

Negotiation Skills

Training Materials



Module One: Getting Started

Although people often think of boardrooms, suits, and million dollar deals when they hear the word “negotiation,” the truth is that we negotiate all the time.

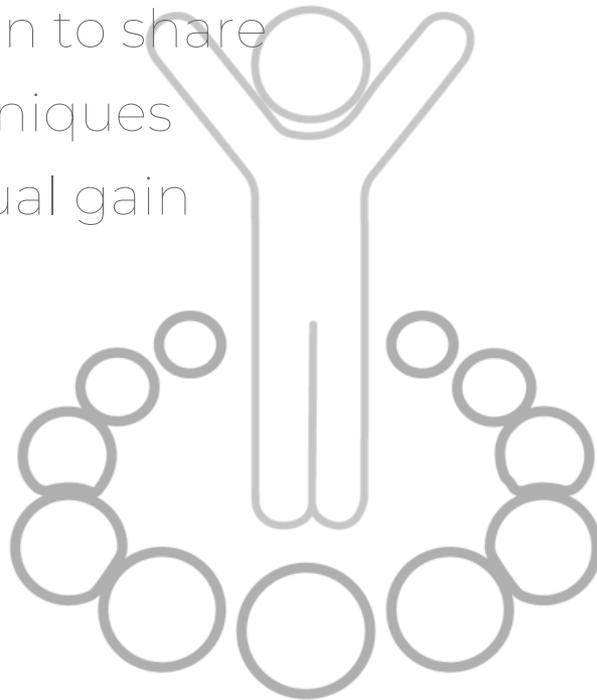
For example, have you ever:

- Decided where to eat with a group of friends?
- Decided on chore assignments with your family?
- Asked your boss for a raise?

- *Success in business requires training and discipline and hard work. But if you're not frightened by these things, the opportunities are just as great today as they ever were.*

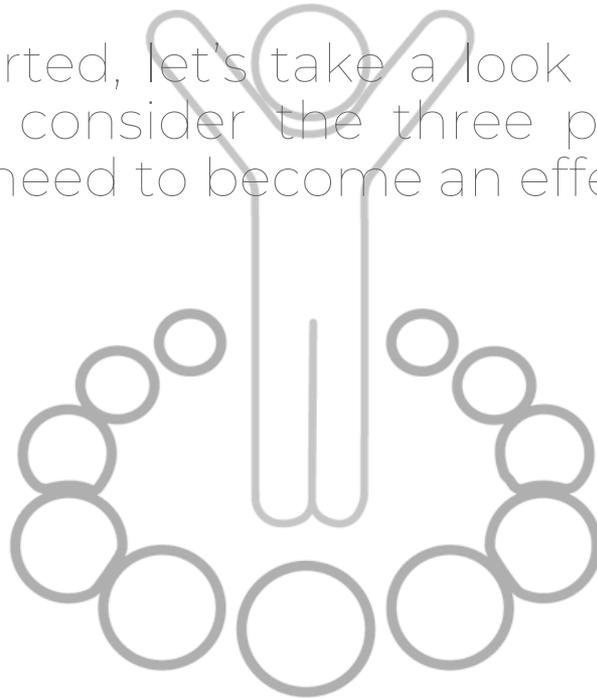
Workshop Objectives

- Types of negotiations
- What information to share
- Bargaining techniques
- Identifying mutual gain



Module Two: Understanding Negotiation

- Before we get started, let's take a look at two basic types of negotiation. We'll consider the three phases of negotiation and the skills you need to become an effective negotiator.

