



Negotiating To Win

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1) Negotiation – The Importance Of Preparation

In any kind of negotiation the planning stage is probably the most important.

Too often we go in badly prepared and end up giving concessions that reduce the overall profitability of the final deal. The importance of planning is in having a very clear idea before entering into the negotiation i.e.

- What are my objectives?
- What does the other side wish to achieve?
- What information will influence the final outcome of the negotiation?
- What concessions can I make?
- How am I going to achieve my objectives?
- What part will other people play in the negotiation?

Generally, the more time that is spent in planning and preparing for the negotiation, the more beneficial will be the final outcome.

Objectives:

Before entering into the negotiation, you need to have a clear idea of your objectives and try to work out those of the other side. Ask yourself the following questions:

- What exactly do I wish to achieve from this negotiation?
- Which of my objectives:
 - Must I achieve?
 - Do I intend to achieve?
 - Would I like to achieve?
- What options or alternatives would be acceptable to me?
- What are the other side's objectives?
- How does the other side see the negotiation?



Information:

It has often been said that information is power. In any negotiation, there will be four types of information that is important to the final outcome.

- What information do I have that the other side has also?
- What information do I have that the other side does not have?
- What information do I need before negotiating with the other side?
- What information does the other side need before it can negotiate with me?

This can be particularly important when negotiating with people who concentrate on price issues.

- What other things are important to this person?
- What pressures does he have on him to conclude the deal?
- How well is his company doing at the moment?
- How important is it that he deals with my company? etc.

The early phases of negotiation consist of both sides finding out more information before talking about a specific deal or set of alternatives. For example, if you find out the other side has a time deadline that only your company can meet, it may give you the chance to negotiate on more favourable price. If you know that the other side has recently expanded their production capacity, you may be able to negotiate more favourable terms in return for a commitment to buy certain volumes over an agreed time period.

By spending time as part of your preparation in listing what you already know and what you need to know, you will give yourself a better chance to negotiate well on your company's behalf.

Concessions:

Negotiation is a process of bargaining by which agreement is reached between two or more parties. It is rare in negotiation for agreement to be reached immediately or for each side to have identical objectives. More often than not, agreements have to be worked out where concessions are given and received and this is the area where the profitability of the final outcome will be decided.

When preparing for negotiation, it is advisable to write down a realistic assessment of how you perceive the final outcome. Find out the limits of your authority within the negotiation and decide what you are willing and able to concede in order to arrive at an agreement, which satisfies all parties.



Concessions have two elements; cost and value. It is possible during negotiations to concede issues that have little cost to you but have great value to the other side. This is the best type of concession to make. Avoid, however, conceding on issues that have a high cost to you irrespective of their value to the other side.

When preparing for negotiations, ask yourself the following questions:

- What is the best deal I could realistically achieve in this negotiation?
- What is the likely outcome of the negotiation?
- What is the limit of my authority?
- At which point should I walk away?
- What concessions are available to me?
- What is the cost of each concession and what value does each have to either side?

Strategy:

Planning your strategy is important in negotiation. Once you know your objectives, you need to work out how you are going to achieve them. It is also useful to try and see the negotiation from the other side and try and work out what their strategy will be.

During the negotiation there will be opportunities to use various tactics and you need to decide which of these you feel comfortable with and at the same time recognise the tactics being used by the other side. Ask yourself the following questions:

- How am I going to achieve my objectives in this negotiation?
- What is the strategy of the other side likely to be?
- What tactics should I use within the negotiation?
- What tactics are the other side likely to use?



And Finally - Tasks:

If you go into negotiation with a colleague or colleagues, you need to decide during the preparation phase:

- What role will each team member take in the negotiation?
- How can we work together in the most effective way?

Some teams of negotiators appoint team leaders, note takers, observers and specialists, each with their own clearly defined authority and roles to perform.

Having a clear understanding of roles within the negotiation will make the team approach much more effective. People, who are successful negotiators, always have a well thought out strategy before entering into the negotiation, are well prepared, self confident and structure the negotiation, so that they remain in control of the negotiating process.

The recommended structure for negotiations is:

- Establish the issues being negotiated
- Gather information
- Build a solution

Stage 1. Establish The Issues

Begin by agreeing an agenda for the negotiation i.e.

- What needs to be discussed and agreed?
- Who will be involved and what will be their role?
- What timescales are we working towards?
- What are the major issues that need to be agreed?

