough, take-charge boss.” Traditionally, such individuals often used command and control, bullying, intimidation, and “riding staff hard” to get the job done. Generations of managers yelled their way up the corporate ladder.

But the days of automatic deference to authority are long gone. We don’t live in the world of might-is-right any more. Dictatorships are being replaced by democracies. Experts don’t have as many answers as we once thought. We all have many more job or business options available to us. In today’s workplace, a management style of pushing people around often pushes the highest performers right out the door.

During a workshop designed to identify moose-on-the-table issues (see page 102 of *The Leader’s Digest*), a manager was surprised by the very clear and strong feedback he got from his organization that his management group was not behaving as a team. They contradicted each other, waged petty turf battles, and reinforced departmental silos. His response was like threatening to cut off an infected arm rather than then diagnosing and treating the cause of the infection. At their next management meeting, he read them the riot act. In a variation on the age-old bully boss tradition of firings-will-continue-until-morale-improves, he warned them, “If you don’t behave as a team, I’ll replace you with managers who will.”

Unfortunately, such management mentality is not an isolated case. I once had a recently laid-off manager tell me about the horrible, soul-destroying organization he had just left. They had a 50 percent turnover rate and were struggling to stay afloat in the highly competitive automotive parts industry. He said that behind closed doors, one of the CEO's favorite comments about the organization's people was "use them up and throw them away."

The "tough, take-charge boss" has long been associated with the military. "Well," snarled the tough old sergeant to the bewildered private. "I suppose after you get discharged from the Army, you'll just be waiting for me to die so you can come and spit on my grave."

"Not me, Sarge!" the private replied. "Once I get out of the Army, I'm never going to stand in line again!"

Lack of compassion and understanding can adversely affect a company's turnover as we see in a message posted on [www.busreslab.com](http://www.busreslab.com). "I used to be the Public Relations Coordinator and Editor for a local nonprofit organization...my grandmother became very ill. After a phone call from a family member I was told to come to her bedside, as death was imminent. I told my boss that I needed to leave for a family emergency and explained the situation and how close I was to my grandmother. My boss replied, 'Well, she's not dead yet, so I don't have to grant your leave.' And, I was told to complete my workday. Suffice to say I did not finish my workday."

#### About the author

Jim Clemmer has been writing and speaking about leadership, change, team, and organization effectiveness for over 30 years. His extensive research, broad experience with hundreds of organizations and thousands of people, and deep understanding of these topics makes him an internationally recognized leader in the field. Beyond his seven books, he's written hundreds of columns and articles for newspapers and magazines.

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Jim also says that, if you'd like to send these articles to colleagues, we encourage you to pass along, share, or reprint any material you find in this section.

<http://www.clemmergroup.com/leadership-articles.php>

#### Original resource:

<http://www.clemmergroup.com/might-is-no-longer-right.php>

### 3 Conflict Resolution for Kids: Breathe, Learn, Talk by Judy Ringer

My good friend and colleague, Thomas Crum, taught me a lot of what I know about having hard conversations. A method he uses with children – the BLT – is so simple and easy to remember, I often use it with adults, too. Breathe, Learn, Talk.

So when a mom asked me about how to help her 10-year-old daughter Becky solve a problem with her teasing friend, Tom’s BLT method was a perfect solution. Becky’s friend was making jokes at her expense, and Becky wanted her to stop.

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## Conflict Resolution for Kids: Breathe, Learn, Talk

Dear Becky,

I'm sorry you're having a conflict with your friend. It's not fun, but conflict isn't always a bad thing. It can even be a way to have a closer relationship, if you're willing to talk to each other. Just remember these letters – BLT.

### B – Breathe and Be Centered

I think you probably know what I mean when I say “center yourself,” but if not, ask your mom. She'll help you find examples of times when you've been centered and ways to center with your friend. To be centered is to feel strong, confident, and balanced on your feet. When you're centered, you make wise decisions, and you know your purpose for the conversation.

Before talking with your friend, ask yourself:

What's important about being friends?

What do I really want from the conversation?

What if my friend can't hear what I have to say?

Think about these things before talking with your friend. And center yourself (often) during the conversation. Breathe, feel your feet on the ground, and remember why you wanted to talk.

### L – Learn

You might start the conversation by saying something like:

“I'd like to talk to you about something I think will help us be better friends.”

Ask what she likes about being friends and tell her what you like. Listen and learn how she sees things. Do you both think the same things are important? Stand or sit beside her. Maybe take a walk together. Stay curious.

### T – Talk

Even though the letters are BLT, if you want you can begin with T – Talk. For example:

“I'd like to talk to you about something that's bothering me.”

Then:

“I feel sad when you make jokes about...”

Or “I don’t like it when you say...”

Or “I’m surprised when you tease me about...because we’re friends, and I don’t think that’s what friends do. I would like you to stop.”

Your friend might have something to say, too. I hope she says she’s sorry. But whatever she says, listen and keep centering and remembering what’s important to you. When you’re centered, you help your friend stay centered, too.

### Managing Reactions

Whatever happens, remember that what your friend says or does is not about you. You can’t make her do anything she doesn’t want to do, and if she keeps joking and teasing at your expense, you may decide she isn’t that good a friend after all.

### Post Script

“Conflict Resolution for Kids” works for adults, too. Breathe and Be Centered. Learn from the situation. And be willing to Talk about the impact of your conflict partner’s behavior. Turn your conflicts into opportunities to learn, grow, and strengthen relationships.

### About the author

Judy Ringer is the author of *Unlikely Teachers: Finding the Hidden Gifts in Daily Conflict* <http://www.unlikelyteachersbook.com> and the award-winning e-zine, *Ki Moments*, containing stories and practices on turning life’s challenges into life teachers. Judy is a black belt in aikido and a nationally-known presenter, specializing in unique workshops on conflict, communication, and creating a positive work environment. She is the founder of Power & Presence Training and chief instructor of Portsmouth Aikido, Portsmouth, NH, USA. Visit <http://www.JudyRinger.com>

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<http://www.judyringer.com/resources/articles/conflict-resolution-for-kids-breathe-learn-talk.php>

## 4 The ABC of Negotiation Ploys and Tactics by Eric Garner

If you want to win at the game of negotiations, then you need to know the ploys, tactics and gambits that will give you an advantage over your opponents. Here is an A to Z that will show you how to do exactly that.

A is for Aristotle's Appeals

If you want to boost your powers of persuasion, you can't do better than to use the 3 appeals which Aristotle defined as the secret of Ancient Greece's greatest minds. He called them ethos, logos and pathos.

1. Ethos appeals are based on ethics and reputation. Quite simply, this is anything that makes your arguments sound more credible, such as an endorsement from a key person or citing expert testimony.
2. Logos appeals are based on logic and include statistics, facts and evidence.
3. Pathos appeals are based on emotion and means any argument which either creates a fear of not doing the deal on the one hand or a desire to enjoy the benefits of the offer on the other.



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Work these three types of arguments into your negotiating presentations, and you'll be practically unstoppable.

#### B is for BATNA

A BATNA is your Best Alternative To a Negotiated Agreement and is the only certain way to be successful in negotiations. By preparing for negotiations with one party by sounding out an alternative deal with someone else gives you walkaway power. It means that, even if the alternative isn't quite what you want, you are still prepared to go there, if need be. One of the best examples of a BATNA took place during negotiations between the Malta government and the British over the use of Maltese harbors for British naval ships. During the negotiations, the Malta government courted the Soviet Union who was more than interested in a deal. This alternative gave Malta both leverage and walkaway power.

#### C is for the Coquette Principle

You can increase the power you have over others by raising the value of what you have in their eyes but then making them wait before they can enjoy it. This whets their appetite more and is salaciously known as "the coquette principle". Other coquette techniques include...

- emphasizing the scarcity and rarity of what you have
- underplaying the value of what you have to make them want it even more
- being reluctant to part with what you have as unworthy of their interest.

#### D is for Dumb Is Smart

The competitive nature of conflict that underlies power negotiations often results in both sides trying to prove they're more intelligent than each other. One side will use arguments that are clever in the belief that this will win them points. However, there are disadvantages in appearing too clever:

- you risk turning cleverness into a competition so that, even if you get a bad deal, you can still say you were cleverer.
- being smart pre-supposes that you have to win the argument. Most successful negotiations are not won on the arguments alone but on a range of other factors.
- being clever prevents you asking "dumb" questions in case you appear stupid. This makes you vulnerable to deals which must be carefully checked out.  
Remember, dumb is smart and smart is dumb.

## E is for Emotional Ambush

There are five emotional ploys that your opponents may try to use on you to soften you up:

1. personal attacks: “You’re not up to it!”
2. accusations, e.g. of amateurism, awkwardness, intransigence, unfairness “Come off it...! You can’t really mean that...!”
3. flattery: appealing to your ego, e.g. “I’m sure you have the authority to sanction this deal...”
4. warnings, e.g. of what might happen if no deal is struck. “Just think how disappointed you’ll feel...”
5. emotional ambush: Emotional ambush is when an atmosphere is created in the negotiation room which makes you reluctant to displease or upset your opponent. You begin to feel that it would be rude to refuse them.

## F is for Fait Accompli

Fait Accompli is a cheeky but powerful tactic if you can get away with it. You simply go ahead with what you want to do without the agreement of the other side. When they catch you out, you respond with a look of surprise and say something like, “Who me? Oh, I didn’t know I wasn’t supposed to do that. I am sorry. I won’t do it again.”

## G is for Gallipoli

When talks are entrenched and leading nowhere, it can be useful to open up a new “front” or new avenue. This is sometimes called the Gallipoli ploy, after the Turkish town used to open up a second Eastern front in the First World War.

For example, you may be discussing with an employee the importance of coming to work on time. In the middle of the discussion, the employee protests, “Other employees come into work late and you don’t say anything to them.” This is an attempt by the employee to deflect you from their issue and open up a diversionary discussion. One of the best responses you can make to Gallipoli is not to fall for the diversion but to ask a question, such as, “What makes you believe I do not give other employees who come in late the courtesy of dealing with them one-on-one, just as I am doing with you?”

## H is for Hot Potato

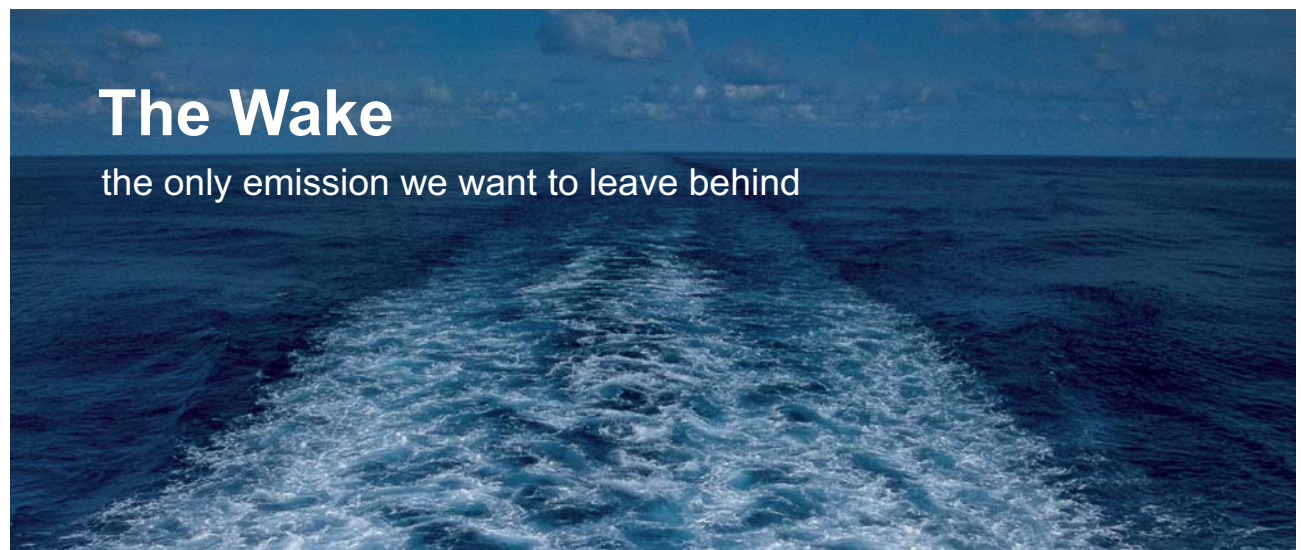
In power negotiations, the “hot potato” is the problem that is too hot for you to handle so you deftly throw it back like a hot potato for the other side to handle. “We realize that you would like 5% from us, but in view of what we’ve said, we can only offer 3. So, we’ll leave it with you.”

The story is told of the husband who lay awake all night worrying about what he was going to say to the bank manager in the morning about his overdraft. Finally in exasperation and in need of some sleep, his wife turned on the light, picked up the phone and dialed the bank manager at home: “Hello, this is Mrs. Jones. I thought you should know that my husband is coming to see you tomorrow to find out what you’re going to do about reducing his overdraft. Goodnight.”

“There”, she said, “it’s his problem now. So let’s get some sleep!”

I is for the Iroquois Preparation Method

High-level negotiations affecting the lives and livelihoods of others require stamina and resourcefulness. One way to prepare for such endurance tests is to copy the Iroquois before going into battle. They fasted; they got themselves into a peak of fitness; they practiced with their weapons until they could use them without thinking; and they trained like hungry prize-fighters before a fight. While your negotiation preparations may not go to such lengths, the Iroquois Method illustrates the need to focus so that we are physically, mentally and psychologically ready.




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### J is for Just See If I Don't...

Just See If I Don't is an on-the-brink negotiating tactic and only advisable when negotiations have reached a crunch point. It's really a warning to the other side that, if they don't see sense, you'll carry out your threat of walking away from the deal and taking some form of unpleasant action.

Lee Iacocca, former chairman of the Chrysler Corporation, used this tactic when he was in pay negotiations with the automobile unions in the late 1970s. The union wanted \$20 an hour and Iacocca would not budge from \$17 per hour. One bitter night, Iacocca addressed the committee. "It was one of the shortest speeches I have ever given," he later recalled. He told the committee, "You've got until morning to make a decision. If you don't help me out, I'll declare bankruptcy in the morning and you'll be out of work. You've got eight hours to make up your minds." The unions eventually agreed, and, despite the brinkmanship of the tactic, it turned out to be a turning point in the fortunes of the company.

### K is for Knowing Your Opponents

The background research you need to carry out in preparation for negotiations is vital for getting to know your opponents. It can include:

- a preliminary get-together to clarify initial claims, offers and positions
- desk research, for example the outcome of previous deals
- investigation of alternative courses including getting a BATNA (the Best Alternative To a Negotiated Agreement)
- foot-slogging for on-the-spot information
- getting advice from your own experts.

Once you have information about the other side's position it can be compared to your own to find out how far apart you are.

### L is for Later, or, I'll Think About It And Get Back To You Later

Using a delaying tactic of "I'll think about it and get back to you later" is a good way to put off a decision while leaving the door open. It leaves enough doubt in the other side's mind for them to consider changing their offer. This tactic works best after a lengthy period of discussion in which both sides have invested a lot of time and energy.

If the other side use "I'll Think About It" on you, respond with a question that ties them down to a date for getting back to you or clarifies what they need to think about. A more aggressive response would be to ask, "Rather than go away and probably miss this deal, why not tell me what bothers you? I'm sure we can help you come to a decision today."

### M is for Modest Diffidence

When you sound absolutely certain of a position, you take on an air of superiority which can antagonize others. If you introduce a touch of modest diffidence, you sound more open to negotiation.

This is how Benjamin Franklin used this tactic: “I develop the habit of expressing myself in terms of modest diffidence, never using, when I advanced anything that may possibly be disputed, the words “certainly”, “undoubtedly” or any other that give the air of positiveness to an opinion; but rather say “I conceive...” or “I apprehend a thing to be so and so...” “for such and such reasons”, or “I imagine it to be so...”, or “it is so, if I am not mistaken.” This habit I believe has been of great advantage to me when I have had occasion to inculcate my opinion and persuade men into measures that I have been from time to time engaged in promoting.”

### N is for Needs Not Positions

Throughout the first half of a power negotiation, your aim is to take a position and defend it. In the second half, when you are trying to reach agreement, your aim is to uncover the real needs of the other side behind their public position. It is meeting both sides’ needs that ensures a settlement, not battling against respective positions which only leads to stalemate.

Notice the difference between Position, Interests, and Needs in this situation.

Position: I demand that you stop your children playing football near my garden otherwise I’ll have to call the police.

Interests: I have dahlias growing in my garden which I don’t want damaged.

Needs: The dahlias are ready to bloom for next week’s show. After that it doesn’t matter.

### O is for Obligation

One of the oldest of power tactics in trade is “obligation”. This is the technique of putting people in your debt with generous acts.

One businessman visiting China for the first time fell victim to obligation. For the first four days of his visit he was wined and dined, chauffeured to all the tourist spots, given anything he wanted. His hosts even put a fax at his disposal when the fax machine in the hotel failed to work. At last on the morning of departure, and with time running out, they got down to business. The Chinese negotiators, with subtle reminders of what gracious hosts they had been, extracted everything they wanted from the hapless businessman.

## P is for Power Ploys

Power ploys are attempts by the other side to wrong-foot you by exerting some kind of Svengali-like power over you. You can resist these attempts by seeing through their power ploys. If you are clever, you can even turn their power ploys to your advantage using these tactics:

- simply ignore them.
- name them. This is like the naming of mythological beasts of old in order to scare them away. “Oh, I see you’ve placed me facing the sun. I might not be able to see too well from there. I’ll just move nearer.”
- suggest you discuss them. “Ah, I see you’re playing “Hard to get”. Shall we discuss tactics?”
- counter them and call their bluff. “I see you’re playing “Higher authority”. Well, as a matter of fact, I think we would be happy to hear from your boss.”

## Q is for Questions

The side that controls the questions in a negotiation is the side that is always in control. Questions do a number of things: they allow you to sit back and listen; they help you gather information; and they stop you from giving anything away. There are no-go questions and go questions in negotiations:

The advertisement features a central graphic on the left with three stylized human figures inside a circle of four arrows, surrounded by gears. To the right, the text reads: **UNLEASHING CHANGE MANAGEMENT**, **OCTOBER 18 & 19, 2018**, and **DE RODE HOED AMSTERDAM**. At the bottom, there is a silhouette of an Amsterdam skyline including a windmill and a bridge. The logo 'Global Executive Events' is in the bottom left corner.

No-go questions are those that...

- reprimand and accuse (Why didn't you...?)
- entrap (Are you still peddling the Union line, then?)
- threaten and pre-judge.

Go questions are those that...

- open (What do you think...?)
- seek permission (Why don't we look at things differently?)
- are barometric (How would you feel if...?)

R is for Reluctant Player

Reluctant Player is a gambit that you can play at the start of negotiations. Whatever the other side's opening offer or demand, you simply counter with a reluctance to come anywhere near it. Here are 5 timeless phrases that will make the other side think again:

1. "That sounds way too low/high."
2. "To make it worth my while, I would need..."
3. "Considering the amount of time/money/work this needs, I don't think we can make any kind of progress..."
4. "You'll have to do better than that..."
5. "Can we work on that...?"

S is for Salami

Matyas Rakosis, one-time head of the Hungarian Communist party is credited with this definition of the "salami" technique at the end of power negotiations. "When you want to get hold of a salami sausage which your opponents are strenuously defending, you must not grab at it. You must start by carving yourself a very thin slice. The owner of the salami will hardly notice or, if he does, not mind very much. The next day you will carve another slice, then still another. And so, little by little, the salami will pass into your possession."

## T is for Tentative Overtures

You can make tentative overtures to the other side to inch your way forward out of deadlocked negotiating positions. Here are three ways to do it:

- Yes, yes, yes. The more you use the word “yes”, the more you encourage positive and constructive thinking. “Yes, you have a point...;Yes, I can see that... Yes, what you’re saying is right...”
- “yes...and” instead of “yes...but” Not: “Yes, we like your ideas, but you’re asking too much.” But: “Yes we like your ideas and if we could agree a price, we would be interested.”
- “I” instead of “You” Avoid the finger-pointing of direct “You” statements. Not: “You’re wrong” but: “I think you’re wrong.”

## U is for Uncertainty

Natural negotiators are comfortable with uncertainty, while those who fear the process aren’t. Samfrits Le Poole in his book “Never Take No For An Answer” recalls a deal he made to buy a small plane. He got it for the ridiculously low price of \$14,500. After the negotiations, he asked the seller why he had sold for such a low price. The man admitted that he found the whole negotiating process uncomfortable because of the uncertainty. He was wracked with questions such as “What if I don’t get another buyer?” and “What if nobody else comes forward?” As a result, he settled at the first offer simply because he couldn’t stand the uncertainty involved.

## V is for Variables

Playing around with the variables in a negotiation is often the only way that you can reach a deal. The more variables you have in terms of price, terms, and deliverables, the more room you have for maneuver. So, when you get stuck on the main issues, change the package. If you’re deadlocked on the price of the house, throw in the furniture and fittings, agree to a garden makeover, or pay for their removal costs.

## W is for Writing the Agreement

When you have edged your way to a solution in negotiations, you should write down exactly how you understand it. You should do this even if the other side also writes down their understanding of the agreement.

Always beware of “one-truck deals”. There is a big difference between:

“One truck for sale: £10,000”

and

“One 1998 model Bedford for sale: 120,000 miles certified on the clock, serviced at 111,500 miles. Delivered to your home. Price excludes tax, insurance, but includes MOT, dated November last...”

