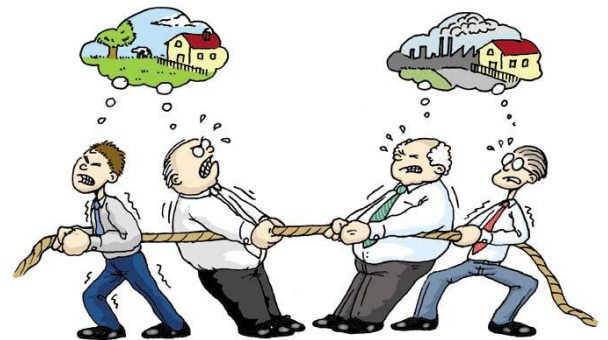




UNDERSTANDING NEGOTIATION PROCESS...

A strategy for successful negotiation:

- **Listen carefully** to the arguments of the other party and assess the logic of their reasoning
- **Clarify issues** you are not clear about by asking how, why, where, when and what questions.
- List all the issues which are important to both sides and **identify the key issues**. Identify any personal agendas. Question generalisations and challenge assumptions.
- **Identify any areas of common ground**.
- Understand any **outside forces** that may be affecting the problem.
- **Keep calm** and use assertive rather than aggressive behaviour. Use tact and diplomacy to diffuse tensions.
- Remember :**NO** is a little word with big power!
- Use both verbal and non-verbal persuasion skills. Use open, encouraging body language such as mirroring, not defensive or closed.
- Know when to **compromise**. Offer concessions where necessary, but minor ones at first.
Distinguish between **needs**: important points on which you can't compromise and **interests** where you can concede ground. Allow the other party to save face if necessary via small concessions.
- Make sure there is an agreed deadline for resolution
- Decide on a course of action and **come to an agreement**.
- The final agreement needs to be **summarised and written down** at the conclusion of the negotiations.
- Plan for **alternative outcomes** if you can't reach agreement.



A strategy for successful persuading:



- **Focus on the needs of the other party.** Take time to listen to them carefully and find out about their interests and expectations. This shows that you are really interested in them and they are then more likely to trust and respect you. It will also make it easier for you to outline the benefits of your proposal in terms they understand.
- **Argue your case with logic.** Do careful research on your ideas and those of your competitors (if there are any) and make sure that any claims you make can be verified.
- The more **hesitant language** you use such as *"isn't it"*, *"you know"*, *"um mm"* and *"I mean"* the less people are likely to believe your argument



"I've been able to change their answer from 'never' to 'when pigs fly'."

- **Use positive rather than negative language:** instead of saying "You're wrong about this", say "That's true but", "That's an excellent idea, but if we look more deeply" or "I agree with what you say but have you considered".

- **Subtly compliment the other party.** For example: "I see that you've done some really excellent research into this". Even though they may

realise this is being done, evidence shows that they will still warm to you and be more open to your proposals.

- **Mirroring the other person's mannerisms (e.g. hand and body movements).** A study at INSEAD Business School found that 67% of sellers who used mirroring achieved a sale compared to 12% who did not. People you mirror subconsciously feel more empathy with you. However, it can be very embarrassing if the other person detects conscious mirroring so it must be very subtle. You need to leave a delay of between two and four seconds before the mirroring action.
- **Try to remember the names of everyone you meet.** It shows that you are treating them as an individual.