Many negotiators make the mistake of negotiating too quickly whereas skilled negotiators spend 20% more of their time asking questions and looking for alternatives.

Do be aware that professional buyers will want to gain your commitment on issues, such as: price, early on in the negotiation but you should never commit yourself to anything until you have established everything that is being negotiated.



Seasoned negotiators will often bring up an issue at the end of the negotiation, when you are vulnerable and likely to agree to a one sided (Lose-Win) concession, in order to conclude the deal. You can legislate for this ploy by asking the other side for their "shopping list" before beginning the negotiation and refuse to accept any last minute additions to the list.

Issues will include things like price, delivery schedule, payment terms, packaging, quality of product, length of contract etc. At this stage issues are kept general and no concessions are made or agreements reached.

Stage 2. Gather Information

This is a vital part of the negotiation and you need to remember that there are four kinds of information

- Information you have that you are willing to give to the other side
- Information you have that you are unwilling to give to the other side
- Information the other side has that they are willing to give you
- Information the other side has that they are unwilling to give you

You need to decide, before the negotiation, how much you are willing to share information and what your own information requirements are. This will set the climate for the negotiation and will determine the amount of trust that exists between both parties. Skilled negotiators are able to ask a range of open, closed and follow up questions and are able to listen effectively. They also wait until they have all their information requirements, before making concessions.

Stage 3. Build A Solution

Having gathered information the next stage is to begin to put together a solution. Usually this will take the form of the selling side putting forward a proposal, or opening bid. The opening bid should be ambitious, but defensible. You should always challenge an opening bid and refuse to let an unacceptable bid stay on the table.

Typically, there will then be a process of bargaining, concessions will be traded and movement take place, until, hopefully, agreement is reached. Concessions should not be given away for free and you should be wary about conceding on issues for which you are not prepared. A final tip: The very best negotiators always enter into negotiation with a "three position plan" That is: Best Price, Realistic Price, and Fallback Price – they never, ever accept less than their "Fallback Price."



2) Styles Of Negotiation

Our style of negotiation will be influenced by the style of the other party. If both sides are adversarial; there will be little trust between the two parties, however, if one side decides to be co-operative, there is a danger the other side will use this apparent sign of weakness to their advantage.

Co-operative bargaining has the advantage of being a more efficient style of negotiation, however certain rules have to be followed by both parties for it to work. Let us look at the two styles of bargaining and their features:

Features Of Adversarial Bargaining:

- Each side takes up a position and defends it.
- Opening bids are set at unrealistic levels; too high or too low, in order to give room for manoeuvre.
- Movement is small or non-existent until later on in the negotiation.
- Tactics are used to gain short term advantage.
- Too much emphasis is placed on trust. This really is my best price!
- Information is withheld, or misrepresented.
- The outcome is often "win-lose" or "lose-lose."
- The more aggressive negotiator usually does best.
- This style does not encourage long term, mutually beneficial relationships.
- Neither side asks enough questions, or explores alternatives in sufficient depth.

Features Of Co-Operative Bargaining:

- Each side recognises that the other has needs and feelings and accepts implicit rules.
- Objective measures are taken of what is fair and reasonable.
- Trust is not an issue as either side is willing to share information.
- This style is friendly, but not soft. There is a willingness to trade concessions.
- There is a clear, communicable strategy.
- Bad behaviour is punished.
- This style involves creative problem solving.
- It encourages long term, mutually profitable relationships.
- Each side asks more questions and explores alternatives, rather than taking up fixed positions.
- The usual outcome is "win-win."



3) Sources Of Power

One of the main differences between negotiators is how confident they feel when negotiating. Typically, the more confident we feel, and the better we are prepared, the more successful will be the outcome of our negotiations. Personal power comes from many sources. To build up and increase our confidence as negotiators we need to step back and analyse the sources of our personal power and compare them with those of the people with whom we are negotiating.

Power is not absolute. In most negotiating relationships the power balance moves with time as the negotiation progresses.

Here are just a few examples of sources of power:

Information Power:

Information power comes from having knowledge that will influence the outcome of the negotiation. Planning and research can increase our information power, as can asking the right questions before we reach the bargaining phase of the negotiation.

Reward Power:

Reward power comes from having the ability to reward the other party in the negotiation. It could be the power a buyer has to place an order for goods and services or the power a salesperson has to give good service and solve problems.