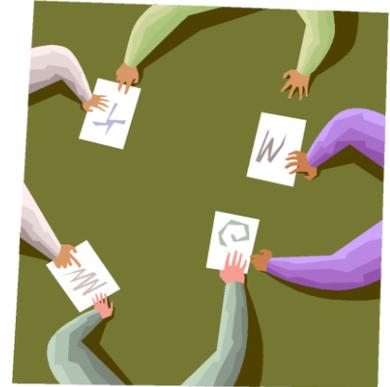
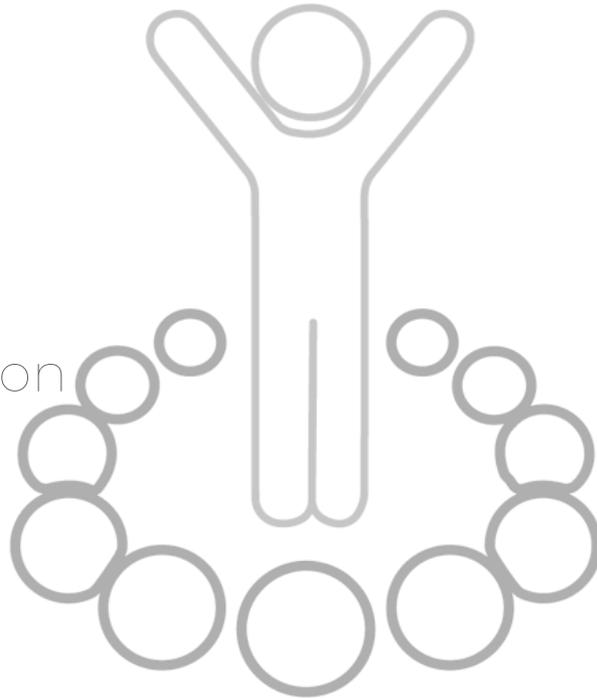


- *Information is a negotiator's greatest weapon.*

Types of Negotiations

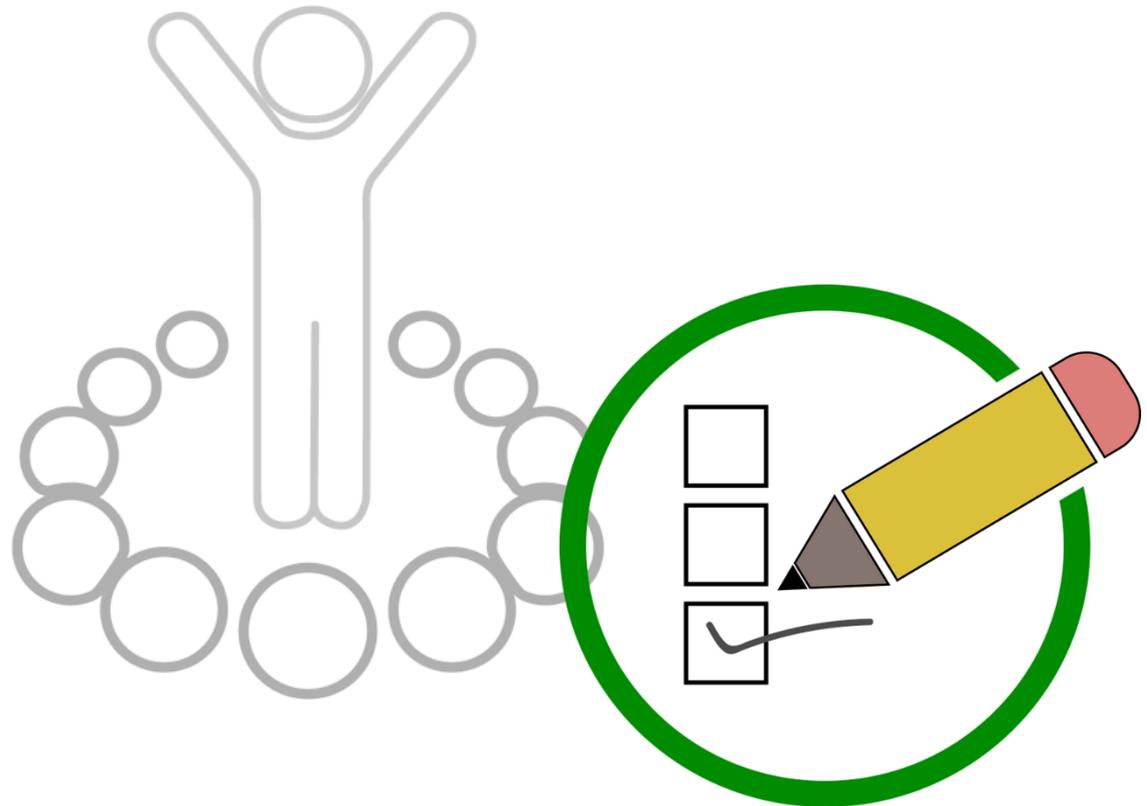
- Integrative
- Multiple issues
- Bridge building