### X is for Xchanging Concessions

Exchanging concessions is not a strategy you should use lightly in negotiations, particularly if the other side starts by offering you a concession and then expects one in return. This is because making concessions is a sign of weakness and betrays a need to please the other side. Almost certainly, an experienced negotiator will interpret any concession you make as weakness and push you into making more. If you do decide to make a concession, do so reluctantly and optimize the value of what you give away. In the same vein, if the other side gives you a concession in the expectation that you will do the same, take it reluctantly and let them know that its worth is not that great to you.

### Y is for Yikes, You've Got To Be Kidding

Yikes, You've Got To Be Kidding is a shock tactic used in the opening exchanges of a power negotiation to make your opponents sit up and think and maybe re-assess their offer or demand. As one seasoned diplomat put it: "Be unreasonable; appear reasonable."

You owe it to both your side and your opponents to reject a first offer – even if it is within your acceptable settlement range.

Why? Because if you accept their first demand, they'll be left thinking they could have done better and if they accept your first offer, you'll be left wondering if you couldn't have done better.

In power negotiations, both sides need to experience at least the ritual of winning something from the other side.

### Z is for Zipped, or Keeping Your Mouth Zipped

Keeping your mouth shut, or zipped, is one way to keep the other side guessing. No matter how much they try to get you involved, if you can stay quiet and give nothing away, then you are in control of the negotiations. In "The Ransom of the Red Chief", O. Henry tells the story of the spoilt little rich boy who is kidnapped and held for a large ransom. Instead of giving in, the parents don't react at all to the ransom demands. As time goes by, they even feign a loss of interest in the boy's fate. The kidnappers meanwhile become so exasperated with the boys' antics and their unexpectedly long baby-sitting stint that they finally pay the parents to take the boy back!

So that's the Negotiators' Alphabet. 26 tactics that you can slip into any negotiation whenever you want to secure an advantage for yourself or your side. Rehearse and practice them until they're automatic responses, and your reputation as a top notch deal-maker is guaranteed.

#### About the author

Eric Garner runs ManageTrainLearn, the site with the biggest and most original range of management training materials on the Internet.

<http://www.managetrainlearn.com>

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# 5 Setting the Climate for a Non-Confrontational Negotiation by Roger Dawson

What you say in the first few moments of a negotiation often sets the climate of the negotiation. The other person quickly gets a feel for whether you are working for a win-win solution, or whether you're a tough negotiator who's out for everything they can get.

That's one problem that I have with the way that attorneys negotiate – they're very confrontational negotiators. You get that white envelope in the mail with black, raised lettering in the top left hand corner and you think, "Oh, no! What is it this time?" You open the letter and what's the first communication from them? It's a threat. What they're going to do to you, if you don't give them what they want.

I remember conducting a seminar for 50 attorneys who litigated medical malpractice lawsuits, or as they prefer to call them, physician liability lawsuits. I've never met an attorney who was eager to go to a negotiating seminar, although that's what they do for a living, and these people were no exception to the rule. However, the organization that was giving the attorneys their business told them that they were expected to attend my seminar if they wanted to get any more cases from the organization. So the attorneys weren't too happy about having to spend Saturday with me in the first place, but once we got started, they became involved and were having a good time. I got them absorbed in a workshop involving a surgeon being sued over an unfortunate incident involving a nun and walked around the room to see how they were doing. I couldn't believe how confrontational they were being. Most of them started with a vicious threat and then became more abusive from that point on. I had to stop the exercise and tell them that if they wanted to settle the case without expensive litigation (and I doubted their motives on that score) that they should never be confrontational in the early stages of the negotiation.

So, be careful what you say at the beginning. If the other person takes a position with which you totally disagree, don't argue. Arguing always intensifies the other person's desire to prove himself or herself right. You're much better off to agree with the other person initially and then turn it around using the Feel, Felt, Found formula. Respond with, "I understand exactly how you feel about that. Many other people have felt exactly the same way as you do right now. (Now you have diffused that competitive spirit. You're not arguing with them, you're agreeing with them.) But you know what we have always found? When we take a closer look at it, we have always found that..."

Let's look at some examples:

You're selling something, and the other person says, "Your price is way too high." If you argue with him, he has a personal stake in proving you wrong and himself right. Instead, you say, "I understand exactly how you feel about that. Many other people have felt exactly the same way as you do when they first hear the price. When they take a closer look at what we offer, however, they have always found that we offer the best value in the marketplace."

You're applying for a job, and the human resources director says, "I don't think you have enough experience in this field." If you respond with "I've handled much tougher jobs than this in the past," it may come across as, "I'm right and you're wrong." It's just going to force her to defend the position she's taken. Instead, say, "I understand exactly how you feel about that. Many other people would feel exactly the same way as you do right now. However, there are some remarkable similarities between the work I've been doing and what you're looking for that are not immediately apparent. Let me tell you what they are."

If you're a salesperson and the buyer says, "I hear that you people have problems in your shipping department," arguing with him will make him doubt your objectivity. Instead, say, "I understand how you could have heard that because I've heard it too. I think that rumor may have started a few years ago when we relocated our warehouse; but now major companies such as General Motors and General Electric trust us with their just-in-time inventories, and we never have a problem."

If the other person says, "I don't believe in buying from off-shore suppliers. I think we should keep the jobs in this country," the more you argue the more you'll force him into defending his position. Instead, say, "I understand exactly how you feel about that, because these days many other people feel exactly the same way as you do. But do you know what we have found? Since we have been having the initial assembly done in Thailand, we have actually been able to increase our American work force by more than 42 percent and this is why..."

So instead of arguing up front, which creates confrontational negotiation, get in the habit of agreeing and then turning it around.

At my seminars, I sometimes ask a person in the front row to stand. As I hold my two hands out, with my palms facing toward the person I've asked to stand, I ask him to place his hands against mine. Having done that and without saying another word, I gently start to push against him. Automatically, without any instruction, he always begins to push back. People shove when you shove them. Similarly, when you argue with someone, it automatically makes him or her want to argue back.

The other great thing about Feel, Felt, Found is that it gives you time to think. Sometimes something will come up in a negotiation that you weren't expecting. You haven't heard anything like this before. It shocks you. You don't know what to say; but if you have Feel, Felt, Found in the back of your mind, you can say, "I understand exactly how you feel about that. Many other people have felt exactly the same way. However, I have always found..." By the time you get there, you'll have thought of something to say. Similarly, you sometimes catch other people at a bad moment. You may be a salesperson who is calling to get an appointment and the person says to you, "I don't have any more time to waste talking to some lying scum-sucking salesperson." You calmly say, "I understand exactly how you feel about that. Many other people have felt exactly the same way. However..." By the time you get there you will have recovered your composure and will know exactly what to say.

Key points to remember:

Don't argue with people in the early stages of the negotiation because it creates confrontation.  
Use the Feel, Felt, Found formula to turn the hostility around.

Having Feel, Felt, Found in the back of your mind gives you time to think when the other side throws some unexpected hostility your way.

About the author

Roger Dawson is the author of two of Nightingale-Conant's bestselling audiocassette programs, *Secrets of Power Negotiating* and *Secrets of Power Negotiating for Salespeople*. This article is excerpted in part from Roger Dawson's book "Secrets of Power Negotiating", published by Career Press and on sale in bookstores everywhere and on-line.

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## 6 Salary Negotiation: 32 Job Pay Tips by Calum Coburn

You're good at what you do, maybe you're an ace. So are you being paid what you're worth? See how many of the 32 Salary Negotiation Tips you're using.

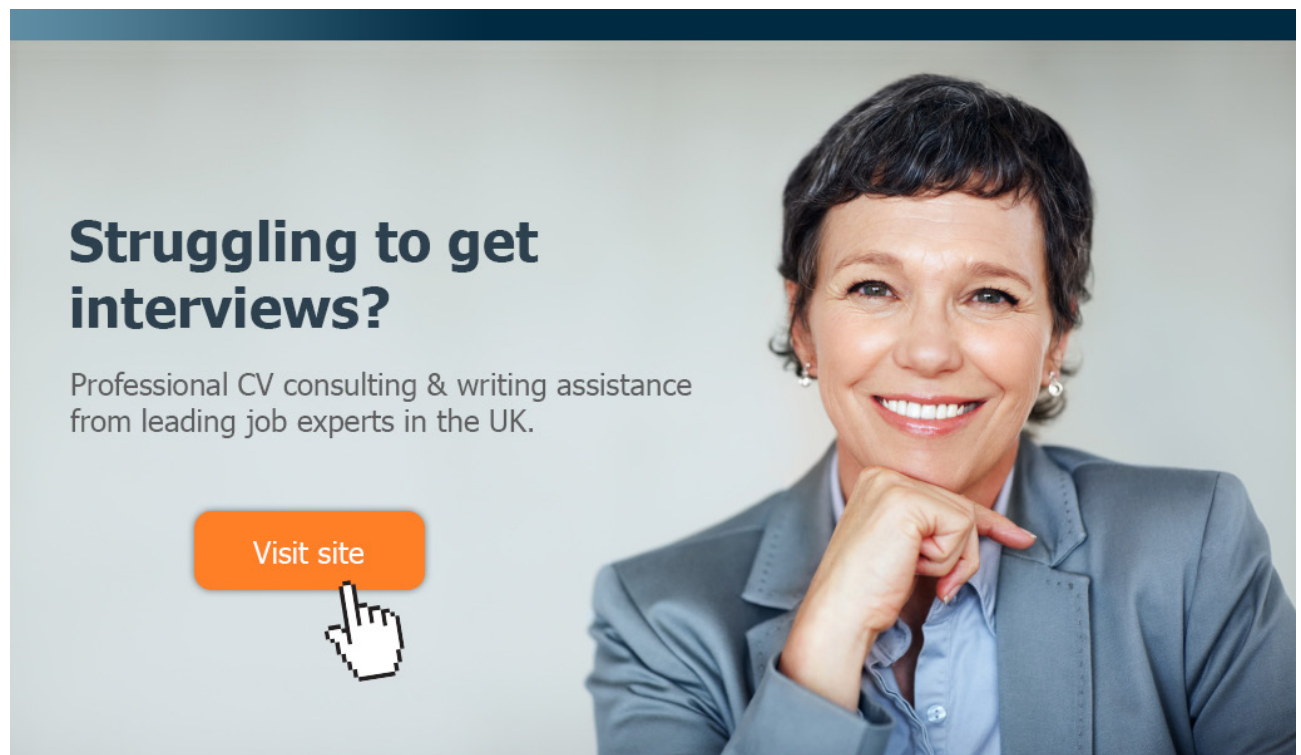
Why are sales professionals still rewarded with the biggest pay packets? Are sales professionals better qualified or smarter than IT professionals? No, there's no such thing as a sales degree.

[view larger image](#)

Do they work longer or harder? Not really. So why then is IT not the best paid profession?

Two main reasons:


Sales brings home the bacon. So measuring their success is easy, and their impact on profit is immediate. Technology's profit impact is neither immediate nor easy to measure. Geeks can't do much about this – sorry.



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Salespeople negotiate every day. So they either negotiate well, or they have skinny kids, and change career paths. Every year 1 in 3 leave the sales profession – a much higher churn than the IT industry. Geeks can't afford not to play catchup here. The good news is that learning to negotiate well is not nearly as difficult as mastering a programming language.

We've watched salespeople out manoeuvre and out negotiate geeks in the opening hours of our negotiation training courses. In response we've put together this comprehensive IT salary negotiation article to help geeks close the gap.

We start with 32 essentials. We suggest that you mark your diary to review this article when looking for your next position, raise or annual review. For those interested in a bright long term career trajectory and the bigger cheques this brings, answer the questions and complete the exercises outlined in our "4 foundations steps" towards the end. Finally, to assist you in your preparation, open our Salary Negotiation Checklist (M\$ Excel). Time to put your starting salary, salary increment, or pay raise under the negotiation microscope.

### 32 IT Salary Negotiation Tips Negotiation Skills



The advertisement features a central image of a smiling teacher leaning over a laptop to assist two young children, a boy and a girl. To the right, there are two smaller circular images: one showing three children looking at a tablet, and another showing children working at computers in a classroom. The background is a vibrant yellow and orange swirl design. In the top left corner, there is a logo for 'e-learning for kids' consisting of a grid of colorful squares. In the bottom right corner, a green oval contains three bullet points: 'The number 1 MOOC for Primary Education', 'Free Digital Learning for Children 5-12', and '15 Million Children Reached'. At the bottom left, there is a paragraph of text about the organization's mission and contact information.

**About e-Learning for Kids** Established in 2004, e-Learning for Kids is a global nonprofit foundation dedicated to fun and free learning on the Internet for children ages 5 - 12 with courses in math, science, language arts, computers, health and environmental skills. Since 2005, more than 15 million children in over 190 countries have benefitted from eLessons provided by EFK! An all-volunteer staff consists of education and e-learning experts and business professionals from around the world committed to making difference. eLearning for Kids is actively seeking funding, volunteers, sponsors and courseware developers; get involved! For more information, please visit [www.e-learningforkids.org](http://www.e-learningforkids.org).



Experienced negotiators have mastered the first 6 negotiation skills below in their salary negotiations. With a little preparation and practice, you can dramatically improve your job offers by using them.

1. Negotiate. Yes, just by choosing to negotiate, you'll be raising yourself above most of your competition. How? A Society for Human Resource Management survey found that 8 out of 10 recruiters were willing to negotiate salary and benefits with job applicants. Yet only 33% of applicants surveyed said they felt comfortable negotiating. In our experience, the remaining 2 out of 10 who weren't prepared to negotiate with their recruits are either unattractive to work for, had unwisely started with their best offer, or will be forced to revise their thinking when they realize their true choice.
2. Trading. Use the "if / then" process of negotiation (otherwise known as "logrolling"). When an employer is insisting that you're going to have to make a concession, why not ask for one in return? For example, "If I accept this salary now, then would you be prepared to discuss awarding me a performance related bonus plus a performance review in 6 months instead of 12 months?"
3. Don't show me the money. So when should you talk about the money if not at the outset? At the end? No, but nearer to the end. If you leave salary for last, you're likely to have little to bolster your chances. Keep a few cards up your sleeve. When salary is mentioned you want to be able to trade these cards in, in order to achieve your higher pay package. So if they want you to start next month and to work longer hours, keep these cards close to your chest and say "yes" only when it means you'll be earning more for it. Practice saying "we can talk about that" and "that's possible" rather than showing your tender underbelly by meekly saying "yes" to everything they ask of you.
4. Get all offers in writing. You don't want to commit yourself or turn down other positions without first knowing exactly what is being offered. So don't make a decision before it's in writing. Remember that just because it's in writing, doesn't mean it's carved in stone. This is likely their opening offer, unless you've negotiated together at length before the written offer. An offer in writing is often a starting point for negotiation. Compare their written offer with your meeting notes (you are taking detailed notes at the end of each meeting, aren't you?).
5. BATNA. We said that negotiations should not merely be the choice of a binary yes or no decision. Give yourself options. In negotiations this is often referred to as your BATNA – a term first coined by Harvard's Project on Negotiation. The worst thing you can do is to interview for your dream job or that high rate position – and no other positions. The more job offers you have on the table, the easier it is for you to say "no thanks", or to negotiate without being hijacked by your emotions. So if 2 options are too few, is a hexadecimal range of choices too many? Probably. Have at least 3 attractive options, whilst having more offers is only going to strengthen your negotiating position, you will stretch your time researching each job and attending the interviews. Having other potential options at the time of the interview is the greatest source of power at your disposal, and gives you room or latitude within which to negotiate. If they really want or need you, they're not going to let you waltz into the arms of their competitors, are they?

6. Set your sights high. Are you aspiring high enough? Most geeks don't ask for enough, this is a sad fact of today's marketplace. Agencies and employers typically make an offer, waiting for the IT professional to argue for higher salary, only to be surprised with a meek acceptance. This is usually the symptom of low aspirations. So raise your own price and you're guaranteed to achieve a better result. At first reading, this may sound like a contradiction, we know. Think about this for a moment: one of the most significant ways in which employers judge your ability is through your confidence. If an employer is presented with 3 candidates with roughly similar CV's, and 1 says that he's worth more, who are they going to trust the high risk all important project responsibilities with? A higher aspiration communicates confidence, and confidence inspires confidence and with it higher salaries.

Walk a mile in his shoes

The old saying goes: "Before you judge a man, walk a mile in his shoes". This isn't because you'll be a mile away and wearing his shoes when you're judging him. No, it's to get his or her perspective. So we say: "Before you negotiate with a man, walk a mile in his shoes." Most negotiators spend too little time in the other person's shoes.

7. Ask for More. Following on from 6 above, there's another strange reason why it's in your interest to ask for more. Executives hate to be wrong. So when your boss has made a decision to take you on, they are making a personal bet on your potential. If you perform well, you make them look good to their peers. If you don't perform, they look bad. Everyone wants to back a winner, the most obvious way to measure the weight of their bet on your potential is the figure they put on your head. So it's in their interest to promote those that they reward the highest – as this proves them right. Are you following? This means that the more you get paid, the greater your chances of a promotion – and thus continues your upward spiral. It's not necessarily fair, but a subtle human principle of psychology. So either make this one count in your favour, or risk someone else in your organisation leapfrogging your future progression.
8. Where does it hurt? Put your finger on their pain. It's perhaps the kindest thing you can do, and your salary prospects go up the better you do it. Chances are that your role or project was created to reduce pain, not to increase pleasure. It's been proven that managers and executives are more motivated to act to solve problems, rather than creating opportunities. So find out what problem you will solve and size up the risks you mitigate, and talk frankly with your employer or client about what may happen if they don't use your services. Better you invite them into an unsavoury future than they don't foresee it or underestimate it and then find themselves adrift in a sea that you could have saved them from. The bigger their pain, the larger your gain.
9. Get on the inside track. Get to know people in your target organisation, or better yet – in your target department. Inside information can be the gold dust you need to strike gold. Knowing the right people, winning their trust and asking the right questions can be the key you need to gain the upper hand. This takes time, so start asking your friends who they know.

10. Do your homework. Visit their website – read it, get to know all you can about their industry – past and present. Even if your role is a supporting type that's safely tucked away from the coal face of the changing harsh market, every employer wants staff who are interested in making a difference. Find areas that you're passionate about, remember these just before your interview to fuel your passion for getting this role. This isn't easy to do when you have many interviews to attend, so be selective about the roles you want to take seriously enough to research. It helps to stick to one industry, especially if you're already familiar with the industry. As always, write your questions down and ask your interviewer or friends who have the inside track. Use the web and other resources to your advantage to know the real worth of your skills and role.

A word about your instincts: If you uncover some information that causes you concern and can't find a satisfactory answer. Don't be shy to ask your interviewer. If they don't satisfy your concerns, don't take the role. You don't have to work for an industry or company who's ethics don't sit comfortably with you – so trust your gut. The Negotiation Experts's ethics prevent us from working with tobacco companies or Exxon Mobil.

Play the Corporate Game

If you're working for a corporation, then you better learn the rules of their hiring game.

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11. Rules and Policies. If the employer states that something is company policy, challenge it by asking the basis or reason for the policy. Ask what exceptions have been made, and the rationale behind these. Find a situation or context that would make you exempt from the policy. For example, if the policy isn't applied to contracting staff, then ask them to change the position to a contractual one rather than a full time role. Most every rule has its exceptions.
12. Don't play in the Band. "We can't pay you more than X, as this is the maximum allowed for your grade". Heard this before? Insidiously effective if left unchallenged. Your employer is defining the rules to their own game, and straight jacketing you into their mould. Do you really want to conform? Of course not. So what can you do? Rebel. That's right, break free from the boundaries of their pay bands by creating a convincing argument as to why you are "different", and exceptionally exceptional. With large corporations, this isn't easy. Start by writing out all the ways in which you stand out from the run-of-the-mill competition. These are your differentiators, they set you apart from the pack. Think of it from the other side's perspective – they may value you for reasons that you think are mundane. Be careful to examine the contextual factors:

Is the project or area you're involved with time sensitive? This will likely make it more difficult to replace you in a flash.

Is there anyone else in the company who can do your job? Who else boasts your unique combination of skills and experience? Are they prepared to do your job?

Does your role really fit neatly into a salary category and band? If you can make a good argument as to why your role is unique and different, then you're more likely to persuade.

What is the difference between the grade they want to cast you into, and the next grade or two higher? Make a case for your fitting into a higher grade with a more handsome pay scale.

13. Decisions Decisions! There's nothing so disheartening as negotiating like an ace, only to discover late in the day that the final decision needs to be made by someone else. This often means negotiations start afresh, after you've already played your best cards. So map out their decision making process, paying particular attention to the person or people responsible for making the final decision. Either talk with them directly, or at least get permission to talk with them once you've successfully negotiated with HR or lower level staff.

Beware the Traps

Many employment agencies and companies alike use the following 3 tactics to get a better deal for the company.