Coercive Power:

Coercive power is the power to punish. This is seen most commonly in the buyer-seller relationship, but can be a feature of other types of negotiation.



Situation Power:

Situation power is the power that comes from being in the right place at the right time. A customer is desperate to place an order and you are the only source of supply in the short term. Having an effective network and keeping in touch with what is happening can increase your situation power.

Expertise Power:

Expertise power comes from having a particular skill which you can apply and which can influence the outcome of the negotiation. Improving negotiation skills helps you win better deals. Other areas of expertise could also help the outcome of the negotiation.

And Finally - Referent Power:

Referent power comes from being consistent over time. If people see you as having a clear, consistent strategy as a negotiator, you will increase your referent power. Having standards that you stick to and being consistent will help to increase your referent power. In the eighties, Margaret Thatcher wasn't universally popular, but was respected by many for being consistent in her views and behaviour. In the end she failed because her approach was too rigid and she was unable to adapt to changing circumstances.



4) More Thoughts About Concessions And The Closing Stages

Making The First Move:

Asking questions and listening effectively are important skills both in selling and negotiating. The first phase of negotiation involves both parties agreeing the background to the negotiation and fishing for the opening demand or offer.

It is often better to present the opening demand or offer in terms of a hypothetical question, as this allows the negotiator to retreat to his initial position if necessary.

The opening offer will probably be at or just about the level of the negotiator's maximum expectation, giving him room to manoeuvre, but not so high that the offer lacks credibility. Do not attempt to win at this stage, but hold sufficient back so that you are able to move, if necessary, at a later stage.

This is a difficult period in the negotiation process and a professional negotiator will often use silence or other pressure techniques to solicit information from the other party.

Further Movement and Concessions:

During negotiations, it can be in the interest of each side to keep asking questions and raising objections. Many excellent negotiators are low reactors who will proceed very slowly. However, given that the opening position of each party differs, then there has to be movement and concessions if a deal is to be struck.

Negotiators will tend, at first, to discuss extra demands, trying to get the other side to agree to these without offering anything in return. They will be reluctant to give information or will defer decisions in order to increase the pressure on the other person.

When an offer does come, it will often be on the basis of a quotation based on the minimum quantity at the lowest possible price. In all this, the negotiator is attempting to dominate the interview, pressing for maximum advantage, and trying to force the other person to concede on a major issue.



The skilled negotiator will ask the other side for a complete list of all his, or her requirements, and will not concede on a single issue until he knows the nature of the whole package. He will then begin to trade concessions, starting with the smaller, less important aspects of the package.

Negotiators should avoid making one-sided concessions which will severely weaken their final position and could affect the overall profitability of the deal.

When movement comes, it begins slowly, and then can be very rapid as both parties sense a deal is on the cards. Movement does tend to be discontinuous with either party moving and the other holding up the agreement at any one time. This leads to short periods of deadlock, which can be brought to an end in different ways.

Some of these are:

- Period of silence. Wait for the other party to speak.
- Agree to a concession. Always trade concessions by saying "If I do this, will you do that"?
- Adjournment to review positions.
- Agree to leave certain issues to one side later and concentrate on the rest.
- Identify areas of common agreement.
- The use of the relationship with the other side to break the deadlock.

Signals to be aware of that could mean the other side wishes movement to take place could include:

- Trial movement. One side uses words like "What would you say if ...?" or uses hypothetical examples.
- Summarises the position to date and asks "Where do we go from here?"
- One side calls for adjournment.
- Appeals to the other side's better nature.
- Asks for more information.
- Uses "crowding" techniques to force movement, e.g. aggressive behaviour, sets deadlines and time limits, threatens use of the competition.

The use of concessions is a vital part of building a profitable relationship for both parties in the negotiation. Earlier, we discussed the different elements that could constitute the final deal. The use of concessions enables negotiators to build a mutually profitable deal that is not one-sided in the other side's favour i.e. It results in a "win-win" outcome.



And Finally – Bargaining:

When it comes to bargaining try to get the other side to commit themselves first. For example:

SCENARIO 1.

Buyer: *"I'm willing to reach some sort of deal, but I want a 10% discount"*

Salesperson: *"Okay, I'll agree a 10% discount, but we'll have to look at a longer-term agreement"*

Buyer: *"Well, thanks for the 10% but the 1 year contract we have already agreed will have to stand"*

SCENARIO 2.