- Distributive
- Confidential
- Extract information



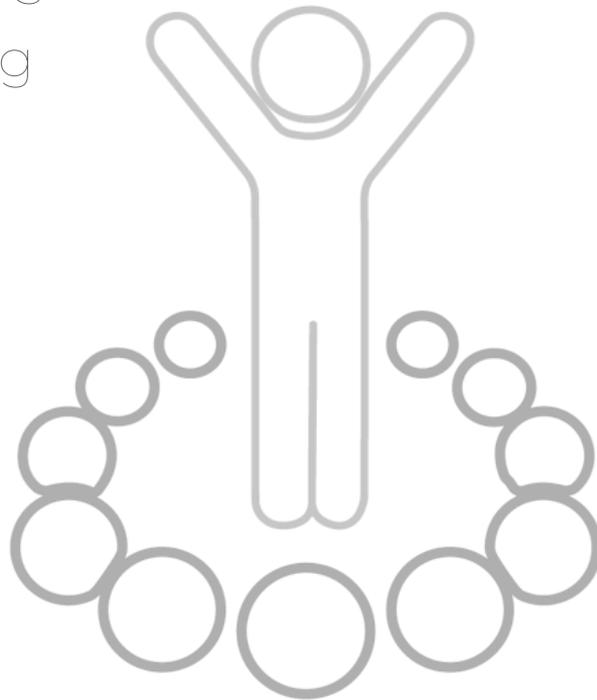
The Three Phases

- Exchanging Information
- Bargaining
- Closing



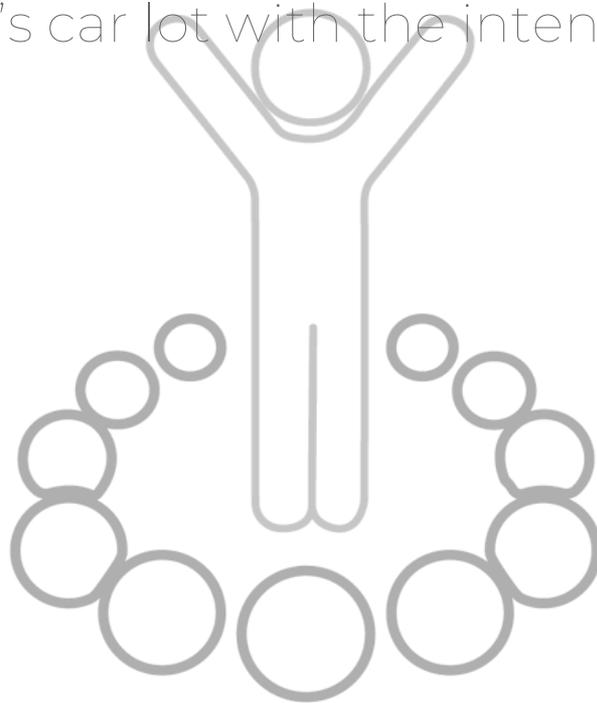
Skills for Successful Negotiating

- Effective speaking
- Effective listening
- Self-confidence
- Patience
- Respect



Practical Illustration

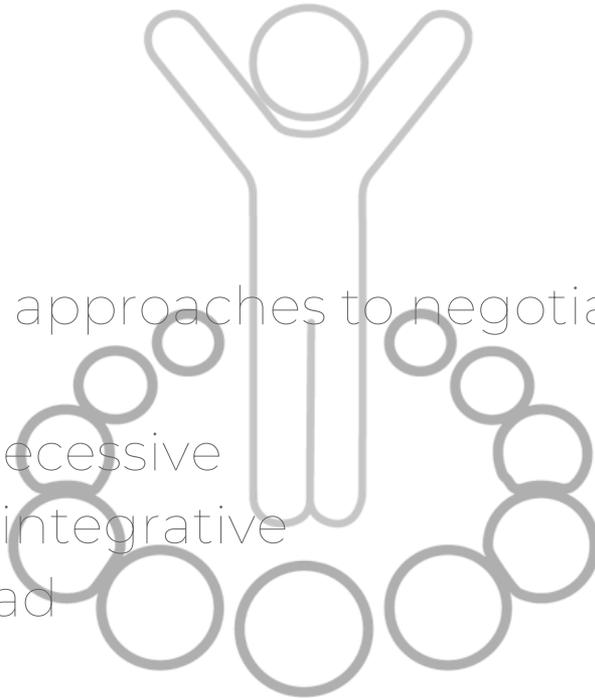
- John went to Paul's car lot with the intention of buying a reliable car.