14. Read the contract! Generally speaking, the person who creates the game has the advantage. So don't negotiate a superb job offer verbally, only to push a lot of gold across the table by not reading their contract. It does take time and usually isn't written in easily comprehensible language. If you have a friend who's an attorney / lawyer or knows about labour law or contracts, then have them read it after you have. Don't be afraid to ask your employer about anything you are unhappy with or doesn't make sense.
  15. Stay out of Range. Your future boss or HR may try to persuade you to state your salary range early on. Try to avoid this if possible by asking what salary range they are offering instead, or say you will consider any reasonable offer. If you have a fairly good idea of what salary ranges are applicable to your situation, and are pressed into a corner to be specific, go for the top end of the salary range. You can always negotiate down.
  16. Do not fill in salary boxes. Seen the forms that ask you for your last positions' salary or contract rate? Leave it blank. If they ask for your salary expectation, tell them that you're 'open' or are 'negotiable'. Why? Once you state a salary, this rate will form the ceiling beneath which the negotiation game will be played. Similarly, if you give a salary range, you can guess which end of your range you'll be anchored to.
  17. Don't take "No" for an answer. No, doesn't necessarily mean no! You're not the only one trying to get the best deal out of the negotiation. Just because they said they can't meet your salary or compensation range, doesn't mean they won't call back and up the offer later. It happens all the time. Often it's no more than a negotiation tactic. After all, if they won't meet your price, maybe it's time to ask yourself whether this is the company you want to work for in the first place!
- Your Interpersonal Skills

If you currently use even one of the following 6 interpersonal gems, you are already ahead of the pack. Most are oblivious to the leverage they can achieve, and of course it costs you nothing but time in preparation.

18. Your 60 seconds. Studies show that on average, you have 60–90 seconds to make an impression. Some research even suggests that this process occurs in the first 4 seconds! So, make sure you dress well, appear confident, act friendly, and make eye contact.
19. The 70/30 rule. This means that you listen 70% of the time in the interview or review to learn their position, options, viewpoints, or presentation on what they are prepared to offer. Don't interrupt – ever. Don't be afraid to ask questions. Open ended questions are generally better, as they encourage discussion and further exploration, and will arm you with more detailed information.
20. Take your Time. When an offer is made, don't respond immediately. Take time to digest the salary offer. If necessary, say you will respond within 1 or 2 days in response to the offer. If it's less than what you were expecting, this is the time to bring up your own research to move them northwards. Again, be prepared to illustrate your research with the resources at your fingertips.

21. Tell them a Story...or 3. Most IT pros know their facts. This isn't enough. You need to be able to make your facts come alive and dance in the form of a convincing story. They've going to buy into YOU, so you need to be memorable and persuasive. One of the best ways to make a great impression is to rehearse your stories. Which stories? Your successful war stories. You know, the Mission Impossible projects you pulled through against all odds. Get skilled at painting scenarios vividly, gather the essential facts on just how challenging it was, and how much money you saved your company. You need to sing your own praises. Yes, it's not as romantic as someone else singing them for you. Unless you can wheel your ex-boss into the interview room, you need blow your own trumpet. Modesty doesn't put much money into your bank account. So investing in your storytelling skills is likely to have a higher rate of return than another technical or degree qualification. Write your stories out and take them to a friend in the Marketing Department for sharpening (Marketing folk can be VERY useful to have as friends when it comes to salary negotiation time).
22. Write down all your questions. Why? Questions get information, and information is power in any negotiation. The better the quality of your questions, the more powerfully you will negotiate. Practically speaking, there's a risk you'll forget if you don't capture them all. You'll find yourself upgrading your questions after seeing them in print – which will guarantee you better answers in the interview. We suggest you create a visual mind map of your questions, and sequence them in a logical order. This should keep you from forgetting to ask your most important questions without needing to pull a question cheat sheet from your pocket.
23. Show your Passion and Interest. Let them know that you are interested. There's a real danger that if you focus purely on negotiating effectively, that they may not know just how keen you are to join their organisation. So tell them what you like about their organisation, and let them know that the reason you're negotiating is that you're interested in joining them. This will increase their interest in you, and may cause them to stop looking for others for the position – thereby increasing your negotiating power.

#### Create Value

Negotiation isn't all about a fixed pie value claiming exercise. To create a trusting long term relationship and to enjoy a higher pay pack you will do well to collaborate with the employer to jointly expand the pie.

24. **The Value of Timing.** As a general rule, don't discuss salary until an employment or salary offer is made. You also need to establish value in your employers eyes before quoting them your (deservedly!) high price tag. As until they see value, any price is too high. So find out if you really want the position before you plant your money stake in the ground. There's also a danger that if you myopically focus on your sales price, that you'll be branded as greedy and not seen as interested in their company or industry. You are at your most powerful when responding to their offer. So take your time, don't rush, you may wish to pause the negotiation and think about it for a day or more.

You do need to know whether they're in the same ballpark, or are simply hitting above their own weight. So find out before the interview what their expected salary range is, to avoid wasting both your time and theirs. Usually the job advert states a salary range, so this should hopefully not be a deal breaker.

25. **Your Mental Frame.** "Too many people are thinking of security instead of opportunity" James F. Brynes. Think about your thinking, examine your mental frame. Are you viewing your salary negotiation and job as an opportunity or a safety net? Opportunity negotiators perform better, as they have given themselves the mental freedom to be courageously flexible.



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**SKF**

Case Study: Steve is a Senior Developer and Team Leader. Although Steve found his work to be satisfying, he never really found the time he needed to take stock and see if he was being paid his true worth. Projects were never ending and always somehow high priority and urgent. So after being badgered by his partner, Steve told his employer that he was going away for a long weekend, and used this time to search the net for positions offering comparative salaries in similar companies. At first Steve felt uncomfortable about the thought of leaving his employer, and persuaded himself that he was “just gathering information”. Steve’s job discoveries surprised him. Despite his annual salary reviews, Steve could get 15–35% more! Unsure of whether the jobs were really that similar, Steve decided to contact the companies and agencies responsible for placing the ads. Steve wrote his most important questions down, and then took notes from each confidential telephone conversation. Some were ruled out for requiring relocation or unsociable hours. The 3 that remained were just too interesting to not take further. So Steve interviewed for these positions, still just curious to know what he was really worth. After receiving attractive written offers from 2 companies, Steve had to talk with his manager.

It wasn’t easy to think seriously about leaving his company and team mates. In the meeting Steve stressed how much he enjoyed his job, and how he believed in what the company was doing and how he would like to continue his career with them. He shared that 2 recent more attractive offers were forcing him to reconsider his options, and asked what his manager could do to make it attractive enough for him to stay. To Steve’s surprise, a week later his salary (including bonuses) was boosted by 30%, with most of his requests (which had been dismissed in the past) were honoured! Steve remarked: “It was all too easy to keep my head down and keep busy with my projects. If it wasn’t for my partner needling me to do a little homework, I don’t think anything would have changed. Yes it did take many hours of investment, but the rewards are easily worth it. I feel a little more confident from the experience.”

26. Sell your Value. Sell your value, and make your value visible. Stress what you have to offer the employer. Explain why you are the person for their job. Explain why you deserve a good raise or bonus by pointing out your accomplishments. State your sources from your prior research to underpin your facts. The interview chair is not time to become shy or timid.
27. Your True Cost. How much do you really cost? Think of yourself as an asset to your company, and work out how much you really cost. If you don’t, you’ll risk spending too much time talking about salary and related bonuses only, and not enough time on your real cost. You’ll also run the risk of not discovering ways you can save your company money – money that can be shared with you.

So if you have an office at home and are happy working from there some days per week, then what are the cost savings your employer will reap? Do you have your own laptop and accessories?

Did you go direct, or through an agency? If direct, then how much are you saving them in agency fees? If via an agency, then how much are they paying the agent? Could you negotiate your agents fee downward?

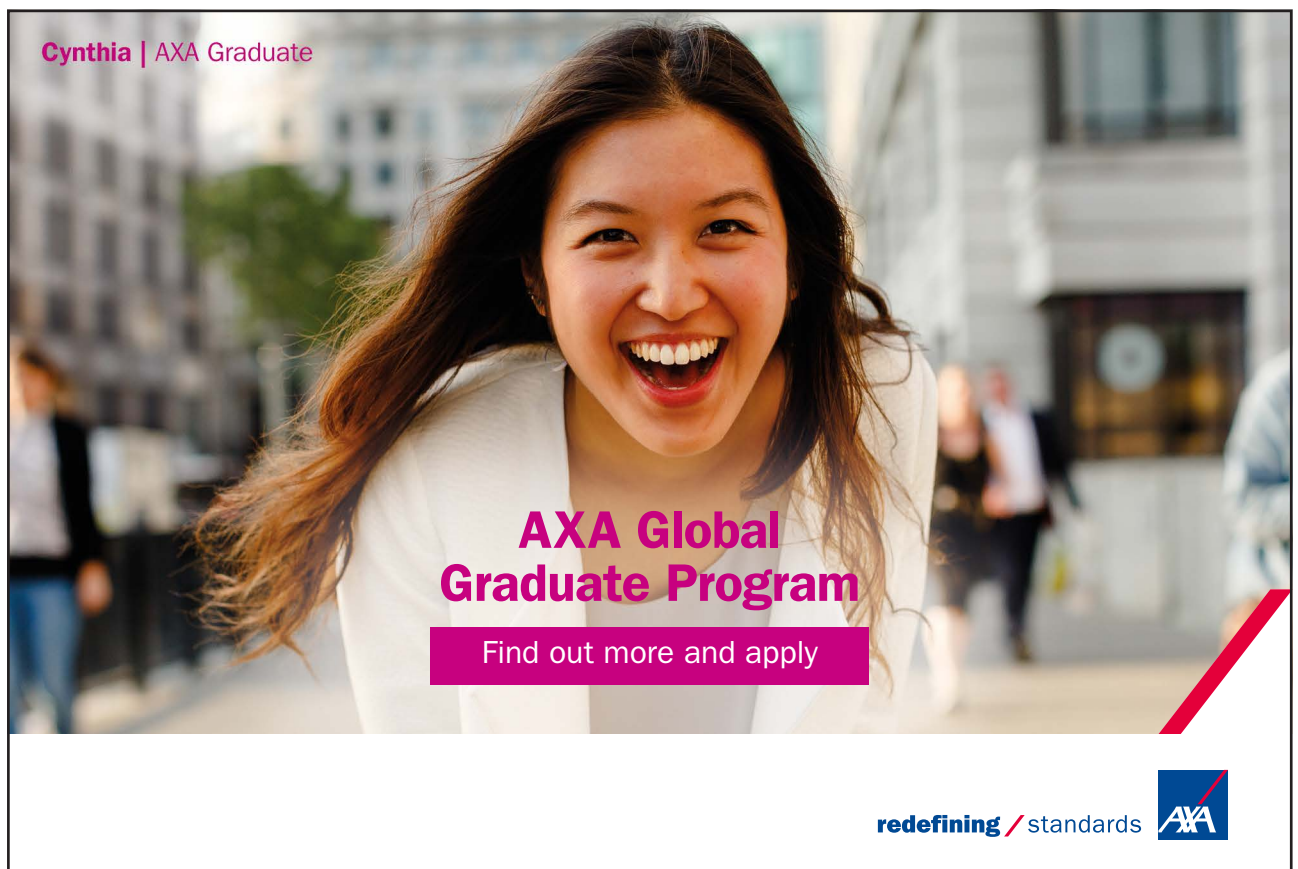
Do you really need all the fringe benefits? Would they be happy paying you the equivalent in money instead?

28. Is time on your side? Calculate what you're worth per hour or day, and multiply up the amount of hours you will be working to see if you're being paid your full worth. Many consultancies expect that you work longer hours, including weekends, but don't pay you for this time. So the high salary may look less attractive when you weigh the real opportunity cost in lifestyle tradeoffs. Perhaps you should be negotiating a time based pay model rather than a project or fixed rate. So would an hourly rate be better than a daily rate? Alternatively, if you're confident of completing the project in good time or in fulfilling your responsibilities in say 4 days per week, then argue for the full salary on your reduced amount of time. Would flexitime suit you better?
29. Many Goals to Score. Flesh out your goals and interests before going into every negotiation, in as much detail as possible. Make our Salary Negotiation Checklist your own by adding in extra columns. The more distinctions you make, the more material you have with which to negotiate. If you walk into a negotiation with only 1 goal, you risk being stuck in a deadlock. With 2 goals, you risk a to-and-fro dilemma. With 3 or more goals and issues your options begin to open up, and with some creative juices you can build the perfect job offer. So divide your goals and negotiation issues into sub goals and sub issues.
30. The Perfect Job Trinity. The Perfect Job can be yours, but only if you hit bulls eye on the Perfect Job Trinity. Too many IT professionals start their job searching online, looking at ads. This only takes care of the most visible part of the trinity – "Job Offers". Unconsciously they scan roles with an eye out for things that they know they can do – "Your Skills". Assessing your skills should have structure, starting with your assessing and them mapping out fully ALL your skills to date – even the skills from previous careers you didn't think you would end up using again. Usually last on the list is the most important – "What you enjoy". So do you love your job? Yes, we don't use the "L" word lightly. If you don't, then write down all the things you have enjoyed, include hobbies and previous careers. If you do love your job, then you're lucky to be able to add to this list all the wonderful things you love about your current job. This makes sure that you won't take a role that doesn't give you full satisfaction – there's a very real danger of your taking for granted all the things you love, and then missing them when you later realise what they were. So what does all this have to do with salary negotiation? Firstly, you're only ready to negotiate a position when you know it's right for you. Else you'll be unhappy, not excel or be able to perform at your best and want to move on sooner. Secondly, having a list or mind map of all the skills you possess and all the things you enjoy will focus your job searching lens. Thirdly, you'll be able to focus in on the skills that you possess that your employer needs – whether they know it or not. Fourthly, your role may be shaped into one that gives you real satisfaction – and this makes everyone happier in the long run.

### Ethics Tactics and Trust

Trust and credibility take a long time to build up, but can be destroyed in seconds.

31. Don't be Evil. Just as Google's early days corporate motto stated. Promise to tell the truth, the whole truth and nothing but... Geeks are famed for telling it like it is. Don't trade on your hard earned professional reputation for the sake of a possible benefit. Being honest does mean you can choose which facts you want to focus on, and which you wish to avoid. This is an important part of "Framing". Choose which part of the picture you wish to focus the frame on, but don't distort the truth. It's likely that you want a longer term relationship with your employer. Industries are smaller than you may think, and people do talk. If you find the other side being economical with the truth – challenge them and give them a chance to put the record straight.



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32. Tactical Counters. Beware the tactics. Learning them the hard way is too costly. So should you be using tactics? We suggest not. Tactics are usually dishonest, and dishonestly costs you in the credibility stakes. When successful, tactics may win you money in the short term, but they'll be gunning for you next time around. People want to regain the dignity they see you having taken from them – otherwise known as revenge. Credibility takes a long while to build up, but can crumble in seconds. Negotiation tactics is a zero sum game that hurts trust and relationship irreparably. You still need to be aware of tactics in order to better be able to identify and neutralise tactics when someone inevitably tries to use them on you. Yes, we've named and shamed the more important tactics in several of the points above, and shared advice on how to counter them. Do pick up a book on negotiation tactics to be on guard and be armed to counter nasty tactics you will undoubtedly encounter.

#### The Way of the Future

33. Supply and Demand. Taking feedback from readers, I agree that there is a valuable 33rd point that needs to be added. A general rule of thumb in business is that of supply and demand. Perhaps one of the reasons sales continues to hold sway as the number 1 paying career path is exactly because you can't take a degree in sales. Remember what salaries were like in IT before certifications and degrees popped up all over the place? Standardisation and regulation leave in their tidy wake more workers who can more easily be compared and traded off against each other, this of course pushes wages downwards. Tertiary institutions are perfect for left brain focussed IT, but woefully poor at the right brain people and high concept skills that sales demands. Another trend that goes hand in hand with this reality is outlined by Daniel Pink in his book "A Whole New Mind". Daniel goes on to make the point that if it's left brained, logical and process intensive, it can be boxed up and learned in the developing world. This pushes supply up still further. Now tell me, how easily can a graduate living in India or China sell a non-commodity product to your clients?

Advice here for techies? Go one of two ways. Either become niche, specialise and target your services, and re-train regularly. Else combine your left brain IT skills with right brain people and conceptual skills to become an uncommon hybrid adding value and ideas with follow through.

Preparation: 4 foundation steps

Now that you're finished reading the 32 IT Salary Negotiation Tips, it's time to book a few hours in your diary to do some preparation. We suggest you set a few hours aside for you and your future career trajectory.

1) What makes YOU so special?

What are your USP's? (Unique Selling Points, nothing like a UPS...) Be affirmative when you take stock of everything you have to offer the company. Define all your qualifications, based on your education, relevant IT certifications, courses, specialised or unique IT credentials, prior work experience, and everything you have accomplished with your current and previous employers. Never undervalue yourself! This should be part of your core differentiating strength and power. Next, look back at yourself through the lens of your prospective employer. How are you uniquely positioned to give them what they're looking for?

2) Research

Find out what your skills and level of experience are worth in the job market through objective market research. Understand your area of the IT market. You can get a fairly accurate idea of what salary range and compensation you should be making by knowing the market.

This information is available through many sources. You can easily Google professional IT associations, career centres, IT tech magazines, government sources, or check out what competitor IT roles are offering on a multitude of employment web sites. You can also ask others in your field what expected wage and compensation packages are being offered.

Don't just limit yourself to money. Be sure to look at the whole package on offer – part of which will inevitably be in hard currency. So consider sign-on bonuses, other bonuses, salary reviews, stock options, relocation expenses, health/life/disability plans, professional memberships, certifications, profit sharing plans, tuition reimbursement, vacation and sick days, termination contract, overtime rates and policies, flexitime working etc. These are all intangible factors which have worth to both you and your client or employer. Be sure to pull the levers that affect your job happiness the most, and ensure that they find their way into your contract.

Anticipate what the employer is going to discuss, review, or what questions you might be asked. Write these questions out, along with your answers, and maybe even rehearse with a friend. If you look at the process through the eyes of the employer, you will be better prepared to seize the moment and dazzle them.

3) Know your IT niche

What is the outlook for your area or niche of the IT industry? Is it downsizing or in an economic upswing? How do your skill levels and experience relate to the profession? As far as IT professional demand goes, are you hot or cold? Even when things are going tough for your industry, it doesn't mean you can't negotiate, it simply means you may need to be creative and choose your project or position more carefully.

If you can't get the salary you want right now, negotiate the performance review instead. Think about it: if you can deliver value to a company in 3–6 months, why wait a year for a salary adjustment? If you're being targeted on results for a particular project within 6 months, negotiate a bonus if you deliver ahead of schedule. Get the idea?

4) Dare to Dream

Once you've completed your research, be clear and specific around what you want. So what exactly is your objective? Do this before shopping for potential compensation packages on offer in the open market. Give yourself some latitude when considering the various options you consider negotiable. This means deciding on the compensation range you consider acceptable and open to negotiation.

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Our unconscious minds influence our every day behaviour far more than most of us realise. So create your own movie to motivate yourself and get a clearer picture of where you want to be in 12 months or 5 years time from now. Start by picturing where you will be living, what you will be wearing, what you'll be driving and who you'll be enjoying your life with when successful. Then work backwards, and answer the question: "What events led to this future?" This is by far the best way to arrive at the compensation options you're going to need to live the lifestyle you're really after. This may be part of the secret behind how Sales Professionals trump all others in the salary stakes to be the worlds highest earners, year after year. Top account managers and sales managers know how to harness their unconscious minds to reach the future of their dreams. Isn't it time the IT professional caught up?

Conclusion

Most of our clients are sales professionals. By contrast IT professionals typically attend our public courses for 3 main reasons:

After being promoted to a Directorate position they don't want to be pushed around the boardroom.

Their large or high profile project demands that they persuade and influence to get things done.

Their skinny kids force them to take up IT sales.

Salary or contract negotiation is seldom a binary decision.

If you're still reading, you're either skimming (and need to go back to read the rest...), or you're serious about claiming the rewards you deserve. Of course you do need to be worth the money. Salary negotiation skills are not a substitute for having the right qualifications and knowledge, or for doing a great job. So we strongly recommend your booking a few hours into your diary to answer our questions and do the exercises suggested above. You'll undoubtedly get more out of the exercises if you tackle them with a friend – every perspective helps. Speaking of friends, if you've learned a thing or two from reading this article, then share this article with your friends – but hide it from HR and your manager, at least until after your negotiation...

About the author

Calum Coburn is an article contributor to "The Negotiation Experts" on [www.negotiations.com](http://www.negotiations.com).

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## 7 When is Negotiating Not Negotiating? by Bob Selden

Four tips for getting a better deal in negotiations.

When you left home for work this morning, did you feel ready to face the day knowing that you were going to have a number of successful negotiations? Chances are, the word “negotiation” never entered your head. Perhaps it should have!

We often think of negotiation as a formal process conducted behind closed doors by high powered executives, politicians or world leaders. Yet everyday all of us negotiate. You may have to agree with colleagues on the content of a report or presentation; with a customer over a disputed invoice; with a supplier on the terms for goods or services; or with your partner on what to have for dinner tonight! All of these things are negotiations.

Our problem is that we don't recognise them as negotiations, nor ourselves as negotiators. As a result, we enter these discussions less prepared than we could be. The result? Sometimes a less-than-successful outcome!



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To help make all our daily negotiations more successful (for both you and the other party), you need to:

- State your case clearly and appropriately
- Organise your facts
- Control the timing and pace of your discussion
- Properly assess both yours and the other parties needs

How do you carry out these four points successfully? First, you need an understanding of some of the key principles of successful negotiation. Try this “True/False” quiz to test your knowledge.

Answer True/False

- Should you ask for twice the amount you need?
- Is your aim to prevent the other party from saying “No”
- Will a small concession relieve the pressure?
- A “Win/Win” result is always possible.
- Is admitting to an error or omission a sign of weakness?