Buyer: *"I'm willing to reach some sort of deal, but I want a 10% discount"*

Salesperson: *"Okay, we may be able to look at our discount structure, but to do that we'll need to agree a 2 year contract"*

Buyer: *"Okay, well 2 years may be possible, but can we go to the full 10%?"*

In the first scenario an offer of 10% was made, but what was asked for was vague.

Responding to a specific demand like this we need to be vague, but positive: "Okay, we may be able to look at our discount structure" and our counter demand needs to be specific: "But to do that we'll need to agree a 2 year contract"

Remember, when you bargain, offer vague, ask specific.



5) Tactics, Tricks And Threats

Most successful negotiators recognise that the way people involved in negotiations behave does not always reflect their true feelings or intentions. We are going to look at negotiating tactics that may be used by you or on you. Whether or not you choose to use these tactics, it is vital to understand:

- Tactics work
- They can be being used on you, and can be used by you
- Once they are recognised as tactics, their effects are reduced

You may feel that there is no need in your particular case to negotiate or resort to tactics in negotiation. This is a matter of personal choice.

In general, tactics are used to gain a short-term advantage during the negotiation and are designed to lower your expectations of reaching a successful conclusion.

There are many tactics available to negotiators. Here are some you may recognise.

Pre-Conditioning:

This can begin before you even get together, or start your negotiations with the other party. Let us take a sales example:

You telephone for the appointment and the other side says, aggressively:

"Don't bother coming if you are going to tell me about price increases. You'll be wasting your time and I will be forced to speak to your competitors"

When you do arrive you are kept waiting in reception for half an hour, without being told why. As you walk through the door into the other person's office they indicate for you to sit down, but they don't look up. Instead, they sit leafing through your competitor's brochure, in silence, ignoring your efforts to make conversation.

You are given an uncomfortable low chair to sit in that happens to be directly in line with the sun shining into the office. At this stage, how confident do you feel?



The Monkey On The Back:

Some negotiators have the irritating habit of handing their problems to you so that they become your problems. This is the "monkey on their back" that they want you to carry around for them.

A classic example is the person who says, *"I have only got £10,000 in my budget"*

This is often used tactically to force a price reduction. Here is what you can do.

When one side says *"I have only £10,000 in budget"* look concerned and say something like:

"That is a problem. As you are no doubt aware, the cost of our systems can be anything up to £20,000 and I really want to help you choose the best system that meets your needs. Does that mean that if one of our systems has everything you are looking for, but costs £20,000, you would rather I didn't show it to you?"

The "monkey" has been returned and they have to make a choice. If the objection is genuine and the budget figure is correct, you must try to look for an alternative that meets your needs as well as theirs.

If they genuinely can only spend £10,000 that is not a tactic but the truth. In dealing with tactics the first decision you must make is whether it is a tactic or a genuine situation. If it is genuine, you have a problem to solve, rather than a tactic to overcome.

The Use Of Higher Authority:

This can be a most effective way to reduce pressure in the negotiation by introducing an unseen third party and can also be effective in bringing the negotiation to a close.

"I need to have this agreed by my Board of Directors." "If they agree to the terms we have discussed, do we have a deal?"

However, be careful to use this device sparingly so that the other side does not begin to feel you have no decision making authority yourself.

One way of countering this tactic is to say before the bargaining begins: *"If this proposal meets your needs, is there any reason you would not give me your decision today?"*

If the other side still wishes to resort to higher authority, appeal to their ego by saying: *"Of course, they will go along with your recommendations, won't they? Will you be recommending this proposal?"*



Nibbling:

Negotiations can be a tiring process. As the point draws near when an agreement is likely, both sides exhibit a psychological need to reach agreement and get on with something else.

You are very vulnerable as the other side reaches for their pen to sign the order form or contract, to concede items that don't significantly affect the final outcome. "Oh, by the way, this does include free delivery, doesn't it?" or "Oh, by the way, the price of the car does include a full tank of petrol?"

Nibbles work best when they are small and asked for at the right psychological moment. Like peanuts, eat enough of them and they get fattening.

Good negotiators will often keep back certain items on their want list until the very last minute when the other party is vulnerable. Watch out for this.

The Good Guy And The Bad Guy:

You may have come across this tactic before or else seen it used in films or on television. This is a tactic designed to soften you up in the negotiation.