Module Two: Review Questions

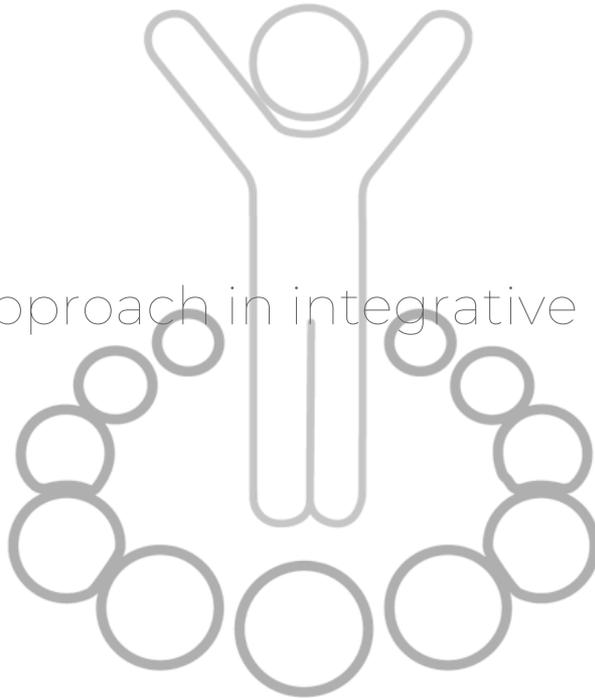
- 1) How many basic types of negotiations are there?
 - a) Two
 - b) Four
 - c) Three
 - d) Five

- 2) What are the two approaches to negotiation?
 - a) Initial and final
 - b) Integrative and recessive
 - c) Distributive and integrative
 - d) General and broad



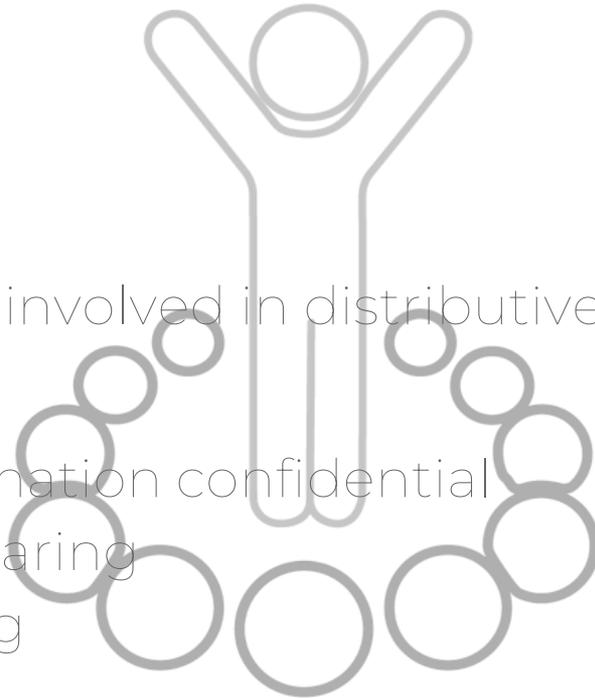
Module Two: Review Questions

- 3) Integrative negotiations are based on _____.
- a) Corporations
 - b) Corruption
 - c) Cooperation
 - d) Cohesiveness
- 4) The _____ approach in integrative negotiations is problem solving.
- a) Final
 - b) Dominant
 - c) Crucial
 - d) Easiest



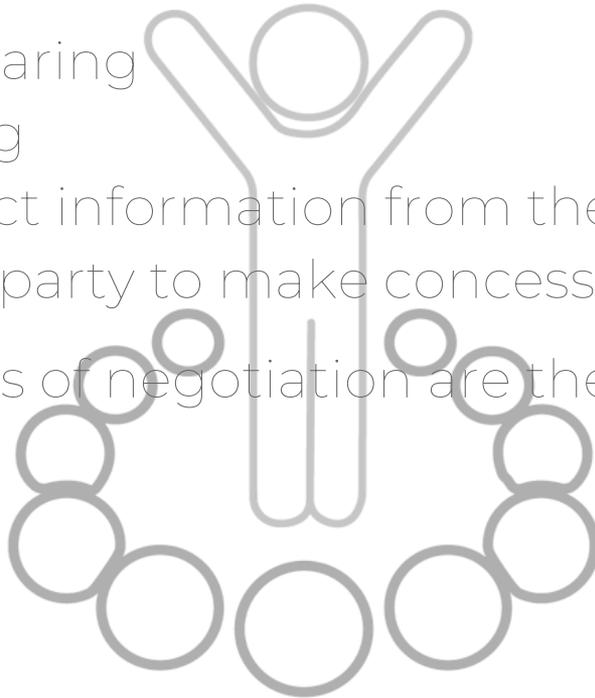
Module Two: Review Questions

- 5) Distributive negotiations involve a _____.
- a) Fixed pie
 - b) Baked good
 - c) Peach cobbler
 - d) Flat pancake
- 6) Which of these is involved in distributive negotiations?
- a) Multiple issues
 - b) Keeping information confidential
 - c) Information sharing
 - d) Bridge building