Check your answers below:

1. Should you ask for twice the amount you need?  
False. You will have to back down and will lose an important opportunity to influence the other party. Research clearly indicates that negotiators who make large concessions end up worse off. The secret of successful negotiating is to first identify your needs, then work out a range of options that will satisfy those needs. Start the negotiation by asking for the options that best meet your needs.
2. Is your aim to prevent the other party from saying “No”?  
False. Getting a “No” from the other party gives you the opportunity to ask “Can you give me your reasons?”. This leads to uncovering the other party’s real needs and some options that will satisfy them – options which you could supply.
3. Will a small concession relieve the pressure?  
False: They may think you are weakening and put more pressure on. Far better to state or restate your needs and then explore as many options as possible to satisfy them. As part of this discussion, you may come back to the offer that was just rejected, or you may find some even better options. Either way you have gained a lot more information and not weakened your position.

4. A “Win/Win” result is always possible.

False: It’s desirable, but not always possible. Sometimes, even the best of negotiators have to “agree to disagree”. The way to improve your ratio of “Win/Win’s” is to focus very clearly on your own real needs (not positions) and the needs of the other party. Searching for many different options to satisfy both party’s needs generates more “Win/Win” situations.

5. Is admitting to an error or omission a sign of weakness?

False: Research shows that disclosing such information demonstrates honesty. In psychological terms, it breeds what is called “reciprocity” – if you do something for me, then I’ll do something for you. People are far more likely to be honest with you when you are honest with them. Pulling the wool over someone’s eyes may give you a short term result at the expense of a long term relationship.

Some tips to help you negotiate successfully

If you want a better deal, ask for one

You’ll never know unless you ask!

Argue to learn, not to win

To meet your own needs you need to learn as much as possible about the other party and their needs. The more you learn, the better chance you have of getting a good deal.

Make proposals regularly during the negotiation

Proposals move the negotiation forward. Use proposals such as “If you will provide.... then I might consider....” The other party’s response to these proposals will give you a lot of information to work with.

Ask for, and give as much information as possible

For example, questions such as “Can you explain your reasons for....?; “What are your priorities? and “What else is there that you think I should know?” are excellent ways of gathering the information you need.

About the author

Bob Selden is the author of the best-selling “What To Do When You Become The Boss” – a self-help book for new managers – see details at <http://www.whenyoubecometheboss.com/>. He’s also coached at one of the world’s premier business schools, the Institute for Management Development in Lausanne, Switzerland and regularly advises managers around the globe on their current challenges.

<http://nationalllearning.com.au/bob-selden/>

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“I studied English for 16 years but...  
...I finally learned to speak it in just six lessons”  
Jane, Chinese architect

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# 8 The Turn-Around by Robert Graham

How to Turn an Objection Into a Reason to Buy

When Jeff Goodby, creator of the “Got Milk?” campaign and a legend in the advertising world, pitched the Wall Street Journal to handle their advertising, The Journal replied with a seemingly show-stopping objection: “You’re too far away.”

While many salespeople would have stammered and argued or simply given up, Jeff did something brilliant. He told them that’s exactly why they should give him the contract.

Huh?

“Let me ask you something,” he continued. “Where are your readers?”

On the East Coast and West Coast.

“And where are you?”

In New York.

“Wouldn’t it make sense, then, to have your advertising firm be on the opposite side of the country to help you stay connected to the majority of your readers?”

He got the account.

Making the Most Of Your Objections

What many salespeople don’t realize is that the very objection their prospect is hung up on is often the reason why they should go ahead with your sale. Helping them understand this is called “The Turn-Around.” It’s not always appropriate, but when used correctly and in the right circumstances, it is one of the most surprising and effective tools in your selling toolbox.

For example, if you’re selling training services to Citibank but don’t have a background in banking, your prospect may say to you, “You’ve never worked in Financial Services. Why would we hire you to train our group?”

You might respond to them with, “That’s exactly why you should bring me in!” When they turn to you with a puzzled look on their faces, ask them a few questions to help them understand.

“How many ‘experts’ do you have here in financial services?”

Lots.

“Have you had other ‘experts’ in the past work with you who weren’t able to affect change?”

Yes.

“Wouldn’t it make sense, then, to have someone with a completely fresh perspective – and a solid understanding of your business – help you see things through a new lens and make the changes you need?”

Same thing works with young doctors. A patient might be hesitant to see a young doctor. The truth is, however, the younger doctors are the ones that have the most recent training and the most up-to-date medical knowledge. Plus, their hands are probably the steadiest.

If a prospect tells me they can’t bring me in for sales training because they can’t afford it (because their sales are down), I’ll tell them that’s exactly why they should do my sales training!

Like the Jedi Mind Trick, the Turn-Around will help them look at their situation and argument from a different perspective and it will help you close a lot more business.

About the author

Robert Graham is the Principal of GrahamComm ([www.grahamcomm.net](http://www.grahamcomm.net)), a consulting and training company that helps clients increase their sales and deliver outstanding presentations. He can be reached at 415-652-0763 or [Robert@grahamcomm.net](mailto:Robert@grahamcomm.net).

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## 9 Get a Head Start in Negotiations by Betsy Brown

If you want to start negotiations in a winning position, then you need to prepare like a tiger. That means you must pay attention to 7 crucial areas.

### 1. Check Whether You're In A Negotiating Situation

A negotiating situation exists when you are in any communication or problem-solving situation with others that can work out to your advantage. If there is no advantage to you, then don't negotiate; you'll only lose. As Sun Tzu, the author of "The Art of War", said hundreds of years ago, "Engage only when it is in the interests of the state; cease when it is to its detriment. Do not move unless there are advantages to be won."

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## 2. Clarify Your Aims

Your overriding aim in any negotiation is to achieve the objectives you and your constituents have set. There are other aims, such as getting a good deal and improving your relationship with the other side. But getting what you want is tops. Always keep this aim firmly in your sights and don't stop until you get it.

## 3. Gather Information

Once you know you're in a negotiating situation, you need to gather information about the other side's offer and use it to refine your own. Many negotiations come unstuck simply because one side or the other doesn't listen, or check, or take the time to clarify exactly what the other side are offering, or indeed what they themselves are offering. This means that throughout a negotiation you should do tons of listening, clarifying and checking. And when it comes your turn to put over your case, you should use every skill you can muster to make sure they understand.

## 4. Negotiate With Your Own Side

It is rare to go into a negotiation only representing yourself. Usually you negotiate as a representative of others, your constituents. Part of your preparation for negotiations has to be spent getting the best mandate from your constituents. Aim to get the support you need; the trust you need; the resources you need; the understanding you need; and the freedom you need.

## 5. Get A BATNA

A BATNA is your Best Alternative To a Negotiated Agreement and is the only certain way to be successful in negotiations. By preparing for negotiations with one party by sounding out an alternative deal with another party, you get walkaway power. It means that, even if the alternative isn't quite what you want, you are still prepared to go there, if need be.

## 6. Prepare The Setting

There are five questions to ask yourself when preparing the setting for a negotiation. They are: Who? (ie who is to take part and do what?); Where? (ie our place or theirs?); When? (ie what is the time scale?); Why? (ie what are we negotiating about?); and How? (ie how are we to present our case?).

## 7. Prepare Yourself Mentally

The right attitude towards negotiations is the principal difference between successful and unsuccessful negotiators. Getting into the right frame of mind before you begin should be part of your preparation plan.

- aim to be tough, business-like, alert and unyielding
- don't feel you owe them anything – don't be a bowl-beggar
- don't put yourself above or below them
- stay relaxed and unhurried
- don't reveal your feelings at any point.

There is no guarantee that good preparation will lead to success in negotiations. But the chances are that poor preparation will lead to failure. Don't take that risk. Pull out all the stops to get a head start and you won't regret it.

### About the author

Betsy Brown is an article contributor to ManageTrainLearn, the site with the biggest and most original range of management training materials on the Internet.

<http://www.managetrainlearn.com>

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# 10 The Science of Persuasion by Robert Graham

Racism. Terrorism. Gay marriage. Scandals. Islam. Guns. Religion. As the US presidential race goes into its final weeks, these are the topics that are making the headlines. And though we'd like to think that we base our decisions on the issues, platforms and values of the candidates, the truth is that many of us are successfully persuaded by the parties based on our emotions.

This article focuses on persuasion, how the brain makes decisions and what each of us can do to become more persuasive in our business and personal lives.

## THE SCIENCE OF PERSUASION

Selling a product or service.

Managing people.

Getting your children (or spouse) to do what you ask.

Interviewing for a job.

Pitching an idea at a meeting.

Requesting a budget for a business initiative.

The common thread of all of the above is that they are all acts of persuasion. Dr. Maynard Brusman ([www.workingresources.com](http://www.workingresources.com)), a renowned consulting psychologist and one of the foremost executive coaches in the United States, wrote a report on the "Brain Science of Persuasion" that was so good, I (persuasively) asked if I could reprint parts of it here for you. Below are some of the highlights...

## FEELINGS FIRST, LOGIC LATER

We've discovered a great deal in the last 10 to 15 years about how the human brain processes information. With the recent advent of live, real-time brain-imaging technology, we can now look at what happens inside the brain as we process information, make decisions and respond to others.

Most of us try to persuade by using our best arguments, best data, logical flow charts and rationality to generate the thinking, decisions and actions we seek. Business leaders still believe everyone relies heavily on logic and reason to make decisions. We've traditionally believed that emotion wrecks havoc on rationality, especially in business.

As science evolves, we're starting to realize that emotions come first. Not only do they guide our decisions and actions, but we're incapable of making decisions without them. Emotional context helps us make the best choices, often in a split second, long before the rational centers of the brain are even activated.

## ETHOS, LOGOS AND PATHOS

Aristotle identified the three basic elements of every persuasive argument:

Ethos: The credibility, knowledge, expertise, stature and authority of the person trying to persuade.

Logos: The appeal of logic, reason, cognitive thinking, data and facts.

Pathos: The appeal to the emotions; the non-cognitive, non-thinking motivations that affect decisions and actions.

These elements are the powerful cornerstones of every persuasive argument or presentation. They aren't weighted equally, however, and therein lies the hidden secret of unlocking your persuasive powers.

Research on the brain during decision-making reveals that we respond to persuasive attempts either analytically or automatically.

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Those who respond analytically use a reasoned evaluative approach to come to a decision, but this requires enormous mental energy. The brain uses up reserves of glucose and calories whenever it evaluates. And because it's human nature to conserve energy, most of us won't respond with the extra effort required to be analytical.

In fact, most people slip into automatic response mode whenever possible. This doesn't mean we're lazy; it's actually a primitive survival instinct. We automatically take the easy way to conserve energy in case we're attacked or threatened.

That's why most people don't act on logic and reason. We make emotional decisions and then justify them with logic and reason.

#### THE BRAIN'S TRIGGER CENTER

This doesn't mean you can skip logical arguments, but it does place less emphasis on reason and more on emotion. When you understand that people want to make rapid automatic and accelerated decisions, you can make it easier on those you're trying to influence and increase your success at persuasion.

How do we generate automatic influence? With triggers. A trigger is any stimulus that will help us make a non-thinking decision or action. We are preprogrammed to comply with requests when a trigger is activated. It's simply a shortcut to avoid the pain and effort of mental activity.

#### SEVEN SUPER TRIGGERS

Research has identified seven "Super Triggers" that each of us can use to enhance our persuasiveness:

1. The Friendship Trigger: We are more easily influenced by people we like, and the best way to activate friendship is through similarity, connections and common interests.
2. The Authority Trigger: We respond with unthinking, automatic compliance to those we believe have authority, credibility and power. This trigger works because we assume the person in position of authority has done the evaluation work for us. (PhD, MD, JD, MBA, etc.)
3. The Consistency Trigger: Our internal guidance system compels us to be consistent in the way we see ourselves and the peers we admire. (e.g. voting along party lines)
4. The Reciprocity Trigger: One of the strongest, most universal internal triggers is the law of giving and receiving, or quid pro quo. Reciprocity is the desire to give back to someone who has given us a gift. (e.g. free samples)

5. The Contrast Trigger: Framing a proposition so it appears more desirable than an alternative. Always present the most onerous approach first, followed by what you really want. (e.g. a salesperson presents you with a very expensive suit, then the next, slightly less expensive suit seems more reasonable)
6. The Reason Why Trigger: The brain looks for shortcuts to doing mental work. When you present a valid reason to accept a proposition, you achieve compliance.
7. The Hope Trigger: This is one of the strongest persuaders, underlying all others. Once we perceive an opportunity to satisfy our hopes, we seldom rely on rational, cognitive thought or logic before we act. (e.g. gambling, lotteries)

Next time you try to persuade, ask yourself this question: Aren't you being a bit too reasonable?

#### About the author

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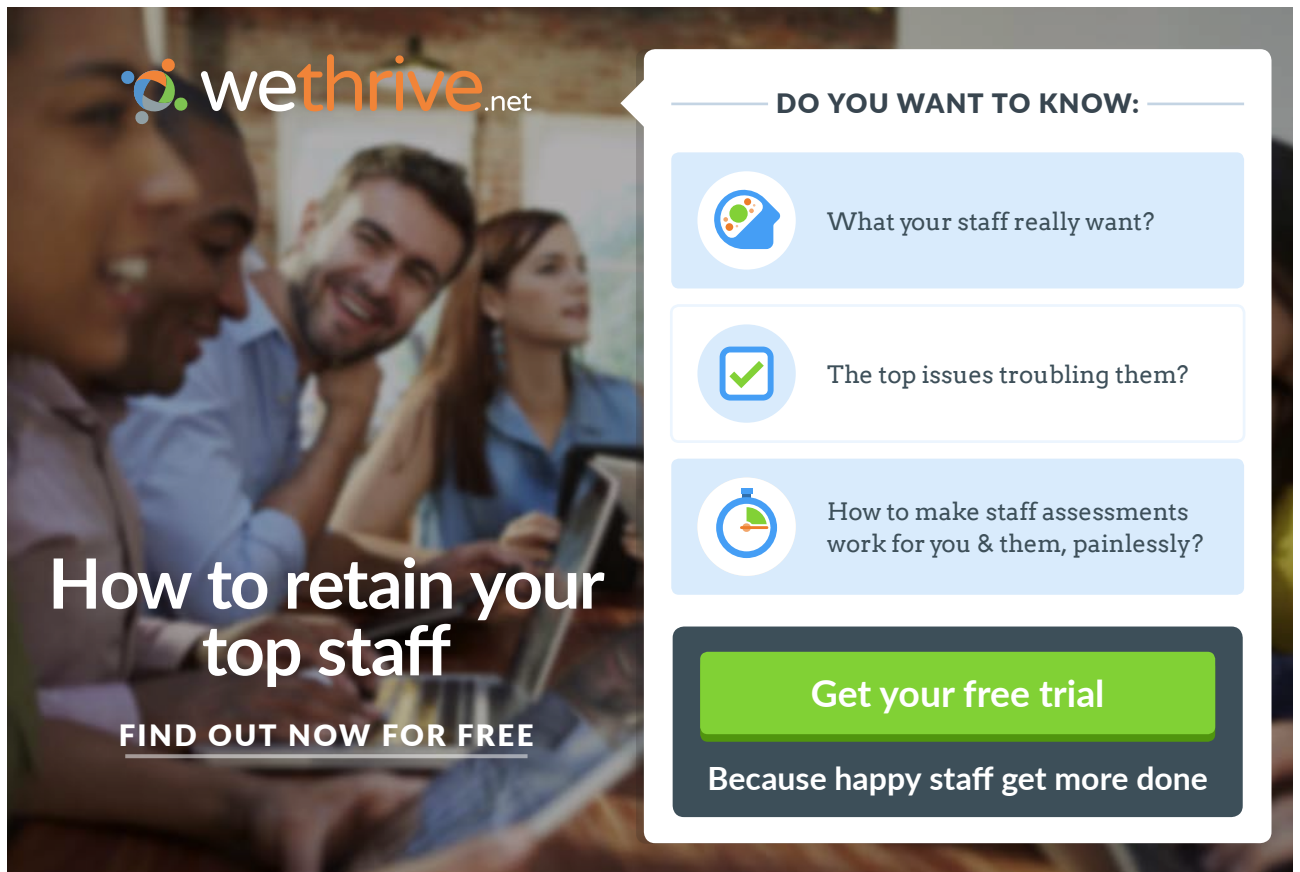
# 11 Master the Four Stories of Transcending Conflict by Thomas Cox

My friend Les was at odds with his church, and their mutual disagreement was heading for a big, ugly showdown at the annual leadership election. Everyone's passions were high, and neither side was listening to the other – I became convinced neither side even understood the other.

The entire organization was based around “mutual respect” and dialog and so forth. Yet nobody could manage to do that for each other, when it came to this conflict.

Les felt the leadership wasn't serious about the group's money problems – they'd lost money for six years running, and he felt they had no serious plan for changing that. Fortunately, Les had served on the board, knew the financials, and had personal expertise in fund-raising. Since he loved his church, he didn't see how he could do anything other than speak up and offer to help.

Meanwhile, the leadership felt Les was 'disruptive' and 'not a team player' and just wanted to grand-stand.



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Sound familiar? It should. Every significant conflict between two sides involves four stories, and most of the time each side only knows two of them. The first side to master all four stories will have the power to either win the conflict or transcend it completely.

### The Four Stories

- Our view of Us (why we are right)
- Our view of Them (why they are wrong)
- Their view of Us (why we are wrong)
- Their view of Them (why they are right)

Draw it this way and fill in some key words or sentences that reflect the whole picture:

	Our View	Their View
Of us	Our motives are pure; We see things clearly	They suspect our motives; They see us as ill-informed or foolish
Of them	They suspect our motives; They see us as ill-informed or foolish	Their motives are pure; They see things clearly

The primary function of each pair of stories is to give each party a reason to feel comfortable (“my side is right”) and to justify themselves in ignoring what the other side says (“they are ignorant, foolish, or evil, so there’s no point in listening to them”).

Here it is for Les:

### Les’ Church – Four Stories Diagram

	Les’ View	Leadership View
Of Les	I want to solve the money problem I want to awaken leadership to the seriousness of the issue I want to contribute my expertise	Les just wants attention Les is blowing things out of proportion
Of Leadership	They’re burying their collective head in the sand	We have things under control We need to protect the group from Les’ disruption of harmony

## How to Use the Four Stories

Les' biggest challenge was getting the rank and file of the membership to listen to him – and his initial approach was ineffective. Because he was a minority and moved slower than he should have, by the time he spoke with most members, they'd already been warned about Les – they were primed to believe the two “Leadership View” stories.

Les believed he just needed to talk louder to get people's attention. This just played into the other side's image of him as “wanting attention” (for himself).

He also tried showing people selected data from the financial reports. This too was not done well – by selecting the data he allowed people to believe he had cherry-picked it, thus “blowing things out of proportion.”

Only by knowing the other side's stories – their version of reality – can you hope to connect with people in a way that works for them, where they give themselves permission to really listen to you.

Overcome Mental Defenses – by Not Attacking

Conflict can become entrenched in us when we start to vigorously defend our version of reality, and vigorously prosecute our vision of the other side. We start to feel that any alternative information is dangerous, or disloyal, or somehow threatening.

And the more forcefully we push a conclusion, the more likely someone else is to feel defensive.

As Dale Carnegie put it, “Those convinced against their will are of the same opinion still.”

The trick, then, is to not push your conclusions, to instead let the other person feel comfortable and non-defensive, and invite them to help you interpret the data you're facing.

You want to model open-mindedness. Couch your conclusions as being tentative. Use “I” statements instead of “you” statements – rather than “you didn't say that” try “what I think I heard you say was...”

So the approach I suggested to Les was to say:

“Hey, can you help me figure out what this means? Because I keep coming up with a scary answer, and other people on the board don't seem scared, so maybe I'm just not processing this right. Can you help me figure out what I'm missing, or where I've gone wrong here?”

This serves two functions. First, it allows you to listen more effectively – you might have been blocking out part of their data. Now you can easily change your mind without having to embarrassingly back down from a strident position you took earlier.

Second, it gives the other person the opportunity to do the same thing. Never force the other person to admit they were wrong.

#### About the author

Tom Cox is CEO at B-Studio Business Videos, Managing Consultant at Cox Business Consulting, Inc., and CEO at GrowthMaps

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The advertisement features a black header with the CMO Inspired Conference logo on the left, which consists of a green speech bubble containing the letters 'CMO'. To the right of the logo, the text reads 'INSPIRED CONFERENCE' in large white letters, followed by '25 OCTOBER | DE VERE BEAUMONT ESTATE | OLD WINDSOR UK' in smaller white letters. Below the header is a photograph of a large, white, multi-story building with a fountain in the foreground. The bottom section of the ad is a collage of images showing conference attendees, a speaker at a podium, and a large audience. At the bottom of the collage, the text 'Join Over 100 Chief Marketing Officers & Digital Innovators' is written in green.



# 12 What Is Win-Win Negotiation? by Steve Roberts

Examine how poorly implemented win-win usually fails to deliver business goals and leaves gold on the table as a result.

Ever heard someone say that they ‘gave away the farm’? Despite our best intentions, we sometimes negotiate too much value away to arrive at an agreement. Even when we go into our talks with high motivations and a grandiose, exuberant spirit of cooperation, we have to be wary and dip our toes cautiously into the waters to make sure we aren’t about to be devoured by a grinning and hungry shark. Today, many of us hear that win-win negotiations are all the rage. Academia has in more recent times married win-win to principled negotiation. Yet it is all too common that most negotiators fail to understand that this term represents our achieving a win-win negotiated settlement.

Yes, win-win negotiation is less about the process, less about the “how” of getting there, and more about the destination. That said, this article focusses on how best to get you a win-win outcome, whilst keeping your eyes fixed on the elusive win-win negotiation outcome or goal. We are careful to point out the contexts in which a win-win approach will lose you value in our negotiation training courses.

