

Effective Neogitation Skills

Identify and create negotiable moments

Recognize underlying interests

- Ask questions like: Why am I taking this position? Why are they taking that position? Are there any other positions that are more acceptable to the other side?
- Examples of underlying interests:
 - Tight deadlines
 - Unrealistic sales targets
 - Staff limits
 - High prices by outside vendors
 - Excessive demands

Success comes from mutual dependence

- Ability to listen in order to discern needs
- Ability to identify your own needs and formulate proposals
- Ability to communicate your proposal in a persuasive manner

Understand Yourself and Develop Your Alternatives

- Identify your real needs and expectations
- Write down & rank your perceived interests
- Set expectations high but remain realistic
- Support your expectations with research
- Make a list of actions you could take if no agreement is reached
- Convert ideas into practical alternatives
- Create competition by seeking other vendors, employers, etc.
- Know the other side's deadlines, and use time to your advantage
- Rely on experts
- Identify your leverage
- Brainstorm (with the other side, if possible)

Listen to Build a Relationship

- Create a Dialogue
- Ask questions
- What you need to know: What motivates them? What are their needs or values? What do they hope to accomplish?
- Empathize with the other side

Stand alone or as part of a Coaching Engagement.

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What Do You Do With What You Hear?

- Respond to your counterpart's arguments
- Put yourself in the other person's shoes
- Develop reasonable responses to their "no"

Maintaining Your Composure

- Recognize your hot buttons
- Pause your hot buttons
- What you do when paused: review essential negotiating strategies, check moods, consider concessions and choose your response

Your Roadmap to Negotiation

Acknowledge mutual needs

- Create a neutral and friendly environment
- Separate the people from the problem

Be Silent

- Consider the other person's preferred styles
- Get the other side to commit first

Concede on unimportant items

- Concede on points that are not important to you, but are perceived to be important.
- Concede from your initial position if you believe you can go lower without hurting your interests
- Concessions are not always material, you can concede information to get some information back.
- You may concede on something that is not immediately on the table.
- Don't concede on things that result in an agreement that doesn't meet your interests.

Apply your leverage appropriately

- Subtly explain your alternatives
- Explain the advantages of negotiating and
- Learn to influence your counterpart when you

Deflect Dirty Tactics

- Don't react. Instead, ask them to explain their position
- Calmly call them out on it; however, don't attach the person; attack the method

Respond Ethically but Assertively

- State demands without offending
- Maximize your credibility with appropriate conduct
- Elements of assertive communication

End the Negotiation

- Know when to close the deal
- If you are stuck, find something new or unexpected to trade or take a break to gather more information
- Put it in writing