Module Two: Review Questions

- 7) Which of these is not an example of integrative negotiations?
- a) Information sharing
 - b) Bridge building
 - c) Trying to extract information from the other party
 - d) Allowing each party to make concessions
- 8) How many phases of negotiation are there?
- a) Three
 - b) Nine
 - c) Seven
 - d) Two



Module Two: Review Questions

9) Which of these is not one of the phases of negotiation?

- a) Bargaining
- b) Closing
- c) Revisiting
- d) Exchanging information

10) Which of these is not one of the skills needed for successful negotiation?

- a) Effective speaking
- b) Likeability
- c) Sense of humor
- d) Respect



Module Two: Review Questions

1) How many basic types of negotiations are there?

- a) Two
- b) Four
- c) Three
- d) Five

The two basic types of negotiations require different approaches.

2) What are the two approaches to negotiation?

- a) Initial and final
 - b) Integrative and recessive
 - c) Distributive and integrative
 - d) General and broad
- Integrative negotiations and Distributive negotiations.

Module Two: Review Questions

3) Integrative negotiations are based on _____.

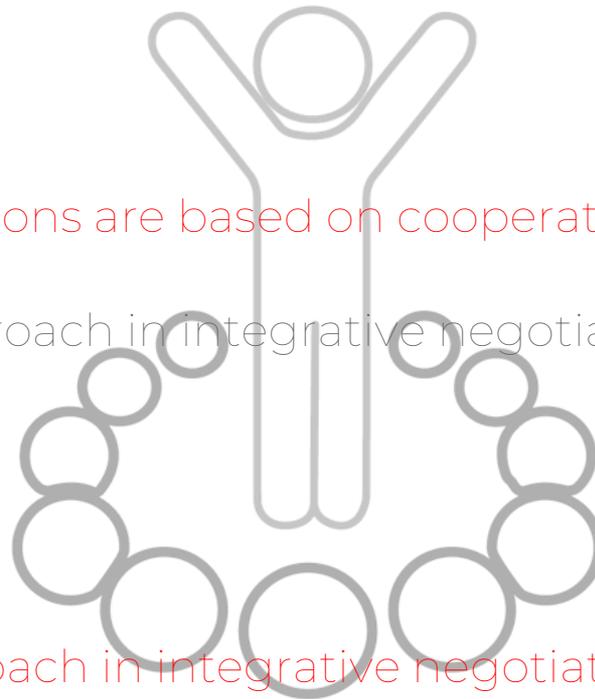
- a) Corporations
- b) Corruption
- c) Cooperation
- d) Cohesiveness

• Integrative negotiations are based on cooperation.

4) The _____ approach in integrative negotiations is problem solving.

- a) Final
- b) Dominant
- c) Crucial
- d) Easiest

• The dominant approach in integrative negotiations is problem solving



Module Two: Review Questions

5) Distributive negotiations involve a _____.

- a) Fixed pie
- b) Baked good
- c) Peach cobbler
- d) Flat pancake

• Distributive negotiations involve a fixed pie.

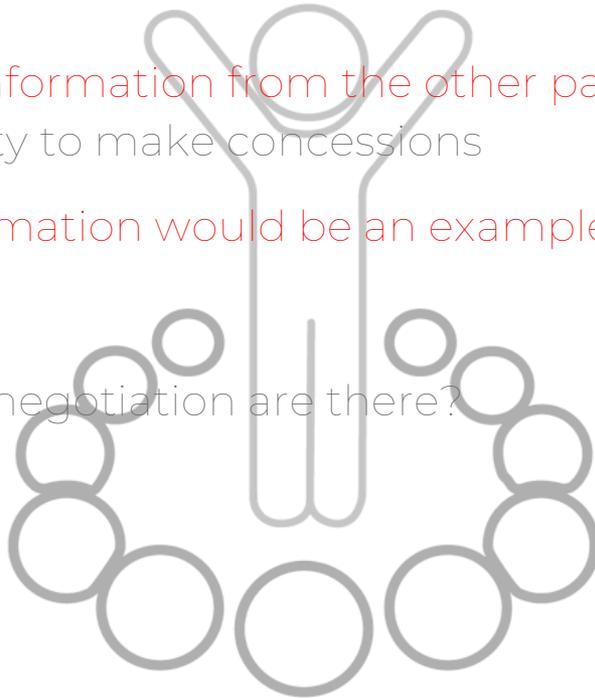
6) Which of these is involved in distributive negotiations?