For example, you are negotiating the renewal of your service contract with the Buying Director and his Finance Director. You present your proposal and the Buying Director suddenly gets angry and walks out in disgust muttering to himself about how unfair you have been and how the relationship is well and truly over.

You pick up your briefcase and are being shown the door when the Finance Director smiles at you sympathetically and says:

"I'm terribly sorry about that. He is under a lot of pressure. I would like to help you renew your contract, but he really will not consider the price you have suggested. Why don't I go and talk to him for you and see if we can agree a compromise? What is the bottom line on the contract? If you give me your very best price, I will see what I can do"

The best way of dealing with this tactic is to recognise the game that is being played and assess exactly what the quality of the relationship is. You may be able to say something like:

"Come off it, you are using good guy, bad guy. You are a superb negotiator, but let's sit down and discuss the proposal realistically"



If you don't have this kind of relationship, stand firm and insist on dealing with the bad guy, or else bluff yourself and give a figure that is within your acceptable range of alternatives.

One way of combining good guy, bad guy, with higher authority is by saying things like:

"Well, I'd love to do a deal with you on that basis, but my manager refuses to let me agree terms of this nature without referring back and he refuses to talk to salespeople. Give me your best price and I will see what I can do"

Body Language:

It is important in negotiation to react verbally and visually when offers are made. You may have seen the more theatrical negotiators hang their heads in despair or accuse you of being unfair and souring a perfectly good relationship when you present your proposal. Human nature is such that we can believe and accept these outbursts against us and our negotiating position becomes weaker as a result.

Ensure the next time you are in a negotiation that you react to the other party's offer. If you show no reaction, they may be tempted to ask for more and more and you will lose the initiative in the negotiation. Also, it is almost certain that their opening offer is higher than the figure for which they are prepared to settle, so it is important that you clearly signal your unwillingness to accept the opening position.

If you reach the point below which you will not go, it is important that you show this with your body language. News readers, when they have finished reading the news, have a habit of picking up their script and tidying up their papers. This tells the world that they have finished their task and are preparing to leave.

Similarly, when you make your final offer, it can be very powerful to collect your papers together and indicate with your body that it really is your final offer. Put your pen away, sit back in your chair, and remain silent. Look concerned and keep quiet.

If your voice says final offer but your body is saying let's keep talking, the other party will disregard what you say and keep negotiating.



The Use Of Silence:

During the negotiation, you may make a proposal and find the other party remains silent. This can be very difficult to handle and often signals disapproval to the inexperienced negotiator. Just as nature abhors a vacuum, so silence induces the need in people to talk.

If you have a proposal to make, make it and ask the other side how he or she feels about it. Having asked the question, sit back and wait for the answer.

Whatever you do; don't change your offer as this could seriously weaken your position.

The Vice:

A common technique used by negotiators when presented with a proposal is to say: *"You'll have to do better than that."*

The most powerful way of dealing with this is to ask them to be more specific. Whatever you do, don't weaken your negotiating position in response to the vice by giving anything away, too easily. This will only encourage repeat behaviour.

The Power Of Legitimacy:

People believe what they see in writing. We all assume that if a thing is printed or written down, it is non-negotiable. This is what can make price lists so powerful. If you have to present a customer with a price increase or you wish to encourage an early order to beat a price increase, show something in writing such as an office memo from your boss announcing the increase. This will have a far greater impact than just saying your prices are about to go up.

When presented with a price tag in a shop, ask to speak to the manager and make him an offer. You could be surprised at the results.



And Finally -The Low Key Approach:

Don't appear too enthusiastic during negotiations. Over-enthusiasm can encourage skilled negotiators to review their strategy and demand more.

If you are in a negotiation and the other side is not responding to your proposal, recognise this could be a tactic and avoid giving concessions just to cheer them up. Salespeople like to be liked and will often give money away in a negotiation, if the other side appears unhappy.

For example, if you are buying a car avoid saying to the seller things like:

"This is exactly what I'm looking for. I really like the alloy wheels"

Develop a low-key approach. Say things like:

"Well, it may not be exactly what I'm looking for but I might be interested if the price is right"



6) How To Negotiate With The Four Personality Types

People negotiate differently and behave differently during the negotiation process. We can observe different styles of negotiation and how different types of behaviour can affect the outcome of negotiations.