## The Real Win-Win Negotiation Concept

The true meaning of a win-win negotiated settlement is where the agreement reached cannot be improved further by any discussions. So your outcome cannot be improved for your benefit, and similarly, the agreement for the other party cannot be improved further for their benefit either. By definition, there is no value left on the table and all creative options have been thoroughly explored and exploited.

What does not constitute a win-win negotiation deal?

Many negotiators falsely delude themselves into believing they have a win-win approach and settlement when they adopt many of the strategies described below. However, were they to put their agreement under our microscope and look closer, they would be dismayed to discover that they squandered money and wasted resources. Positional and tactical negotiators love less experienced negotiators who do not fully understand win-win. Why? Inexperienced negotiators make for easy targets to be shot down, simply due to their lack of understanding of the win-win concept.

So what pitfalls can lead your company or team to miss the rich rewards promised by a win-win settlement?

### One size fits all win-win approach

It's fine to have a positive mindset going into the talks, but we must be realistic that we do not get bogged down into 'the end justifies the means' mentality by sacrificing resources or funds to get that agreement. The Negotiation Experts does not advocate win-win in all situations. A couple of examples where win-win would be an inappropriate commercial strategy to employ would include:

Hostile or die hard positional negotiation counterparties who look at you through win-lose lenses.

When you're negotiating the purchase of a widely available commodity type product or service that makes neither a strategic impact upon your business, nor carries a large price tag.

For distributive business negotiations with 1 or 2 negotiation variables. There is no room to manoeuvre and the party with the more power cards will win (skills being roughly equal).

### Compromise

Many negotiators falsely believe that compromise is a positive approach to gain a win-win negotiation deal. This is plainly incorrect. If you look at the definition of the word 'compromise', it means 'A settlement of a dispute in which two or more parties agree to accept something less than they originally wanted.' If one or both parties agree to lower their aspirations, this is hardly a win-win outcome, is it? (Note: Over-ambition in aspiration due to lack of experience or research is the subject of another article).

### The Relationship

Possessing the desire to create a durable relationship in a negotiation is admirable, but it does not guarantee that you will walk out of the negotiation with a win-win agreement to hand. Mutual relationships are the ideal, with each side creating value for their organisation and for the other's organisation. If you find that you're getting the short end of the stick over and over again, then you'll need to think through how the other side perceives you, and the negotiation frame that's been set. Almost everyone agrees that it's important to have good relations with your business partners, but few will agree with what "good" really means. It's best you explore this separately as a company and or team, as assumptions are dangerous.

### Take Our Time

Many negotiators are under the impression that if they take extra time to negotiate they are more likely to achieve a win-win settlement. The truth is that many studies on this very subject have revealed that extra time does not make much difference to the quality of the negotiated agreements.

## Winning Strategies

### Ask Smart Questions

When we enter a negotiation prepared, it is most likely that we'll only have an educated guess as to other parties' intentions, interests and priorities. It is a sad truth that in reality, many negotiators do not ask questions to gain a better understanding of the underlying ambitions that lie beneath the other party's position.

We need to determine whether our goals can be connected to the business goals of the other party. The more we know about their aims, the more we will be able to put together settlement packages that better address the business goals and priorities of both parties. When we know what's important to the other party, we can build a beneficial and productive agreement that:

Doesn't leave gold on the table

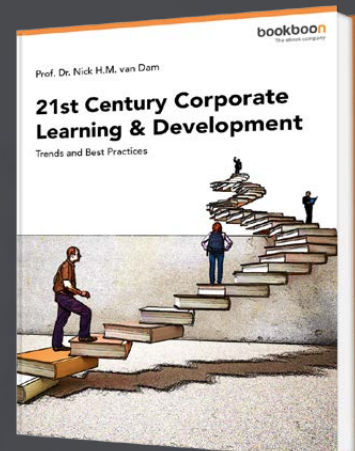
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Will save you from stripping away value by making needless concessions

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### Play Fair

What do we tell them about our goals and interests? Reciprocation is essential. We have to tell them about our goals and interests so they may better understand how they might not only meet their needs, but ours as well. Best we begin at outset with setting the frame of a cooperative mood to increase mutual interaction. Only then should we progress into fact-finding and option generation. Our counterparts will usually mirror our behaviour, the virtuous and less than virtuous.

If we start by openly offering information, they will normally reciprocate in kind. Our initiating the volunteering of goals and interests does not necessarily put us at a strategic disadvantage. Provided we set the frame of reciprocation and gain agreement at the outset, and provided we don't put all our cards on the table (better to trade cards, one for one), reciprocation will prevail. Of course if the other side refuses to reciprocate at any point, and refuses to give a valid reason, this should be our red flag to stop.

Tip: It's a bad idea to reveal your BATNA at the outset.

### Present Multiple Offers

The best win-win agreements often spring from presenting multiple offers rather than a single, lone offer or proposal. The reason is that a single offer or proposal often has an anchoring effect. Multiple offers tend to stimulate communication. Multiple offers will often prompt or nudge our counterpart into providing vital information about their objectives and the true nature of their business ambitions. Negotiating will be more energetic and productive because several options will likely enhance the possibility of finding even more creative solutions than would otherwise have been possible.

### Third Party Assistance

Another innovative strategy to maximize your resources effectively is to use a neutral third party to help both parties tease out all goals and interests. In addition, you can ask this third party to suggest an agreement, or for ways in which to improve your existing agreement. Each side should of course have the option to veto the third party's proposals if they uncover better alternatives. A third party proposal can bring a number of benefits:

An experienced negotiation expert will often suggest options and proposals that neither party thought of.

Both parties can safely share more sensitive information. Since information is the building blocks required for creative alternatives, this in itself can open doors that were previously not seen. The resultant outcome is more win-win by leaving little to no gold on the table.

Trust is fostered under the experienced third independent party's direction. Often parties don't share suspicions openly with each other. This format of negotiation is conducive to sharing doubts.

Mistakes are mitigated against, with a third party looking out for both sides' interests. This prevents one sided gains and fosters a free thinking creative process, and of course reduces risks.

### Summary

We need to appreciate that not just any agreement leads to a win-win scenario or outcome in our negotiations. In reality, very few negotiations reach this aspirational and theoretical ideal. Time constraints all too often straight-jacket how long and far we can explore. Attitudes, positions and skills set invisible boundaries that constrain what we see as possible. Win-win deals are more likely when set up correctly through effective use of framing, research and building relationships at the right levels. If a win-win approach is appropriate, it's essential that we remember to pursue a win-win agreement for both parties.

Resource: win-win negotiation case study to illustrate many of the above points.

J. Lewicki, A. Litterer, W.Minton, M. Sauders, 'Negotiation', 2nd Edition, Irwin,(1994).

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Penguin Books, (1991).

### About the author

Steve Roberts is an article contributor to "The Negotiation Experts" on [www.negotiations.com](http://www.negotiations.com).

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# 13 Ask for More Than You Expect to Get by Roger Dawson

One of the cardinal rules of Power Negotiating is that you should ask the other side for more than you expect to get. Henry Kissinger went so far as to say, “Effectiveness at the conference table depends upon overstating one’s demands.” Think of some reasons why you should do this:

Why should you ask the store for a bigger discount than you think you have a chance of getting?  
Why should you ask your boss for an executive suite although you think you’ll be lucky to get a private office?

If you’re applying for a job, why should you ask for more money and benefits than you think they’ll give you?

If you’re dissatisfied with a meal in a restaurant, why should you ask the captain to cancel the entire bill, even though you think they will take off only the charge for the offending item?



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If you're a salesperson:

Why, if you are convinced that the buyer wants to spread the business around, should you still ask for it all?

Why should you ask for full list price even if you know it's higher than the buyer is paying now?

Why should you ask the other person to invest in the top of the line even when you're convinced they're so budget conscious that they'll never spend that much?

Why should you assume that they'd want to buy your extended service warranty even though you know they've never done that in the past?

If you thought about this, you probably came up with a few good reasons to ask for more than you expect to get. The obvious answer is that it gives you some negotiating room. If you're selling, you can always come down, but you can never go up on price. If you're buying, you can always go up, but you can never come down. What you should be asking for is your MPP-your maximum plausible position. This is the most that you can ask for and still have the other side see some plausibility in your position.

The less you know about the other side, the higher your initial position should be, for two reasons:

You may be off in your assumptions. If you don't know the other person or his needs well, he may be willing to pay more than you think. If he's selling, he may be willing to take far less than you think.

If this is a new relationship, you will appear much more cooperative if you're able to make larger concessions. The better you know the other person and his needs, the more you can modify your position. Conversely, if the other side doesn't know you, their initial demands may be more outrageous.

If you're asking for far more than your maximum plausible position, imply some flexibility. If your initial position seems outrageous to the other person and your attitude is "take it or leave it," you may not even get the negotiations started. The other person's response may simply be, "Then we don't have anything to talk about." You can get away with an outrageous opening position if you imply some flexibility.

If you're buying real estate directly from the seller, you might say, "I realize that you're asking \$200,000 for the property and based on everything you know that may seem like a fair price to you. So perhaps you know something that I don't know, but based on all the research that I've done, it seems to me that we should be talking something closer to \$160,000." At that the seller may be thinking, "That's ridiculous. I'll never sell it for that, but he does seem to be sincere, so what do I have to lose if I spend some time negotiating with him, just to see how high I can get him to go?"

If you're a salesperson you might say to the buyer, "We may be able to modify this position once we know your needs more precisely, but based on what we know so far about the quantities you'd be ordering, the quality of the packaging and not needing just-in-time inventory, our best price would be in the region of \$2.25 per widget." At that the other person will probably be thinking, "That's outrageous, but there does seem to be some flexibility there, so I think I'll invest some time negotiating with her and see how low I can get her to go."

Unless you're already an experienced negotiator, here's the problem you will have with this. Your real MPP is probably much higher than you think it is. We all fear being ridiculed by the other. So, we're all reluctant to take a position that will cause the other person to laugh at us or put us down. Because of this intimidation, you will probably feel like modifying your MPP to the point where you're asking for less than the maximum amount that the other person would think is plausible.

Another reason for asking for more than you expect to get will be obvious to you if you're a positive thinker: You might just get it. You don't know how the universe is aligned that day. Perhaps your patron saint is leaning over a cloud looking down at you and thinking, "Wow, look at that nice person. She's been working so hard for so long now, let's just give her a break." So you might just get what you ask for and the only way you'll find out is to ask for it.

In addition, asking for more than you expect to get increases the perceived value of what you are offering. If you're applying for a job and asking for more money than you expect to get, you implant in the personnel director's mind the thought that you are worth that much. If you're selling a car and asking for more than you expect to get, it positions the buyer into believing that the car is worth more.

Another advantage of asking for more than you expect to get is that it prevents the negotiation from deadlocking. Take a look at the Persian Gulf War. What were we asking Saddam Hussein to do? (Perhaps asking is not exactly the right word.) President George Bush, in his state of the Union address used a beautiful piece of alliteration, probably written by Peggy Noonan, to describe our opening negotiating position. He said, "I'm not bragging, I'm not bluffing and I'm not bullying. There are three things this man has to do. He has to get out of Kuwait. He has to restore the legitimate government of Kuwait (don't do what the Soviets did in Afghanistan and install a puppet government). And he has to make reparations for the damage that he's done." That was a very clear and precise opening negotiating position. The problem was that this was also our bottom line. It was also the least for which we were prepared to settle. No wonder the situation deadlocked. It had to deadlock because we didn't give Saddam Hussein room to have a win.

If we'd have said, "Okay. We want you and all your cronies exiled. We want a non-Arab neutral government installed in Baghdad. We want United Nations supervision of the removal of all military equipment. In addition, we want you out of Kuwait, the legitimate Kuwaiti government restored and reparation for the damages that you did." Then we could have gotten what we wanted and still given Saddam Hussein a win.

I know what you're thinking. You're thinking, "Roger, Saddam Hussein was not on my Christmas card list last year. He's not the kind of guy I want to give a win to." I agree with that. However, it creates a problem in negotiation. It creates deadlocks.

From the Persian Gulf scenario, you could draw one of two conclusions. The first (and this is what Ross Perot might say) is that our State Department negotiators are complete, blithering idiots. What's the second possibility? Right. That this was a situation where we wanted to create a deadlock, because it served our purpose. We had absolutely no intention of settling for just the three things that George Bush demanded in his state of the Union address. General Schwarzkopf in his biography *It Doesn't Take a Hero* said, "The minute we got there, we understood that anything less than a military victory was a defeat for the United States." We couldn't let Saddam Hussein pull 600,000 troops back across the border, leaving us wondering when he would choose to do it again. We had to have a reason to go in and take care of him militarily.

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So, that was a situation where it served our purpose to create a deadlock. What concerns me is that when you're involved in a negotiation, you are inadvertently creating deadlocks, because you don't have the courage to ask for more than you expect to get.

A final reason-and it's the reason Power Negotiators say that you should ask for more than you expect to get-is that it's the only way you can create a climate where the other person feels that he or she won. If you go in with your best offer up front, there's no way that you can negotiate with the other side and leave them feeling that they won.

These are the inexperienced negotiators always wanting to start with their best offer.

This is the job applicant who is thinking, "This is a tight job market and if I ask for too much money, they won't even consider me."

This is the person who's selling a house or a car and thinking, "If I ask too much, they'll just laugh at me."

This is the salesperson who is saying to her sales manager, "I'm going out on this big proposal today, and I know that it's going to be competitive. I know that they're getting bids from people all over town. Let me cut the price up front or we won't stand a chance of getting the order."

Power Negotiators know the value of asking for more than you expect to get. It's the only way that you can create a climate in which the other side feels that he or she won.

Let's recap the five reasons for asking for more than you expect to get:

You might just get it.

It gives you some negotiating room.

It raises the perceived value of what you're offering.

It prevents the negotiation from deadlocking.

It creates a climate in which the other side feels that he or she won.

In highly publicized negotiations, such as when the football players or airline pilots go on strike, the initial demands that both sides make are absolutely outlandish. I remember being involved in a union negotiation where the initial demands were unbelievably outrageous. The union's demand was to triple the employees' wages. The company's opening was to make it an open shop-in other words, a voluntary union that would effectively destroy the union's power at that location. Power Negotiators know that the initial demands in these types of negotiations are always extreme, however, so they don't let it bother them.

Power Negotiators know that as the negotiations progress, they will work their way toward the middle where they will find a solution that both sides can accept. Then they can both call a press conference and announce that they won in the negotiations.

An attorney friend of mine, John Broadfoot from Amarillo, Texas, tested this theory for me. He was representing a buyer of a piece of real estate, and even though he had a good deal worked out, he thought, "I'll see how Roger's rule of 'Asking for More Than You Expect to Get,' works." So, he dreamt up 23 paragraphs of requests to make of the seller. Some of them were absolutely ridiculous. He felt sure that at least half of them would be thrown out right away. To his amazement, he found that the seller of the property took strong objection to only one of the sentences in one of the paragraphs.

Even then John, as I had taught him, didn't give in right away. He held out for a couple of days before he finally and reluctantly conceded. Although he had given away only one sentence in 23 paragraphs of requests, the seller still felt that he had won in the negotiation. So always leave some room to let the other person have a win. Power Negotiators always ask for more than they expect to get.

#### About the author

Roger Dawson is the author of two of Nightingale-Conant's bestselling audiocassette programs, *Secrets of Power Negotiating* and *Secrets of Power Negotiating for Salespeople*. This article is excerpted in part from Roger Dawson's book "Secrets of Power Negotiating", published by Career Press and on sale in bookstores everywhere and on-line.

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# 14 Purposeful Communication: A Role Play by Judy Ringer

“I’m sick and tired of HR’s red tape. I need this employee now, not next month. My department suffers while you drag your feet trying to get references I don’t need. I want THIS person. Get off the stick and make it happen!”

OK! Jack is trying to communicate an important need. What’s his likelihood of being heard? You’re right if you said “not so great.” Unless the HR rep herself is a skilled communicator, this conversation is likely to go downhill fast.

## A Checklist for Difficult Conversations

The majority of the work in any conflict conversation is work we do on ourselves. No matter how well the conversation begins, staying in charge of me, my purpose, and my emotional energy is the key to a successful outcome.

What if you could build your future and create the future?

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You can prepare for a difficult conversation by clarifying your intentions and assumptions. Then this simple 4-step model will help you stay centered and constructively shape how you are and what you say.

#### Step #1: Inquiry

Cultivate an attitude of discovery and curiosity. Pretend you don't know anything, and try to learn as much as you can about your opponent/partner and his or her point of view.

#### Step #2: Acknowledgment

Acknowledgment means showing that you've heard and understood. Try to understand the other person so well you can make his argument for him. Then do it. Explain back to him what you think he's really going for.

#### Step #3: Advocacy

When you sense that your "opponent" has expressed all his energy on the topic, it's your turn. What can you see from your perspective that he missed? Help clarify your position without minimizing his.

#### Step #4: Problem-Solving

Now you're ready to begin building solutions. Brainstorming and continued inquiry are useful. Ask your opponent/partner what he thinks would work. Whatever he says, find something that you like and build on it. If the conversation becomes adversarial, go back to inquiry.

#### Practice, Practice, Practice

The art of conversation is like any art—with continued practice, you acquire skill and comfort.

So what might Jill say if she were able to stay in charge of herself, her purpose, and her emotional energy in the face of Jack's verbal attack? Let's try one possible scenario, using our 4-step model.

JILL: Jack, I will certainly do my best. You obviously like this person and want them on your payroll as soon as possible. (Acknowledgment)

JACK: That's it. Absolutely.

JILL: Do you have all the references you need? (Inquiry)

JACK: I have plenty. I'll give them to you if you like.

JILL: Great. Is there anything else I should know? (Inquiry)

JACK: Just get the job done, Jill. I can't wait around for this to happen.

JILL: Jack, I get how important this is to you and your department (Acknowledgment). And our company requires due diligence in hiring new employees. (Advocacy) This process protects you, me, the company and the employee, and if I don't do what I'm supposed to, it could come back to haunt all of us. (Advocacy; Mutual Purpose). I will get to work on this immediately. That I promise. And I'll follow up with an email at every stage of the process. How does this sound? (Problem-solving)

JACK: I want this person now.

JILL: What would you have me do, Jack? (Inquiry; Problem-solving)

JACK: I don't know... If you can promise me you'll start right away and stay in touch at every opportunity, I guess that's all I can expect. But if you don't, I swear I'll be on the phone to you.

JILL: Fine, and I'll answer. Jack, I hope the next time you need something from HR you'll feel you can just ask. It doesn't help to start off our conversations as if we were opponents in a contest. I'm trying to accomplish the same things you are, and I'll do whatever I can to support you and your department. (Advocacy; Mutual Purpose) Okay?

JACK: Okay. Thanks, Jill.

### Reversing Roles

Now, let's try it from the other side. What if Jack, realizing the importance of getting his message across, had started his conversation using the 4-step model?

JACK: Hi, Jill. Thanks for taking the time to meet with me about what feels like an important request (Purpose; Respect)

JILL: Hey, no problem. Thanks for calling ahead to set aside the time. What can I do to help?

JACK: Well, here's the deal. I need a new tech person for my department and I needed her yesterday. I should have seen it coming but didn't. Now I'm desperate. The good news is I have identified the person I want, and she's perfect for the job and ready to start tomorrow, which is ideally what I'd like to happen – I'm not kidding. (Advocacy) What do I need to do to get her on board right away? (Inquiry)

JILL: You know what's required, Jack. I can't just make this happen tomorrow. I've got references to request, interviews to hold, and more. I can't bypass the system. You remember what happened last year when we did that for Mike, right? My department got into all kinds of trouble when his employee didn't work out.

JACK: I remember. That's why this new system of checks and balances, right? (Acknowledgment)

JILL: Yes, exactly.