- a) Multiple issues
- b) Keeping information confidential
- c) Information sharing
- d) Bridge building

• Keeping information confidential. For example, you don't want a car salesman to know how badly you need a new car or how much you are willing to pay.

Module Two: Review Questions

- 7) Which of these is not an example of integrative negotiations?
- a) Information sharing
 - b) Bridge building
 - c> Trying to extract information from the other party
 - d) Allowing each party to make concessions
- Trying to extract information would be an example of distributive negotiations
- 8) How many phases of negotiation are there?
- a) Three
 - b) Nine
 - c) Seven
 - d) Two
- There are three phases of negotiation



Module Two: Review Questions

9) Which of these is not one of the phases of negotiation?

- a) Bargaining
- b) Closing
- c) Revisiting
- d) Exchanging information

- Bargaining, Closing, and Exchanging information are the three phases of negotiation

10) Which of these is not one of the skills needed for successful negotiation?

- a) Effective speaking
- b) Likeability
- c) Sense of humor
- d) Respect

- Being a likeable person is not necessarily a necessary negotiating skill



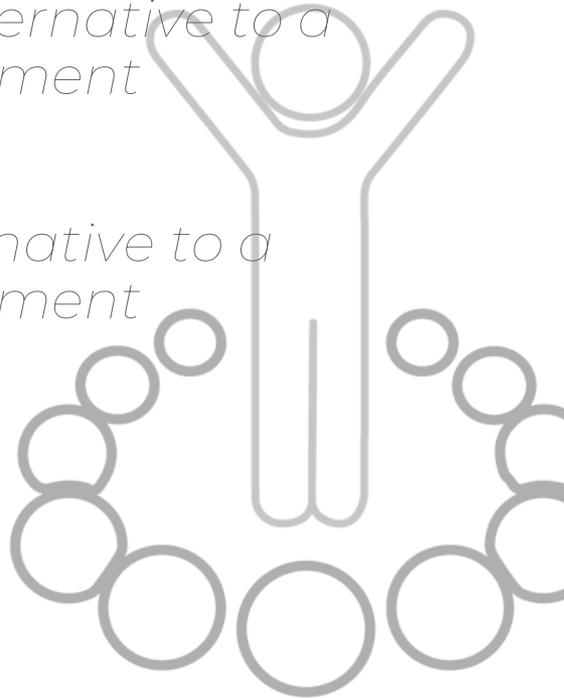
Module Three: Getting Prepared

- Like any challenging task, negotiation requires preparation. Before you begin a negotiation, you need to define what you hope to get out of it, what you will settle for, and what you consider unacceptable. You also need to prepare yourself personally. The key to personal preparation is to approach the negotiation with self-confidence and a positive attitude.

- *If you don't know where you are going, you will probably end up somewhere else.*

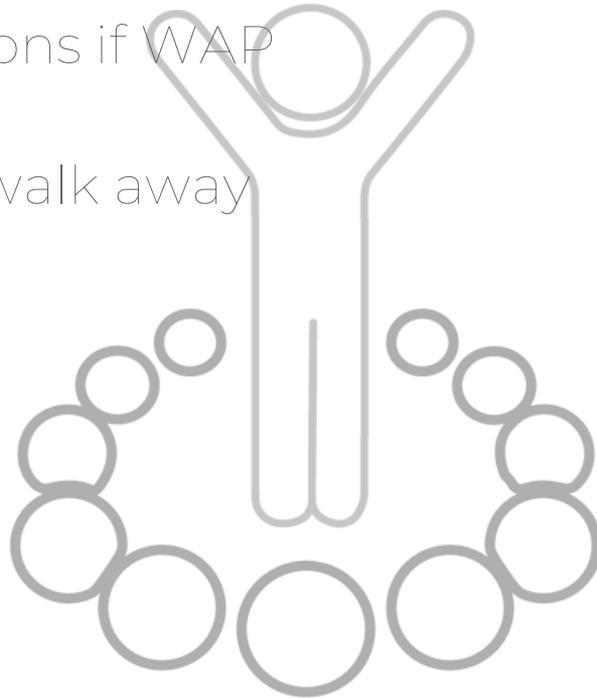
Establishing Your WATNA and BATNA

- WATNA: *Worst Alternative to a Negotiated Agreement*
- BATNA: *Best Alternative to a Negotiated Agreement*