In commercial negotiations, some people negotiate quickly and take risks, others take their time and try to avoid risk. Some buyers are very loyal, others will automatically shop around. Some negotiators can be quite intimidating to the point of being rude; others are quite passive and easily manipulated.

This makes selling and negotiating a real challenge. To negotiate with all these different buyer types we need to be able to adapt our behaviour and be flexible in our approach.

To begin this process we can look at two aspects of buyer behaviour; assertiveness and responsiveness.

People who are assertive are confident and know what they want. They are not afraid to put forward opinions and are willing to listen to the opinions of others. They are not afraid of conflict and will be more than happy to argue their case.

People who are highly assertive can be seen as being aggressive while people who lack assertiveness are often passive and get taken advantage of. There are times when it is appropriate to be more or less assertive and we need to recognise when these times are.

Responsiveness means the extent to which people are willing to respond to us and our questions. Some people are highly responsive and will give lots of information about themselves, their problems and needs. Others are unwilling or unable to respond in this way and we see these people often as being negative or difficult.

We are all different and some of us are naturally assertive and some of us are not. Salespeople tend to be quite responsive, but sometimes we lack assertion. An example of this is during negotiations.

When customers put us under pressure to reduce prices or give discounts we find it difficult and uncomfortable and worry about damaging the relationship with the buyer.

There are four basic styles of behaviour and these are determined by the way, in which people relate to one another.



How can you ensure that you approach people in the correct way?

"*Knowing About Social Styles*", developed by Merrill and Reid, is a theory which I have discussed in several of my articles and it is very useful to have a thorough understanding of it when negotiating. In the Social Styles Model there are four basic "styles" or preferred ways of interacting with others.

Merrill and Reid believe that a person's Social Style is a way of coping with others. People become most comfortable with that style, in themselves and others.

A person's Social Style is measured in relation to three behavioural dimensions:

- Assertiveness
- Responsiveness
- Versatility.

The Assertiveness Scale:

Measures the degree to which a person is seen as attempting to influence the thoughts, decisions or actions of others either directly by **tell** behaviour or by questioning, i.e. **ask** behaviour.

Tell Behaviour: Is risk-taking, fast-paced, challenging.

Ask Behaviour: Is co-operative, deliberate actions, minimising risks.

The Responsiveness Scale:

Measures the degree to which a person either openly expresses their feelings or controls their feelings. The ends of the scale are "control" and "emote".

Control Behaviour: Is disciplined, serious, and cool.

Emote Behaviour: Is relationship oriented, open, and warm.

The two scales combine to give a two-dimensional model of behaviour, which will help you to understand how others perceive you. The dimensions of behaviour will also help you to plan how you can deal more effectively with people of different Social Styles.



The Four Social Styles And How You Should Negotiate With Them:

Driver: The Director.

- Assertive but not responsive
- Task rather than people oriented.
- Decisive and determined
- Controlled emotions
- Set on efficiency and effectiveness.
- Likes control, often in a hurry.
- Firm, stable relationships
- Stubborn, tough.
- Impatient.
- Inflexible poor listener.

To Negotiate With Drivers:

- Plan to ask questions about and discuss specifics, actions and results.
- Use facts and logic.
- When necessary, disagree with facts rather than opinions. Be assertive.
- Keep it business-like, efficient and to the point.
- Personal guarantees and testimonials are least effective, better to provide options and facts.
- Do not invade personal space.



Expressive: The Socialiser.

- Assertive and responsive.
- Reactive, impulsive, decisions spontaneous, intuitive
- Placing more importance on relationships than tasks
- Emotionally expressive, sometimes dramatic.
- Flexible agenda, short attention span, easily loved.
- Enthusiastic.
- Strong persuasive skills, talkative and gregarious.
- Optimistic; takes risks.
- Creative.

To Negotiate With Expressives:

- Seek opinions in an area you wish to develop to achieve mutual understanding.
- Discussion should be people as well as fact oriented.
- Keep summarising, work out specifics on points of agreement.
- Try short, fast moving experience stories.
- Make sure to pin them down in a friendly way.
- Remember to discuss the future as well as the present.
- Look out for the impulse buy.



Amiable: The Supporter.

- Not assertive but responsive.
- Dependent on others.
- Respectful, willing and agreeable.
- Emotionally expressive.
- Everyone's friend; supportive; soft-hearted.
- Low risk taker, likes security
- Group builder.
- Over sensitive.
- Not goal orientated.