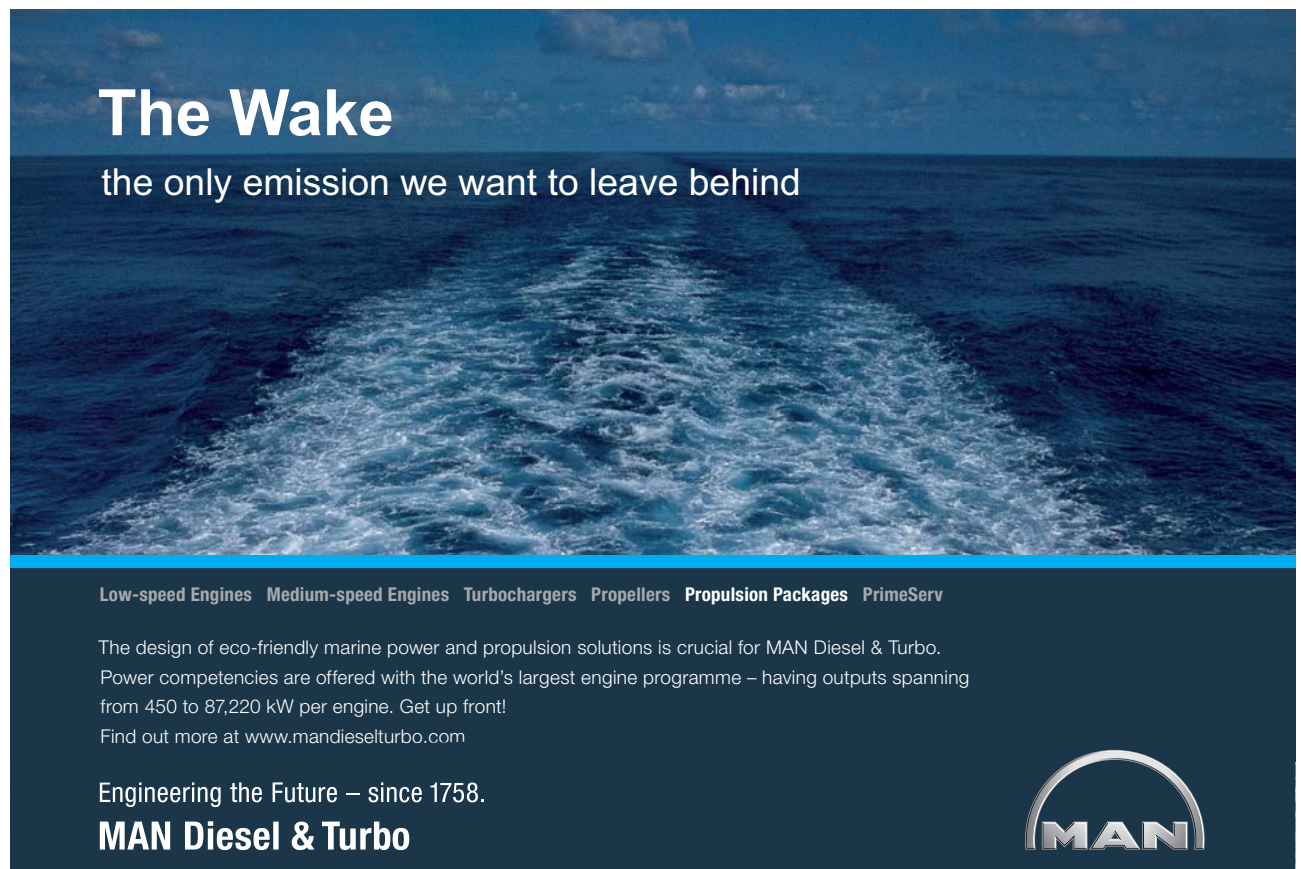
JACK: Listen, I have references – can that help? (Advocacy; Inquiry)

JILL: It doesn't matter. I may be able to use some of them, and I may still need to get others that the company insists on – former supervisors and so on.

JACK: So maybe I can help by giving you what I have? (Acknowledgement; Inquiry). What else can I do to speed things up? (Inquiry; Problem-solving)

JILL: Well, yes, give me anything you have on this person – references, resume, whatever. If you can get them to me right away, I'll get started today.

JACK: Anything else I can do? (Inquiry)




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JILL: Not that I can think of right now, but I'll keep you posted.

JACK: Great. Thanks, Jill. Just to confirm our discussion, I will get you all the information I have, and you'll begin today to do whatever you can to expedite the vetting and hiring process. Yes? (Problem-solving)

JILL: Yes.

JACK: Would you mind emailing me at the end of the day to let me know how things are going, and maybe again in a couple of days? (Problem-solving)

JILL: I can do that.

JACK: Thanks, Jill, I really appreciate your willingness to go after this for me.

JILL: You're welcome. I'll do my best.

What are the chances that Jill will do her best? Pretty good, I'd say. She's been treated with respect, her position has been acknowledged, and she has a sense that she'll be helping someone that she also respects.

Whether sender or receiver, your power will always derive from the clarity and positive intention you bring to your communication challenges.

About the author:

Judy Ringer is the author of *Unlikely Teachers: Finding the Hidden Gifts in Daily Conflict* <http://www.unlikelyteachersbook.com> and the award-winning e-zine, *Ki Moments*, containing stories and practices on turning life's challenges into life teachers. Judy is a black belt in aikido and a nationally-known presenter, specializing in unique workshops on conflict, communication, and creating a positive work environment. She is the founder of Power & Presence Training and chief instructor of Portsmouth Aikido, Portsmouth, NH, USA. Visit <http://www.JudyRinger.com>

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# 15 To Win in Negotiations, Learn How to Taper Concessions by Roger Dawson

In extended negotiations over price, be careful that you don't set up a pattern in the way that you make concessions. Let's say that you're selling a used car and you've gone into the negotiation with a price of \$15,000, but you would go as low as \$14,000. So, you have a negotiating range of \$1,000. The way in which you give away that \$1,000 is very critical. There are several mistakes that you should avoid:

Equal-sized concessions. This means giving away your \$1,000 negotiating range in four increments of \$250. Imagine what the other person's thinking if you do that. She doesn't know how far she can push you, all she knows is that every time she pushes she gets another \$250. So, she's going to keep on pushing. In fact, it's a mistake to make any two concessions of equal size. If you were buying the car, the owner made a \$250 concession, and when pushed made another \$250 concession, wouldn't you bet that the next concession would be \$250 also?

Making the final concession a big one. Let's say that you made a \$600 concession followed by a \$400 concession. Then you tell the other person, "That's absolutely our bottom line. I can't give you a penny more." The problem is that \$400 is too big a concession to be your final concession. The other person is probably thinking that you made a \$600 concession, followed by a \$400 concession, so he's sure that he can get at least another \$100 out of you. He says, "We're getting close. If you can come down another \$100, we can talk." You refuse, telling him that you can't even come down another \$10, because you've given him your bottom line already. By now the other person is really upset, because he's thinking, "You just made a \$400 concession and now you won't give me another lousy \$10. Why are you being so difficult?" So, avoid making the last concession a big one, because it creates hostility.

Never give it all away up front. Another variation of the pattern is to give the entire \$1,000 negotiating range away in one concession. When I set this up as a workshop at my seminars, it's amazing to me how many participants will turn to the person with whom they're to negotiate and say, "Well, I'll tell you what he told me." Such naiveté is a disastrous way to negotiate. I call it "Unilateral Disarmament."

So you're thinking, "How on Earth would a person be able to get me to do a stupid thing like that?" It's easy. Someone who looked at your car yesterday calls you up and says, "We've located three cars that we like equally well, so now we're just down to price. We thought the fairest thing to do would be to let all three of you give us your very lowest price, so that we can decide." Unless you're a skilled negotiator, you'll panic and cut your price to the bone, although they haven't given you any assurance that there won't be another round of bidding later.

Another way that the other side can get you to give away your entire negotiating range up front is with the "we don't like to negotiate" ploy. Let say you're a salesperson trying to get a new account with a company. With a look of pained sincerity on his face, their buyer says, "Let me tell you about the way we do business here. Back in 1926, when he first started the company, our founder said, 'Let's treat our vendors well. Let's not negotiate prices with them. Have them quote their lowest price, and then tell them whether we'll accept it or not.' So that's the way we've always done it. So just give me your lowest price and I'll give you a yes or a no. Because we don't like to negotiate here." The buyer is lying to you. He loves to negotiate. That is negotiating-seeing if you can get the other side to make all of their concessions to you before the negotiating even starts.

The advertisement features a circular logo on the left with three stylized human figures in the center, surrounded by gears and four arrows pointing clockwise. To the right, the text reads "UNLEASHING CHANGE MANAGEMENT" in large, bold, blue letters. Below this, it says "OCTOBER 18 & 19, 2018" and "DE RODE HOED AMSTERDAM". At the bottom, there is a silhouette of a cityscape with a windmill and a bridge. In the bottom left corner, it says "Global Executive Events".

Giving a small concession to test the waters. Giving a small concession first to see what happens tempts us all. You initially tell the other person, “Well, I might be able to squeeze another \$100 off the price, but that’s about our limit.” If they reject that, you might think, “This isn’t going to be as easy as I thought.” So you offer another \$200. That still doesn’t get them to buy the car so in the next round you give away another \$300 and then you have \$400 left in your negotiating range, so you give them the whole thing.

You see what you’ve done there? You started with a small concession and you built up to a larger concession. You’ll never reach agreement doing that, because every time they ask you for a concession, it just gets better and better for them.

So all of these are wrong because they create a pattern of expectations in the other person’s mind. The best way to make concessions is first to offer a reasonable concession that might just cinch the deal. Maybe a \$400 concession wouldn’t be out of line. Then be sure that if you have to make any future concessions, they’re smaller and smaller. Your next concession might be \$300, then \$200, and then \$100. By reducing the size of the concessions that you’re making you convince the other person that he has pushed you about as far as you will go.

If you want to test how effective this can be, try it on your children. Wait until the next time they come to you for money for a school outing. They ask you for \$100. You say, “No way. Do you realize that when I was your age my weekly allowance was 50 cents. Out of that, I had to buy my own shoes and walk ten miles to school in the snow, uphill both ways. So I would take my shoes off and walk barefoot to save money (and other stories that parents the world over tell their children.). No way am I going to give you \$100. I’ll give you \$50 and that’s it.”

“I can’t do it on \$50,” your children protest in horror.

Now you have established the negotiating range. They are asking for \$100. You’re offering \$50. The negotiations progress at a frenzied pace and you move up to \$60. Then \$65 and finally \$67.50.” By the time you’ve reached \$67.50, you don’t have to tell them that they’re not going to do any better. By tapering your concessions, you have subliminally communicated that they’re not going to do any better.

Key points to remember:

The way that you make concessions can create a pattern of expectations in the other person’s mind.

Don’t make equal size concessions because the other side will keep on pushing.

Don’t make your last concession a big one because it creates hostility.

Never concede your entire negotiating range just because the other person calls for your “last and final” proposal or claims that he or she “doesn’t like to negotiate.”

Taper the concessions to communicate that the other side is getting the best possible deal.

#### About the author

Roger Dawson is the author of two of Nightingale-Conant's bestselling audiocassette programs, Secrets of Power Negotiating and Secrets of Power Negotiating for Salespeople. This article is excerpted in part from Roger Dawson's book "Secrets of Power Negotiating", published by Career Press and on sale in bookstores everywhere and online.

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# 16 Fear of Failure and the Art of Ukemi: 3 Lessons from Aikido by Judy Ringer

Sometimes it seems that the energy has been drained from much of our communication. We try to do the right thing, say the right words, and be safe instead of real. And while our intentions are noble, we often leave the meaning out. It stays hidden behind carefully constructed technique that actually doesn't say very much.

While I am not in favor of reactively blurting out whatever comes to mind, unfiltered and potentially harmful, I am in favor of being real. Of saying what we need to say so that we can engage in meaningful dialogue.

What prevents this meaningful exchange of thought, perspective and energy?

Fear of Failure and The Art of Ukemi

When the stakes are high, we often hold back because we're afraid we'll make a mistake, look foolish, hurt others, or get hurt ourselves. Using the Aikido metaphor, we're afraid of falling down because we don't know if we can get back up again.

When I teach Aikido applications in workplace settings, I sometimes demonstrate "real" Aikido with a partner. For about a minute, my partner attacks with a variety of strikes, grabs and punches, and I blend and redirect by throwing him into a backfall or forward roll. It's fun. And it's a lot of fun for my partner, too, who receives the power of the throw in much the same way I receive his attack – by channeling it into a graceful fall.

In Aikido, falling is an art form—the art of ukemi (receiving). We don't see falling down as failure, because we don't see what we're doing as a contest. We're playing. We're staying in relationship as we give and receive and play with ki (energy). Falling is one way to handle the thrower's powerful ki.

At any given Aikido practice, we fall down and get up again at least a hundred times or more. Staying present with the energy, taking care of ourselves in the process, we become more resilient, flexible, and fearless.

## Conversational Ukemi: Lessons from Aikido

Learning the skills to hold conflict conversations provides similar benefits. When you know you'll be art-of-ukemi-Kanai-Sensei-David-Halprin all right regardless of what happens in the conversation, you are freer to engage. You begin to understand that:

### 1) Safety is a mindset

There are no guarantees about what might happen. It's not about trusting the other person. It's about trusting yourself to catch their ki and be artful with it. You learn to trust your ability to flex and be resilient no matter what comes your way.

### 2) True power lies in relationship

And in your willingness to stay in the conversation, to talk, listen and solve problems. You may get hurt. There's no bubble-wrap, as colleague Melisa Gillis says. And, you reframe what the hurt and pain and falling down mean. Have you failed or have you learned something? Your choice makes the difference between crumpling and getting up off the mat to re-enter the conversation. You don't have to get it "right" the first time. You just have to be willing to stay with it.

### 3) Relationships are not about one conversation

They are a continuous journey. As mentor and colleague Tom Crum says: "We are always and everywhere in relationship." We may try to avoid this reality, but we are connected. Knowing this, we see the question as not whether but how to be in relationship.

The final safety net, if there is one, is learning to reframe our notions about conflict. We all have it. Let's figure out how to use it, transform it, and benefit from it.

About the author:

Judy Ringer is the author of *Unlikely Teachers: Finding the Hidden Gifts in Daily Conflict* <http://www.unlikelyteachersbook.com> and the award-winning e-zine, *Ki Moments*, containing stories and practices on turning life's challenges into life teachers. Judy is a black belt in aikido and a nationally-known presenter, specializing in unique workshops on conflict, communication, and creating a positive work environment. She is the founder of Power & Presence Training and chief instructor of Portsmouth Aikido, Portsmouth, NH, USA. Visit <http://www.JudyRinger.com>

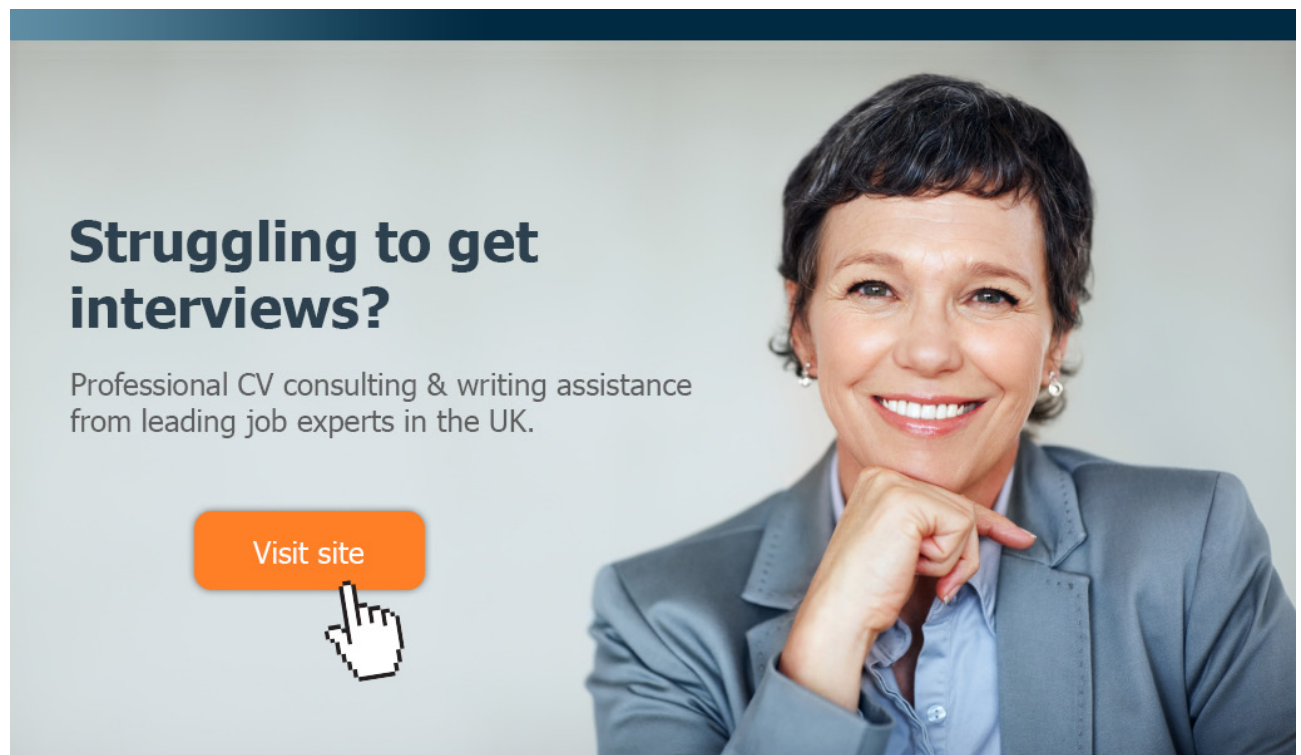
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# 17 Who Do You Need to Influence the Most? by Bob Selden

Do you need to have:

- Your manager give you more credit for the work that you do?
- Your partner acknowledge that your ideas are really worth listening to?
- Your children accept more responsibility?
- Your friends take you seriously when you really mean it?
- Your customers buy more from you?
- Your suppliers meet your quality standards?
- Your team become more energetic?

Four simple skills; when and how to apply them...

Hey, couldn't the list go on! I'm sure many of us would like to see some or all of the above occur (and probably a few more as well). The key to being more successful in our interpersonal endeavours, is to become more influential. Influence is no longer considered a magic quality that is bestowed on some and not others. Nor is it something we gain through holding a position of power. Surprisingly, we can all improve our ability to influence others by merely sharpening the influencing skills we already have in our armoury and perhaps using them more appropriately according to the situation.

The first step in applying our influencing skills more productively, is to recognise the type of situation we are facing. Is the person (or people) you are trying to influence at all emotional about the topic? For example, are they worried or excited, sad or happy? What are your feelings about the topic? Do you have some basic needs that you must satisfy? If either you or your influence target are at all emotional about the topic, then you are dealing with a "feeling" type situation.

On the other hand, if both parties see the topic or discussion as factual – i.e. logic and reason prevail over emotion, then you are in a "fact" situation.

So, step one is to decide "Is this situation feeling or fact?" As you might now expect, Feeling and Fact situations require quite different influencing skills.

Let's say that you are a parent. You want to get your seven year old child to tidy their room. All the reason and logic in the world will not get the child to tidy their room if they don't want to (no doubt many of you can relate to this!). Despite what some of the parental guideline books might suggest, experience shows that you need to take an assertive (feeling) type approach rather than a reasoning (fact) approach in such a situation.

However the assertive approach taken with your child will probably not work when you want your boss to approve a new item of budget expenditure (in fact it may even work in reverse and get your budget cut!)

Let's look at how to manage the Feeling situations first. For example, when a person comes to us with a personal problem, we need to apply our reflective listening skills. Whereas, when we have a very strong desire to get our needs met (for instance in a tough negotiating situation), we need to apply assertive skills.

Whilst these situations are quite different in their context, both are feeling type situations – the first is dealing with their feelings, the second is dealing with our feelings. Because of this, each feeling influence situation is successfully handled by using different influencing skills.

For feeling situations, the most powerful influencing skills are:

Reflecting...

The ability to really listen to the underlying message being expressed by the other person (not what they may be saying, but what they are really feeling)

Asserting...

Stating our own needs and expectations strongly

Fact situations on the other hand, require the skills of questioning and suggesting. Whenever we ask open, non-threatening questions we are using the influencing skill of gathering data. e.g. "I'd like to hear more about your proposal. What are the main reasons why you have suggested this?"

Whenever we put forward a proposal, recommendation or merely a suggestion, we are using the influencing skill of suggesting. And our suggestions can become even more powerful when they are supported with strong reasoning. e.g. "There is only one system on the market that meets these requirements and that is why I recommend the P680?"

For fact situations, the most powerful influencing skills are:

Questioning...

Asking fact-finding, non-judgmental questions.

Suggesting...

Making proposals and suggestions supported by two or three strong reasons.

Employing our natural influencing skills more productively on a daily basis means:

Deciding whether the situation calls for feeling or fact type influencing skills  
Using the most appropriate feeling or fact influencing skills for the situation.

So, next time you want to influence that important person in your life, rather than barging in, step back a little and think. Is this fact or feeling? What skills will be most appropriate?

#### About the author

Bob Selden is the author of the best-selling “What To Do When You Become The Boss” – a self-help book for new managers – see details at <http://www.whenyoubecometheboss.com/>. He’s also coached at one of the world’s premier business schools, the Institute for Management Development in Lausanne, Switzerland and regularly advises managers around the globe on their current challenges.

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# 18 The Sporting Rules of Negotiations by David Diamond

If you want to succeed at negotiations, you need to understand that negotiations are like a game. And, just like any game, the prizes go to the side that understands the rules and plays better. Here are 8 rules taken from the game of squash that can be applied to the game of negotiations.

## Rule 1: Get Fit

Good negotiating is an art that is learned from experience. Like any game, the more matches you play, the fitter you get. Fortunately, you can practise negotiations in everyday situations, from booking a holiday to buying a car, to ordering a meal. And then you should let your experience be your teacher.

## Rule 2: Seek An Advantage

All games are defined as interplays in which one side seeks an advantage over the other. It's the same with negotiations. Every move you make should be aimed at securing an advantage over the other side.

## Rule 3: Follow the Ball

In squash, it is what happens to the ball that matters not what happens to the player. In the same way, in negotiations, it is the issues that are important not the personalities. Your opponents may try to use every trick in the book to unsettle you. They may flatter you, charm you, cajole you, ridicule you, threaten you, reward you, belittle you, sweet-talk you. All of this is to get you to budge on the issues and concede to what they want. Keep your eye on the ball and don't give ground.

## Rule 4: Cover The Ground

The best squash players are the most versatile ones. They can serve, block, defend, attack, rally, wait their turn, go for a winner. The same is true of top negotiators. They have a repertoire of arguments, tactics, gambits and positions; they can move forwards, backwards and sideways at will; and they never find themselves trapped in a corner or short of a creative solution out of an impasse.

#### Rule 5: Think Ahead

The skilful in all sports are those who are able to think ahead and see possibilities. The same kind of anticipation is valuable in negotiations. Before you make a proposal to the other side, anticipate how they are likely to react and be ready with your answer. When you think ahead, you give the impression of being on top.