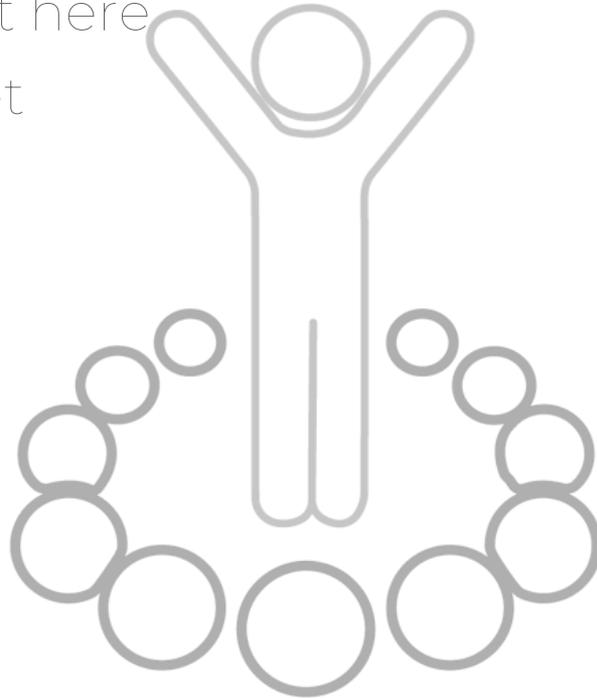
Identifying Your WAP

- Keep secret
- Remain firm
- Obtain concessions if WAP changes
- Be prepared to walk away