To Negotiate With Amiables:

- Work, jointly, seek common ground.
- Find out about personal interests and family.
- Be patient and avoid going for what looks like an easy pushover.
- Use personal assurance and specific guarantees and avoid options and probabilities.
- Take time to be agreeable.
- Focus discussion on how.
- Demonstrate low risk solutions.
- Don't take advantage of their good nature.



Analytical:The Clinician.

- Not assertive, not responsive.
- Precise, orderly and business-like.
- Rational and co-operative.
- Self-controlled and serious.
- Motivated by logic and facts.
- Not quick to make decisions.
- Distrusts persuasive people.
- Like things in writing and detail.
- Security conscious.
- Critical, aloof, sceptical.
- Excellent problem solver.
- Likes rigid timetables.

To Negotiate With Analyticals:

- Take action rather than words to demonstrate helpfulness and willingness.
- Stick to specifics, Analyticals expect salesmen to overstate.
- Their decisions are based on facts and logic and they avoid risk.
- They can often be very co-operative, but established relationships take time.
- Consider telling them what the product won't do, they will respect you for it, and they will have spotted the deficiencies anyway.
- Discuss reasons and ask why? questions.
- Become less responsive and less assertive yourself.

If you are serious about developing not just your negotiation skills but also your all-round communication skills, I do advise you to familiarise yourself with the **"Social Styles"** model.



7) The 40 Most Common Mistakes Made by Negotiators

- Failing to prepare effectively for negotiation.
- Underestimating your own power.
- Assuming the other party knows your weaknesses and strengths.
- Being intimidated by the status of the person with whom you are negotiating.
- Concentrating on your problems rather than those of the other party.
- Forgetting the other side has things to gain from agreement as well as yourself.
- Making assumptions about what the other side wants.
- Having low aspirations for yourself.
- Giving too much credence to time deadlines set by the other side.
- Assuming the other side is aware of the short and long-term benefits of reaching agreement.
- Being intimidated by rules set by the other side.
- Misunderstanding tactics used by the other side.
- Talking too much.
- Failing to listen effectively.
- Believing everything the other side says about you, your service, your competition etc.
- Being forced into discussing price too early in the negotiation.
- Revealing your hand too early.
- Aiming too low with your opening bid.
- Accepting the first offer.
- Giving away concessions for nothing.



- Conceding an important issue too quickly.
- Making concessions too easily and raising the other sides expectations.
- Feeling guilty about asking for a concession.
- Making concessions before knowing all the other sides. demands.
- Failing to make concessions conditional on final agreement being reached.
- Making concessions of equal size to those on offer.
- Paying too much attention to price rather than value
- Discussing issues for which you are not prepared.
- Being inflexible.
- Losing sight of the overall agreement when deadlock is reached over minor issues.
- Responding to a high demand with a counter offer instead of challenging the validity of the high demand.
- Assuming deadlock means agreement is not possible.
- Feeling deadlock is only unpleasant for you and not the other party.
- Trying to be liked during the final stages.
- Bluffing without having a strategy ready should your bluff be called.
- Taking things personally.
- Offering to split the difference...
- Being intimidated by "This is my final offer"!
- Not preparing for the possibility you may need to walk away.
- Carrying out a post-mortem with the other side.



About The Author



Jonathan Farrington is a globally recognised business coach, mentor, author, and consultant, who has guided hundreds of companies and tens of thousands of individuals around the world towards optimum performance levels.

Formerly, Jonathan was the Managing Partner of The jfa Group, which he established in 1994.

Challenging assignments took him from the Middle East and Africa to Europe and the USA, providing him with the opportunity to work with a number of the largest and most successful international corporations including: IBM, Wang, Legal & General, Andersen Consulting, Litton Industries and The Bank of Tokyo.

He has authored in excess of three hundred skills development programmes, designed a range of unique and innovative process tools and has been published extensively on a wide range of business topics including organisational and sales team development, leadership and the customer imperative.

Early in 2007, Jonathan formed Top Sales Associates (TSA) to promote the very best sales related solutions and products – the first initiative, [Top 10 Sales Articles](#) launched in April. TSA is now a subsidiary of The Sales Corporation which is based in London and Paris, where Jonathan is the Chairman.

The JF Consultancy – www.jonathanfarrington.com , launched early in 2008 and Jonathan's highly popular daily blog for dedicated business professionals can be found at www.thejfblogit.co.uk