#### Rule 6: Don't Relax

There is just a brief moment after you play a good shot in squash when you become vulnerable. You allow yourself a congratulatory smile for being on top. This is when you can let down your guard. It's the same in negotiations. Don't relax; don't rest on your laurels; don't think you've won; don't feel pleased with yourself; don't look back. You have a job to finish, so toughen up.

#### Rule 7: Think It Through

Every shot you make in squash should be made mentally before you make it physically. Do the same in negotiations. Whenever you make a proposal or reply to one, think it through:

- don't dismiss a proposal from the other side out of hand or simply because you distrust them: think it through
- don't give instant or off-the-cuff responses: think it through
- don't talk on behalf of your colleagues, they may have ideas you hadn't thought about. Adjourn and think it through.

#### Rule 8: Stay In Crouch

The "crouch" position in squash is the ready position. You should start in crouch and stay in crouch until the match is won. The equivalent position in negotiations is the "tough" position. The opposition will try to weaken your position by every trick: mentally, emotionally, and physically. Aim to stay tough.

Practise these rules until they are second nature to you, and you'll not only win at squash, you'll also be a top negotiator.

#### About the author

David Diamond is a contributing author for ManageTrainLearn, the site with the biggest and most original range of management training materials on the Internet.

<http://www.managetrainlearn.com>

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# 19 The Use of Contrast by Robert Graham

Mastering the “Door-in-the-Face” Technique

I recently met with the VP of Sales for the Anthony Robbins Companies to learn the secrets to their phenomenal sales. They have nine sales divisions that sell everything from CDs and books to Tony’s live events to a \$65,000/year mentor program with The Man.

In describing their approach to selling Tony’s live three-day events, he told me about a little change that has made a huge difference. They sell three different levels of tickets to the events that cost \$795, \$1195 and \$2495. In the past when speaking to potential registrants, they had always described the ticket packages in that order; from the least to the most expensive.

He had a hunch that if they changed the order and offered the most expensive, then the least and finally the middle package, they would increase their sales. And that’s exactly what happened.

The Use of Contrast, otherwise known as the Door-In-The-Face phenomenon, states that if you ask for more than what you want initially, when you then ask for what you REALLY want, you are more likely to get it than if you asked for what you really wanted in the first place.

At Anthony Robbins, the high-end ticket sales stayed about the same after their adjustment. But their sales of the mid-range tickets went through the roof. This happened because they were learning of the mid-range tickets after hearing the VIP price tag (more than twice the cost) instead of after the \$795 tickets.

Dr. Robert Cialdini, in his brilliant book “Influence,” tells of a letter one of his college students wrote to her parents that used this same psychology. She began by instructing her parents to sit down before they read any further. Her vision was starting to return, she went on, following the concussion she suffered when she jumped from her dorm room during the fire.

Fortunately, a gas station employee across the street saw the whole thing happen, called the ambulance and visited her in the hospital. They had fallen in love, she had moved in with him and they were engaged. Hopefully, the wedding would happen before her pregnancy started to show, but there were complications due to the infection he had passed on to her.

The good news, she concluded, was that none of the above was true. The bad news was that she was getting an F in Chemistry and just wanted her parents “to see those marks in their proper perspective.”

Two great examples of The Use of Contrast.

#### About the author

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# 20 How to Brainwash People: Techniques to Put an Idea into Someone's Mind by Joshua Uebergang

It was another day in Khost, Afghanistan, when Shakirullah Yasin Ali, aged 14, climbed into the driver's seat of a car, turned the ignition, and said a final prayer. The car was wired to a bomb. Shakirullah knew his mission to drive the car near clustered British and American people then detonate it. He was about to die – or so he thought. Stopped and caught, he later said, “All I know is what the mullahs told me and kept telling me: that the British and Americans were against God”.

30 years before that on November 18th, 1978, 909 people drank Flavor-Aid mixed with cyanide and valium. The group knew death was imminent. They were members of a cult reportedly persuaded by their leader to drink the poison. Known as the Jonestown incident, this is one example of multiple ritual suicides committed by cult members.

What kind of power can convince people – from frightened teenagers to large groups of adults – to do something as extreme as ending their own lives? History is rife with examples of people behaving in stupid ways due to an idea put into their mind. From joining the Nazi party and being convinced to kill innocents, to joining a cult and giving up all worldly possessions, it seems the human mind is more easily “brainwashed” than we like to think.

The examples are not always extreme. If you have bought something you didn't want that much, found yourself agreeing to something unpleasant, or changed your opinion after talking to somebody, you experienced how your mind can be influenced by others. 2300 years ago, Aristotle described the mind as an “unscribed tablet” – something easily shaped and written upon by others. We have always wondered how to brainwash people.

Aristotle described the mind as an ‘unscribed tablet’ – something easily shaped and written upon by others.

The fascination with techniques to put an idea into someone's mind permeates our popular culture too. In the movie *Inception*, the main character played by Leonardo DiCaprio possesses a rare skill – he can enter the dreams of others then learn their secrets. His team is hired to appear in the dreams of Robert Fischer Jr. to plant a simple idea – the thought of breaking up then selling his father's business empire. The assumption is a person's mind can be altered from within, bringing him to believe the idea was his own.

If you're like, you can't enter people's dreams. The core idea behind *Inception* rings true. The examples described show the destructive power of the brainwashing techniques you're about to discover. Use these techniques to brainwash people, responsibly and ethically. Positive brainwashing can do anything from impress people at parties to make your relationships better.

Imagine what you could do if you were able to plant ideas inside people's minds. You might be offered a job, a large sum of money, or a date. Those awkward disagreements could easily come to an end if you were able to change another's mind, while they believe they thought of the solution themselves. How do you put an idea into someone's mind? Read on.

#### Priming to Brainwash People: Secrets to Suck Money Out of Wallets

Primarily used by hypnotists and publicized by TV "psychological magician" Derren Brown, priming involves suggesting an idea at a level the other person is not consciously aware of. If you give someone a list of the words "chicken", "dog", and "pet", then ask them to think of a word that rhymes with "hat" they're likely to answer "cat". Their mind is primed to think of animals.

Priming is used in advertising. Studies show that exposure to food advertisements increase the amount people eat that day. When you think about all the messages and images you receive every day, you start to realize how marketing companies prime us to spend. This can work in other ways: exposure to messages about old age cause people to walk more slowly, and people asked to recite the Ten Commandments before a task become much less likely to cheat. Getting somebody to think along certain lines can influence the decisions they make later.

Here's a great party trick: prime your participant's mind to think of yellow items. Do this by talking about or pointing out something yellow, wearing a yellow shirt, or perhaps humming the tune to "Yellow Submarine". You can be creative. Ensure your tactics are not too obvious. A few minutes later, tell a third friend in the conversation you can guess what fruit your primed friend will say. Tell your primed friend to name the first fruit that comes to mind. Because of the yellow priming, the chances are he or she will think then say "banana".

...exposure to messages about old age cause people to walk more slowly.

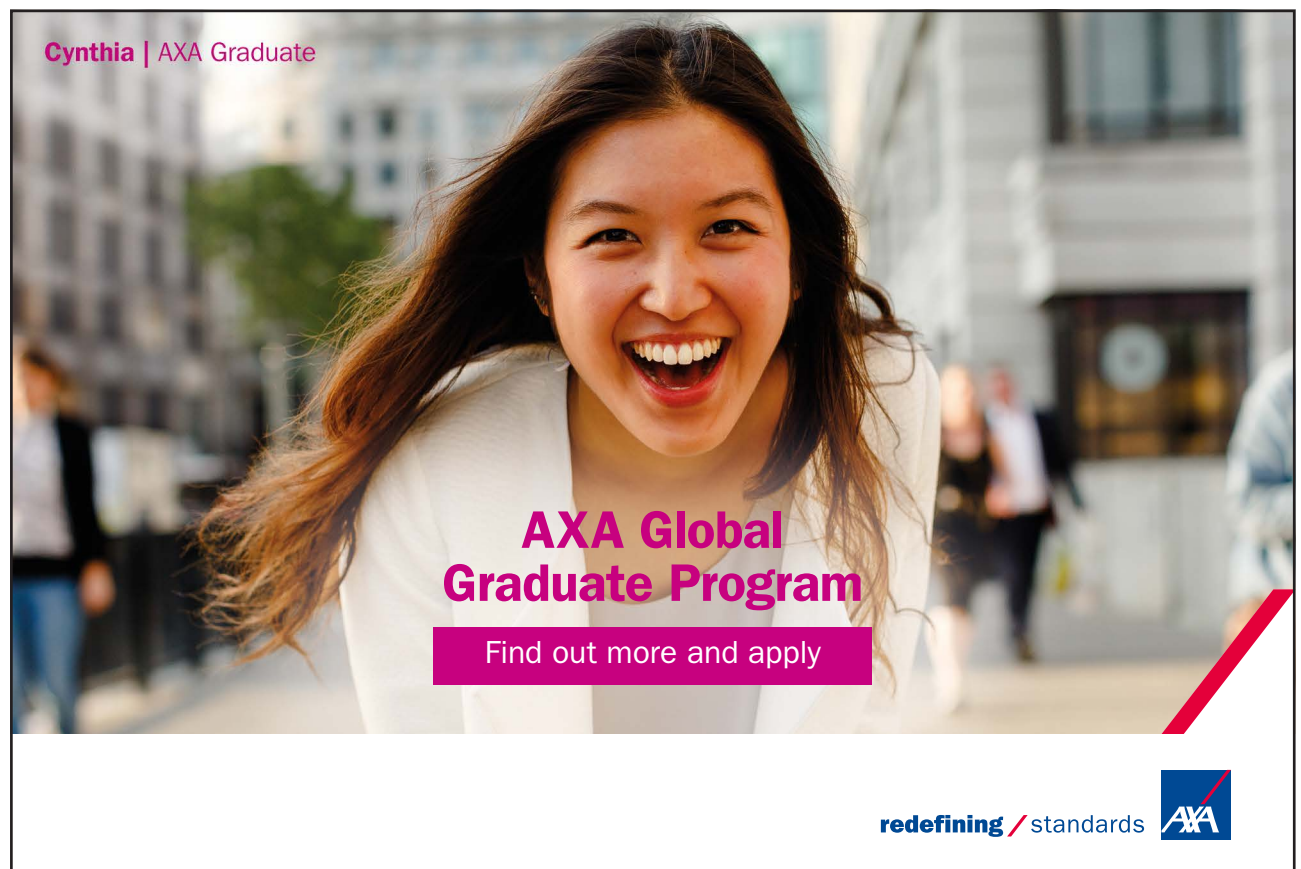
Prime somebody into being more agreeable by beginning a conversation with questions that generate a lot of “yes” responses. “The weather’s nice today, isn’t it?” and other yes – inducing questions make somebody more likely to say yes to your suggestion.

If you want to plant an idea involving money (for example, you want a pay raise), it is better to prime the person for empathy and kindness, as thinking about money automatically makes people less inclined to share their wealth. Instead, get them thinking about their social connections and their pride in their own generosity by asking them about their family or hobbies.

#### Word Ambiguity and Embedded Commands to Put an Idea into Someone’s Mind

The sentence “You might have decided by now” seems innocent enough until you realize it contains the command “buy now”. A method used by therapists and salespeople alike is embedding commands in seemingly innocuous sentences.

Imagine you are trying to win over a person you want to date. “You, like me, have an interest in cars,” contains the embedded command ‘like me’, while placing emphasis on certain words can also have the effect of highlighting your hidden message – e.g. “I’m not sure what you want to do, but I’m going to go out for a cigarette, if you’d like to come with me.”



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These techniques, in essence, rely on clever wordplay. If you've ever fallen for a joke or misheard a song lyric, you'll know how easily certain phrases can be misinterpreted. Using ambiguity in your speech can subtly convey a message without directly saying it. There are several types of ambiguous sentences, such as "I had to greet guests" / "I had two Greek guests", (phonological) or "Woman, without her man, is nothing" / "Woman: without her, man is nothing." (structural).

NLP practitioners and hypnotists often pronounce sentences in ambiguous ways to change their patients' way of thinking. Think of any combination of words that sound similar, and how you could slip a hidden message into a seemingly innocent sentence. Something as innocent as "Let's have a cup of proper tea" could bring the idea of property into a person's head; perfect if you want somebody to consider moving house.

### How to Brainwash People by Being Incomplete

If you offer an idea to someone on a plate, the chances are they will reject it. People like to believe they are clever. We cling to ideas we believe are ours and reject ideas pushed on us from the outside. The trick is to convince the person your idea is actually theirs. This is a common technique in sales and advertising; images of attractive women wearing perfume do not tell you that buying the perfume will make you more attractive, but the pieces are there for your brain to put together.

To plant an idea in someone's mind and have them believe it was their own, lay clues without being too obvious. It's like Dale Carnegie's advice to praise features in someone you want to bring forth.

If you are impatient, you will give yourself away; this is something that needs to be done over time. If you are trying to choose holiday destinations and your partner is set on Europe while you dream of Hawaii, you could occasionally mention a crime that has happened in Europe or comment on how expensive you've heard it is there. To promote your own idea, there are a lot of things you can do without mentioning Hawaii.

One way is to play dumb. Suggest it would be great if you could go somewhere with great beaches and cocktails, but without the stress of having to exchange your dollars. If you do this effectively and not too obviously, your partner might come to the conclusion themselves.

Once they think themselves smart for working it out, it will become "their" idea. They will be more attached to the idea. For extra effect, leave a picture of a tropical beach lying around. They might not consciously notice it, but the picture will take root in their mind and start to grow.

It is possible to pretend a person previously mentioned something – frame your idea with something like “As you were saying before...” or “I’m sure it was you who told me ...” Even if they have no memory of saying this, a positive or wise statement you attribute to them can be too tempting to pass up. Many people assume they must have said it at some point, and begin to claim ownership and feel pride over the idea.

This method can also be used to give advice. If you have a friend who never takes your advice, you may be telling him or her what to do. Rather than giving instructions, ask leading questions to lay out the pieces. It might be obvious to you they need to ask for a pay raise at work. You could ask, “Have you thought about what you might do to earn more money?”

The pay raise solution will come to them in something of a eureka moment, at which point you smile and congratulate them on their idea. Therapists often use this technique to give their clients a feeling of power and control over their lives. Nobody likes to feel they need other people to tell them what to do making the technique effective.

#### How to Use Reverse Psychology on Men and Women

If you see yourself as a rebel, you probably hate being told what to do. What if instead of “Tidy your room!” your mother had said “I bet you couldn’t make your room tidy even if you tried”? People think of reverse psychology in very simple terms – telling somebody to do the opposite of what you want them to do. These days, most people are wise to that idea and “Don’t buy me a birthday present, then!” is more passive-aggressive than planting an idea into their mind.

Advertisers often use reverse psychology; if you’ve ever desired a product because it was expensive or limited, then you might have fallen prey to the technique. People want what is hard to get, and don’t care so much about what is easy to obtain.

Try this with dating. Once you have attraction, tell a woman, “I’m going to stop this right now; it would never work out between us” or suddenly act as if you are disinterested. For women who are used to getting what they want, this can make you far more interesting and convince them they want to be with you.

People think of reverse psychology... [as] more passive-aggressive than planting an idea into their mind.

Reverse psychology works especially well on rebellious or argumentative people. A simple statement like “You probably wouldn’t like the roller coaster; it’s too scary” can get your friend lining up with their ride ticket. Your bold statement gets them thinking, “What do they know about me?” and convinces your friend that trying the thing you suggest to avoid was their idea.

Be careful using this technique unwittingly. Telling your mate not to date a girl may get him to believe you and remain single.

Although the idea of manipulating another person's mind is ethically questionable, remember we are manipulated on a daily basis by advertisers and politicians, whether in the form of subtle priming ("That politician said something that made me feel good; his other statements must be good, too!") to obvious reverse psychology ("It's expensive, so it must be good!").

Brainwashing can be used for evil. Like any power, it can also be used to improve your life without hurting anyone. It can be used to make the world a better place – imagine being able to persuade more people to be kind to each other, to look after the environment, or to eat more healthily! The techniques outlined here, when used properly (and ethically), opens up doors you might never have dreamed possible. Of course, you don't have to use them if you don't want to.

#### About the author

Joshua Uebergang, known as the "Tower of Power", is a social skills coach, author, and owner of Australian company Tower of Power where shy guys discover how to win friends and influence people. Visit his blog and sign-up free to get conversation techniques, confidence-boosting strategies, and people-magnetic tips by email, along with blog updates, and more! Go now to [TowerOfPower.com.au](http://TowerOfPower.com.au)

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## 21 The Thrust of Two Widows: How to Make Your Conflicts Constructive by Thomas Cox

In fencing, there is a maneuver called “the thrust of two widows” – where the fencers both lunge, neither blocks, and they each succeed in killing the other one. It’s generally considered something of a failure. Fencing students are warned against it.

You’ve probably witnessed a similar event – the conversation that makes two victims. I recently watched two people interrupt each other, and each was convinced that the other one had done the interrupting. They each felt victimized and mistreated, and acted that way. The small amount of trust they had had for each other was gone.

This, too, was something of a failure. It was a destructive conflict. Yet every normal conflict can be made constructive. Every such conflict represents an extraordinary opportunity to improve a relationship.

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In constructive conflict, we start with conflict, and respond to it in ways that show a high level of emotional intelligence. By performing three or four out of these seven positive steps (drawn from the book *Becoming a Conflict Competent Leader*), we can take most destructive conflicts and turn them constructive.

Here's how it works.

The human brain has three layers – reptile, mammal, and primate – responsible for survival, emotion, and thinking. The higher layers only function well when the lower layers are “quiet” and allow those higher layers to work. In even a minor conflict, when your emotions become aroused, your thinking quickly becomes clouded. If the conflict is major, your sense of survival may be triggered, and thinking may shut down completely.

Here are the seven things you can do to make your next conflict constructive. (Thanks to several sources, including Aneil Mishra, Tim Flanagan, and Craig Runde.)

1. For most people experiencing a conflict, a great first step is to simply delay responding.

Constructive conflict always requires us to act calmly, think rationally, and behave generously. We can't do any of those things if our feelings have become heightened to the point of clouding our judgment, and certainly not if we fear for our survival (or our job, our social status, our children's safety, etc.)

Most social conflicts at work or at home aren't really that serious, so in a few minutes our emotions can calm and we can think more clearly. While highly trained people can often avoid having their emotions heightened, for the rest of us our mothers' advice was correct: when you feel mad, count to 10.

2. Use the time you've bought to practice adaptive thinking.

When you can only see one way to interpret events, or only one way the future might unfold, you become rigid – some folks even become “anger locked” and unable to consider multiple possible futures. When you consider multiple possible ways that the current conflict might resolve into something positive, you're practicing adaptive thinking. This opens you up to notice when the other person offers an olive branch, or when circumstances around the conflict change to create an opening for a positive shift.

The adaptive thinker chooses to be optimistic and mentally flexible.

3. Now that you're mentally limber, start questioning your own position and looking at the conflict from multiple points of view – be reflective.

Normally you may rehearse your side of things to try to strengthen your vision of how right you are and how wrong the other person is. That's just repeatedly seeing things from your own point of view. To really change the conflict, change yourself – by looking through the other person's eyes. How might your conflict partner have seen and experienced the event? How might a bystander have seen it? What are some different stories they might be saying that would account for many of the same facts, yet give a different meaning to them?

Reflection is both great mental exercise, and it helps you realize at an emotional level that the other person probably doesn't see it your way, and it's okay if they don't. It's also vital preparation for the next step.



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4. When you can say out loud what you think the other person experienced during the conflict, it's called perspective taking.

In order to transform a destructive conflict into a construct of one, you will need to bridge the gap between your worldview and the other person's. Let's assume that's entirely up to you. You can bridge the gap by stating aloud your best guess for what the other person experienced. If you are even close, you will instantly build credibility with that person. And, by demonstrating that you understand them, you help them to calm their own emotions. (Remember, perspective taking is not the same thing as surrendering or agreeing.)

5. Share with the other person, in an honest and responsible way, what feelings you had around the conflict – don't act out negative feelings, but do express emotions.

Very often, we tried to avoid conflict by hiding our emotions – yet they inevitably leak out, often in snide comments or other inappropriate behavior. It is healthier to simply share with the other person what it is we are feeling. “When you interrupt me, I feel disrespected.” Or, “When you show up late, it makes my day harder, because I don't know how to forecast our labor for the day.” By routinely expressing emotions responsibly, you avoid the negatives that occur when the emotions leak out, and you show you trust the other person with the truth.

6. Work with your conflict partner to brainstorm multiple ways to move forward – creating solutions.

Once you're in dialog with the other party, the act of formulating several ways to solve the problem sends a positive message. The very notion of conflict implies a tension between two or more points of view. Treat that as an opportunity to tap the energy you each have, and seek out some way to satisfy both of you in an entirely new way. This is how dynamic tension and conflict can lead to breakthroughs.

7. Find yourself an olive branch and reach out.

Far from being a sign of weakness, the ability to reach out – including with an apology, if one is warranted – is both a sign and a source of strength. Although it takes one person to try to start a fight, it takes two people to maintain one. By reaching out, you attempt to soothe the emotions of the other person. That can be an indispensable step in moving from destructive to constructive conflict.

By mastering these seven behaviors, you will have fewer destructive conflicts and “Thrusts of Two Widows.”

And, you will avoid many fights, end others quickly, and you’ll harness the positive energy that comes from diverse points of view.

#### About the author

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“I studied English for 16 years but...  
...I finally learned to speak it in just six lessons”  
Jane, Chinese architect

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# 22 Negotiation Types by [www.negotiations.com](http://www.negotiations.com)

There are 2 opposite types or schools of negotiation: Integrative and Distributive. This article introduces the important differences between each negotiating type, and gives advice on which one may be right for your negotiation.

Like it or not, everybody is a negotiator. We use negotiation techniques almost every day. We negotiated when we were kids trading sports cards or toys. We still do it today when we negotiate with the boss for a salary raise, or to buy bigger toys like autos and the latest gimmicks. It doesn't stop there either because we also use negotiation in our personal lives. We all have some combination of family, friends, significant other, or kids. At some level, we negotiate with them all the time without even knowing it.

Many people don't like to negotiate because they view it as a hassle. Even though we might consciously think we're avoiding the blatant negotiation process, we end up doing it without realizing that's exactly what's happening. So we may as well learn how to do it well, and decide which of the 2 negotiation types to use.

Removing the veil, we find there are two relatively distinct types of negotiation. The 2 types are known as distributive negotiations, and integrative negotiations. The Negotiation Experts' Sales course and Purchasing Negotiation course teach both methods, as both are essential to negotiate successfully in business.

## Distributive Negotiations – the Fixed Pie

The term distributive means; there is a giving out; or the scattering of things. By its mere nature, there is a limit or finite amount in the thing being distributed or divided amongst the people involved. Hence, this type of negotiation is often referred to as 'The Fixed Pie'. There is only so much to go around, but the proportion to be distributed is limited but also variable. How many times has somebody shouted out, 'Who wants the last piece of pizza?' Everyone looks at each other, then the pizza slice, and two or more hands rush to grab it.

In the real world of negotiations, two parties face off with the goal of getting as much as possible. The seller wants to go after the best price they can obtain, while the buyer wants to pay the lowest price to achieve the best bargain. It's really just good old plain haggling, which is not all that much different from playing a tug of war.

A distributive negotiation usually involves people who have never had a previous interactive relationship, nor are they likely to do so again in the near future. Simple everyday examples, would be when we're buying a car or a house. Purchasing products or services are simple business examples where distributive bargaining is often employed. Remember, even friends or business acquaintances can drive a hard bargain just as well as any stranger.

Secondly, when we are dealing with someone unknown to us, and it's a one time only occurrence, we really have no particular interest in forming a relationship with them, except for the purpose of the deal itself. We are generally less concerned with how they perceive us, or how they might regard our reputation. Ours and their interests are usually self-serving.

### Distributive Bargaining Basics

Play your cards close to your chest – Give little or no information to the other side. The less they know about our interests as to why we want to make the purchase, our preferences, or the point at which we'd decline to deal, the better our position. Expressing eagerness or need, reveals a weakness which could be exploited to our disadvantage.

The opposite is equally true – Try to pry as much information from the other side. Any additional information that we uncover can be used as leverage to negotiate a better deal.

The only thing you should ever tell – The only information we should ever reveal are those alternative options, such as other sellers, which shows we are prepared to walk from the negotiation whenever it suits us.

Let them make the first offer – Whatever is used as the first offer will generally act as an anchor upon which the rest of the negotiation will revolve. Try to get the other side to set the stage from which to start.

Be realistic – Being too greedy or too stingy will likely result in no agreement, so keep it real.

### Integrative Negotiations – Everybody Wins Something (usually)

The word integrative means to join several parts into a whole. Conceptually, this implies some cooperation, or a joining of forces to achieve something together. Usually involves a higher degree of trust and a forming of a relationship. Both parties want to walk away feeling they've achieved something which has value by getting what each wants. Ideally, it is a twofold process.

In the real world of business, the results often tilt in favour of one party over the other because, it's unlikely that both parties will come to the table at even strength, when they begin the talks.

Nonetheless, there are many advantages to be gained by both parties, when they take a cooperative approach to mutual problem solving. The process generally involves some form or combination of making value for value concessions, in conjunction with creative problem solving. Generally, this form of negotiation is looking down the road, to them forming a long term relationship to create mutual gain. It is often described as the win-win scenario.

### Integrative Negotiation Basics

**Multiple Issues** – Integrative negotiations usually entails a multitude of issues to be negotiated, unlike distributive negotiations which generally revolve around the price, or a single issue. In integrative negotiations, each side wants to get something of value while trading something which has a lesser value.

**Sharing** – To fully understand each other's situation, both parties must realistically share as much information as they can to understand the other's interests. You can't solve a problem without knowing the parameters. Cooperation is essential.

**Problem Solving** – Find solutions to each other's problems. If you can offer something of lesser value which gives your counterpart something which they need, and this results in you realising your objective, then you have integrated your problems into a positive solution.

**Bridge Building** – More and more businesses are engaging in long term relationships. Relationships offer greater security.

### Summary

We use the two types of negotiation described above all the time. Occasionally, these two different forms of negotiation even overlap. By understanding their nature, we will be better prepared when faced with different situations. By learning more, we can improve both our interpersonal and professional relationships, through an increased awareness of the negotiation process utilized in our everyday lives.

### About the author

This is an article contribution to "The Negotiation Experts" on [www.negotiations.com](http://www.negotiations.com).

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## 23 Being Heard: 6 Strategies for Getting Your Point Across by Judy Ringer

We all want to be heard. It's gratifying, empowering, and makes us feel valued. And in a difference of opinion, we want our side to be represented. We want others to get who we are and to hear our valid arguments, even if they don't agree with us – though, of course, we'd like that as well.

What we may not realize is that the best way to get our point across is often counter-intuitive. To be successful we have to try less and listen more.

### Understanding as a Goal

Have you ever dined in a restaurant that has a swinging door in and out of the kitchen? Ever pushed (or watched someone push) on that door when another body is trying to get through from the other direction? What happens? You push, they push, and nobody gets through.



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The same push-pushback phenomenon occurs when two people want to get their differing viewpoints across at the same time. It usually sounds something like: “Yes, but you’re wrong because...” or “No, you weren’t listening. What I’m trying to say is...” and so on. If you want to get through to the other side and they’re not creating an opening, you either let them talk first or push hard enough to get them to hear you. If we extend the metaphor, they’re probably not listening. The more you force, the more they resist.

When you push for your way, you virtually guarantee failure, because the harder you try to persuade, the harder the opposition will do the same. He wants to be heard, too – just like you.

If you want to get your point across, don’t make getting your point across the goal. Make understanding the goal. When you try to understand your conflict partner’s view, you create an opening for him to do the same. The door swings toward you as you receive his energy, beliefs, and vision, and benefit from a peek at an alternate reality. You’re able to see both views simultaneously while you reflect on how differently this person perceives the world from his side of the door.

#### Giving Way to Get Your Way

Don’t give in; give way. There’s a difference. Giving someone the freedom to deliver his message is a gift and a model. You’re not saying you agree with the message; you’re saying you’re willing to entertain an alternative view to facilitate solving the problem.

Sensing a receptive audience, the speaker relaxes. His energy and ideas have an outlet. His need for you to understand him is less critical than your willingness to try.

Psychologists have found that we are each more interested in knowing that the other person is trying to empathize with us...than we are in believing that they have actually accomplished that goal. Good listening...is profoundly communicative. And struggling to understand communicates the most positive message of all.

-Difficult Conversations, Douglas Stone, Bruce Patton, and Sheila Heen

Eventually he has nothing left to say, and now he is opening the door for you. In fact, he’s eager to hear your reflections. He’s thinking, “Wow, I just made some great points. I can’t wait to hear what she has to say about them!”

#### Offer Information That May Be of Value

So don’t start with, “You are really out of line, you don’t know what you’re talking about,” or “your reasoning is full of holes!”

If you want to get your point across, start by acknowledging his argument and appreciating his position. Specifically:

- Summarize his thoughts for him.
- Compliment his reasoning.
- Speak first to his positive intentions.
- Look for one thing you can agree with.

For example: “John, you’ve obviously put a lot of thought into this and care a great deal about the outcome. I liked what you said about...” You must be sincere. We’re not talking about manipulation but rather a willingness to step into another human being’s shoes.

By listening and acknowledging, you’ve let your partner come through the door, and it’s starting to swing in the other direction. Here’s the place where you might get your point across. But one more admonition: change your thinking from getting your point across to offering information that might be of value to him. He may take advantage and he may not. He’s more likely to receive your offer favorably if it helps him achieve his goals, look good, or save face.

For example, “John, from what you’re saying, you believe you’re doing a good job and living up to the requirements of the job description. I have a slightly different take on it. Would you like to hear it? As I see it, you put a lot of thought into preparing our meetings and organizing staff, and I think you want to do a good job. I have some ideas about how you can go further in your career, if you choose to, by making a few simple changes.” The door is swinging back. It’s your turn to walk purposefully through it.

Do You Want to Win or Solve the Problem?

In the end, you may find that “getting your point across” is language that presumes a contest of wills and that there are more efficient ways to achieve your objective. You are less likely to create defensiveness in the listener when you disclose your thinking, acknowledge his, maintain respect and safety, and establish consequences.

Keep in mind there’s a problem on the table to be solved. He’s offered his view. And now you will present yours. As you do this, keep the door open. The following steps will help you.

Six Steps for Creating A Willing Listener:

**Understand Your Story and Their Story.** Rashomon is a 1950 Japanese movie involving four people, each of whom tells a story about how a specific event unfolded. Each story is a little movie that looks completely different from the others. Rashomon reminds me that my story may vary widely from my partner’s, even when we’re looking at the same facts. It helps me exercise caution about how much I think I know about someone else’s motives. I try not to presume. How could I? It’s not my movie. My goal is to see his movie through his lens.

Educate, don't sell, blame, or accuse. When it's time to tell my story, I have to teach the listener what things look like from my perspective. I don't assume he can see my movie either; in fact, I know he can't. When an employee, student, or loved one acts contrary to expectations, I respectfully describe the feelings that ensued or the resulting impact on the environment or on our relationship. I assume the person has positive intent, and I try to help him to live up to that assumption. For example, "I think you were trying to help the customer as best you could, given the complexity of the request. However, from my experience, when I put the customer on hold for more than a minute, he usually becomes frustrated and hangs up. Let's talk about how to get answers without putting the customer on hold."

Communicate your hopes and goals. If I'm disappointed, it helps to let others in on my hopes (for the relationship, the workplace, or the task at hand). For example, "When you said you would have the spreadsheet ready Tuesday, I took you at your word. My hope is that we all recognize the importance of deadlines on a project that's as time sensitive as this one. Can you tell me what happened and what we can do to remedy the situation?"

Stay interested. Remain curious and childlike. Look at each situation with new eyes. Don't forget that everything you experience is filtered through your perception, your lens. As Stephen Covey says, "Seek first to understand."

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Center yourself and extend positive energy. I practice and teach the martial art Aikido, often translated from the Japanese as “the way of blending with energy.” In aikido, as the attack comes I center and extend ki (life energy) to meet the attacker, align with him, and redirect his energy. I lead without force. In life and business, you do the same when your language and manner are poised and focused, when you exercise both power and compassion, and when you make your adversary a partner by honoring his energy and positive intent.

There are no guarantees. What if you’ve tried to find a creative solution and the situation doesn’t improve? For example, after several conversations and promises to improve, a direct report continues to be disrespectful. Or after your numerous requests to be prompt, an important member of the team continues to show up late or not at all. Did I mention there are no guarantees? You may not get your point across, ever. You can, however, remain respectful, interested, and purposeful. In the final analysis, this is where your power lies. You can also employ your company’s performance management system as early in the process as possible and hold your staff accountable to its guidelines. At this stage, the point you want to get across changes. You are no longer asking for behavior change. Instead you’re making sure the employee understands the consequences of the road he is traveling.

At home, if getting your point across with your teenager means gaining agreement, you will almost never succeed. However, you can set limits and expectations. For example, “I hear you when you say that your friends can stay out until midnight. Nevertheless, you have to be home by 11:00.”

“But, Mom!...”

“I realize this seems hard to you. But I expect you to be home by 11:00.”

Establishing limits and consequences is usually a more practical and effective way to be heard than attempting to gain agreement.

In any case, remember that winning a contest and solving a problem are usually two different things. When you find yourself pushing through that metaphorical door, stop and ask yourself whether it’s the winning or the solving you’re more interested in.

### About the author

Judy Ringer is the author of *Unlikely Teachers: Finding the Hidden Gifts in Daily Conflict* <http://www.unlikelyteachersbook.com> and the award-winning e-zine, *Ki Moments*, containing stories and practices on turning life's challenges into life teachers. Judy is a black belt in aikido and a nationally-known presenter, specializing in unique workshops on conflict, communication, and creating a positive work environment. She is the founder of Power & Presence Training and chief instructor of Portsmouth Aikido, Portsmouth, NH, USA. Visit <http://www.JudyRinger.com>

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## 24 Learn to Play the Reluctant Seller When You're Negotiating by Roger Dawson

Imagine for a moment that you own a sailboat, and you're desperate to sell it. It was fun when you first got it, but now you hardly ever use it, and the maintenance and slip fees are eating you alive. It's early Sunday morning, and you've given up a chance to play golf with your friends because you need to be down at the marina cleaning your boat. You're scrubbing away and cursing your stupidity for ever having bought the boat. Just as you're thinking, "I'm going to give this turkey away to the next person who comes along," you look up and see an expensively dressed man with a young girl on his arm coming down the dock. He's wearing Gucci loafers, white slacks, and a blue Burberry's blazer topped off with a silk cravat. His young girlfriend is wearing high heels, a silk sheath dress, big sunglasses, and huge diamond earrings.

They stop at your boat, and the man says, "That's a fine looking boat. By any chance is it for sale?"

His girlfriend snuggles up to him and says, "Oh, let's buy it, poopsy. We'll have so much fun."

You feel your heart start to burst with joy and your mind is singing, "Thank you, Lord! Thank you, Lord!"

Expressing that sentiment is not going to get you the best price for your boat, is it? How are you going to get the best price? By playing Reluctant Seller. You keep on scrubbing and say, "You're welcome to come aboard, although I hadn't thought of selling the boat." You give them a tour of the boat and at every step of the way you tell them how much you love the boat and how much fun you have sailing her. Finally you tell them, "I can see how perfect this boat would be for you and how much fun you'd have with it, but I really don't think I could ever bear to part with it. However, just to be fair to you, what is the very best price you would give me?"

Power Negotiators know that this Reluctant Seller technique squeezes the negotiating range before the negotiating even starts. If you've done a good job of building the other person's desire to own the boat, he will have formed a negotiating range in his mind. He may be thinking, "I'd be willing to go to \$30,000, \$25,000 would be a fair deal and \$20,000 would be a bargain." So, his negotiating range is from \$20,000 to \$30,000. Just by playing Reluctant Seller, you will have moved him up through that range. If you had appeared eager to sell, he may have offered you only \$20,000. By playing Reluctant Seller you may move him to the mid-point, or even the high point of his negotiating range, before the negotiations even start.

One of my Power Negotiators is an extremely rich and powerful investor, a man who owns real estate all over town. He probably owns real estate worth \$50 million, owes \$35 million in loans, and therefore has a net worth of about \$15 million. Very successful – what you could justifiably call a heavy hitter. He likes wheeling and dealing.

Like many investors, his strategy is simple: Buy a property at the right price and on the right terms, hold onto it and let it appreciate, then sell at a higher price. Many smaller investors bring him purchase offers for one of his holdings, eager to acquire one of his better-known properties. That's when this well-seasoned investor knows how to use the Reluctant Buyer Gambit.

He reads the offer quietly, and when he's finished he slides it thoughtfully back across the table, scratches above one ear, saying something like, "I don't know. Of all my properties, I have very special feelings for this one. I was thinking of keeping it and giving it to my daughter for her college graduation present and I really don't think that I would part with it for anything less than the full asking price. You understand; this particular property is worth a great deal to me. But look, it was good of you to bring in an offer for me and in all fairness, so that you won't have wasted your time, what is the very best price that you feel you could give me?" Many times, I saw him make thousands of dollars in just a few seconds using the Reluctant Seller philosophy.

Power Negotiators always try to edge up the other side's negotiating range before the real negotiating ever begins.

I remember an oceanfront condominium that I bought as an investment. The owner was asking \$59,000 for it. It was a hot real estate market at the time and I wasn't sure how eager the owner was to sell or if they had any other offers on it. So, I wrote up three offers, one at \$49,000, another at \$54,000 and a third at \$59,000. I made an appointment to meet with the seller, who had moved out of the condominium in Long Beach and was now living in Pasadena. After talking to her for a while, I determined that she hadn't had any other offers and that she was eager to sell. So I reached into my briefcase, where I had the three offers carefully filed and pulled out the lowest of them. She accepted it, and when I sold the condominium a few years later, it fetched \$129,000. (Be aware that you can do this only with a "For Sale by Owner." If a real estate agent has listed the property, that agent is working for the seller and is obligated to tell the seller if he's aware that the other side would pay more. Another reason why you should always list property with an agent when you're selling.)

So, Power Negotiators always play Reluctant Seller when they're selling. Even before the negotiation starts, it squeezes the other side's negotiating range.

Remember that when people do this kind of thing to you, that it's just a game that they are playing on you. Power Negotiators don't get upset about it. They just learn to play the negotiating game better than the other side.

Key points to remember:

Always play Reluctant Seller.

Playing this Gambit is a great way to squeeze the other side's negotiating range before the negotiation even starts.

The other person will typically give away half his or her negotiating range just because you use this.

About the author

Roger Dawson is the author of two of Nightingale-Conant's bestselling audiocassette programs, *Secrets of Power Negotiating* and *Secrets of Power Negotiating for Salespeople*. This article is excerpted in part from Roger Dawson's book "Secrets of Power Negotiating", published by Career Press and on sale in bookstores everywhere and online.

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# 25 Five Tips for Salary Negotiation by David Couper

The economy is growing slowly and while employment numbers have improved slightly, the job market remains tepid at best. How does this stagnation affect negotiation on a job offer? Should you gladly accept the first offer? Or can you ask top dollar without risking the job offer altogether? Even experts disagree.

Bettina Seidman, a career-management coach, says: “A candidate should always negotiate the package offered for a new job.” Abby Kohut, staffing specialist, puts it this way: “In many cases, it’s expected that you will ask for \$1K–\$5K more, and if you earn six figures, \$10K.”

But others see it differently. “In the current market, getting more than the first offer is very rare,” says Erica Moore-Burton, executive director, Los Angeles Special Counsel, a national search firm. “There are so many job hunters that are willing to accept a lesser salary, that by asking up front for more, you definitely run the risk of losing out to the next best candidate.”

What is the answer? It depends, in part, on the industry you work in, the job you do and the location. Healthcare is rebounding fast, with some organizations projecting increased business because of healthcare reform. Nurses and lab personnel are in demand. Cities like Los Angeles, with entertainment, high tech and aerospace, are doing better than Detroit with its auto industry.

Finally, before negotiating you need a strategy. Is this a stopgap job – any job with almost any salary – so that you can generate some cash flow? [Editor’s note: This kind of job is also called a Survival Job.] If so, it makes sense to take a lesser salary without negotiation if you plan to leave in a year. The same applies if this job is just paying the bills while you retrain for another job, go back to school or start a side business that you plan to build to full time. Be mindful of your needs before sitting down to the negotiating table.

How can you be prepared when offered a job?

## 1. Do Your Research

Check salaries to find out the current market rate. “Begin with the facts. Also, have well-researched salary survey data documenting what other people get paid for similar roles, in similar companies and in the same geographic region,” advises Kerry Patterson, co-author of *Crucial Conversations*.

In this economy, that intelligence-gathering can be challenging. Many companies either pay less for a job than before or, more commonly, pay the same but hire someone with more experience. Savvy candidates will take that trend into account when they do their research.

2. Know The Employer – They Want You, But Do They Need You?

Find out as much as possible about the job, the group, boss, company and industry. “Know how long the hiring employer has had the job open – the longer, the better for your negotiations,” says Diane Katz, author of *Win at Work! The Everybody Wins Approach to Conflict Resolution*.

3. State the Facts – Be the Best

It is important to answer these questions with facts that build a compelling case for your value. What can you do for the company and how will you make them money – in a way no one else can? What sets you apart different from other people – what makes you more valuable? Be ready to provide the facts, feedback from previous employers, customer recommendations and hard data that prove your value. For example, what level of sales you can produce? How can you improve the organization? How could you meet challenges of new regulation or changing technology to positively impact the employer’s bottom line?

4. Negotiate the Total Package – Do the Benefits Really Benefit You?

Know what benefits you must have and which are nice to have. Medical, if your spouse already has it, isn’t worth much, but it’s important if you don’t have coverage. In the past you might have negotiated benefits that would add to salary – vacation, tuition reimbursement, memberships, and even parking. Erica Moore-Burton notes: “A client of mine that once paid for employees’ parking has now cut back and is offering a \$50 contribution to the monthly parking as opposed to paying for it outright.”

5. Negotiate For the Future – Baby Steps

In good economic times, the job-hunter would look to get their desired salary before accepting a job. In these times, it makes more sense to look for incremental steps rather than the big bang approach. So if you are looking for \$100K, you could ask for \$90K now with a salary review and bump to \$95K if you are meeting your targets, and then upped to \$100K on your first anniversary.

### Final Thoughts

The economy has improved but the jobless rate is still near historical highs. Yes, it is harder to negotiate salary than in the past, but is it impossible? No! With these tips and techniques you can negotiate a better deal. The bottom line is that you will need to prepare, prove you are unique, will add value, solve problems and should be compensated accordingly.

### About the author

Career Coach David Couper is author of *Outsiders on the Inside: Creating A Winning Career... Even When You Don't Fit In*.

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