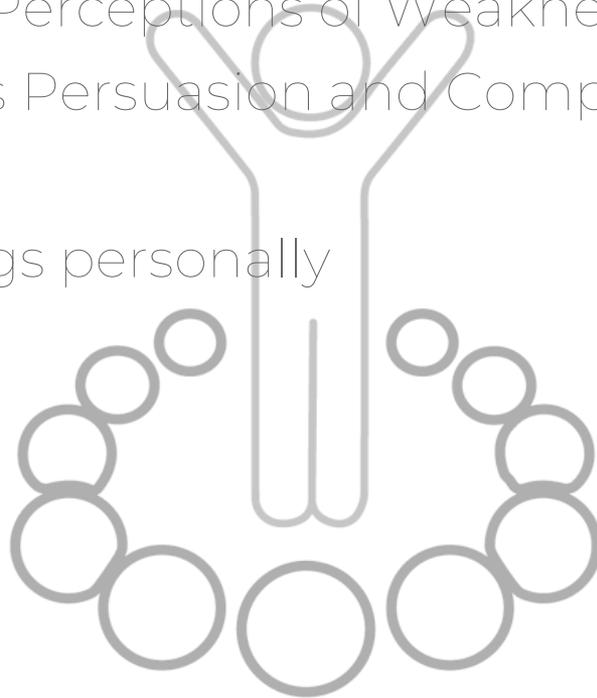
Identifying Your ZOPA

- Realistic price
- Final price will sit here
- Keep WAP secret



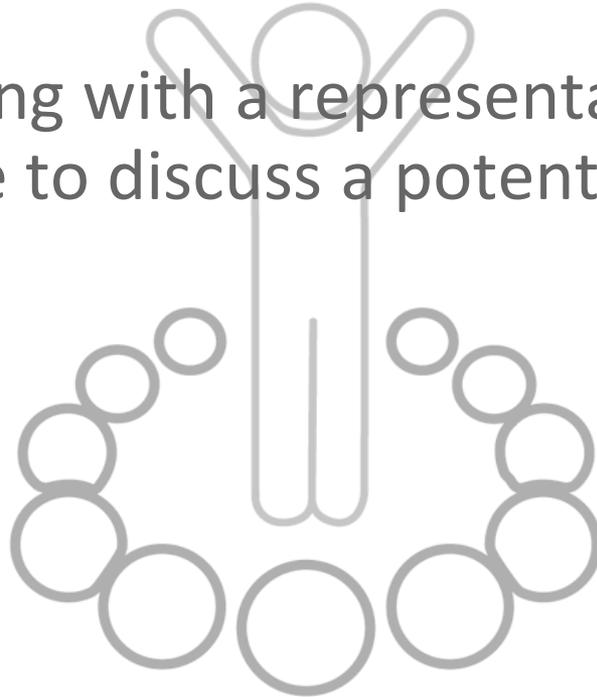
Personal Preparation

- Polite - It never reduces your argument
- Firm - Removes Perceptions of Weakness
- Calm - Facilitates Persuasion and Compromise
- Do not take things personally



Practical Illustration

- Ted was a B2B sales representative for a paper company.
- He was meeting with a representative from another office to discuss a potential business deal.



Module Three: Review Questions

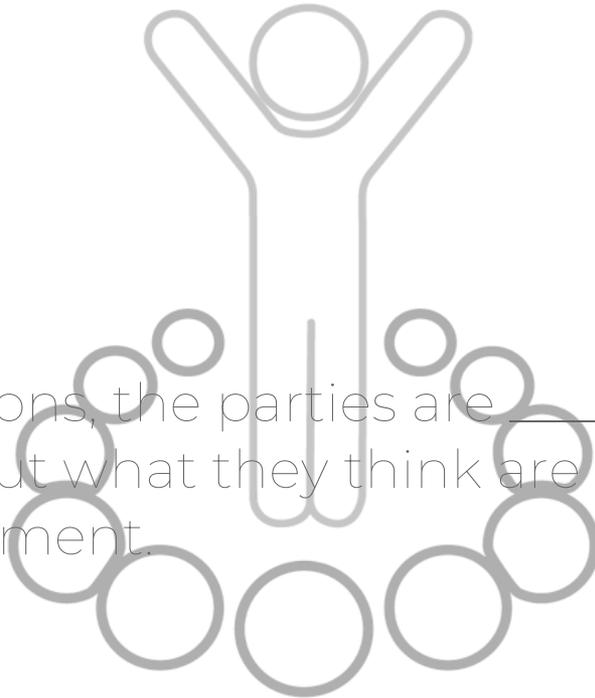
- 1) Negotiation requires _____.
 - a) Whining
 - b) Preparation
 - c) Cash reserves
 - d) Gumption

- 2) What are two things you must have in order to approach negotiation successfully?
 - a) Law and order
 - b) Coffee and treats
 - c) Self-confidence and positive attitude
 - d) Fear and loathing



Module Three: Review Questions

- 3) Getting the best deal for yourself relies on you being ready to go into negotiations with the strongest _____ position you can.
- a) Bargaining
 - b) Bullying
 - c) Intimidating
 - d) Unrelenting
- 4) In most negotiations, the parties are _____ by their assumptions about what they think are the alternatives to a negotiated agreement.
- a) Intimidated
 - b) Inundated
 - c) Influenced
 - d) Incorporated

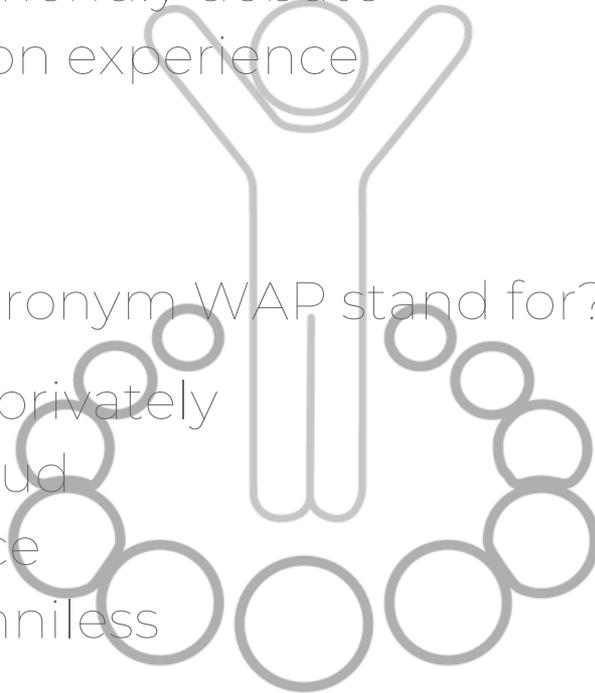


Module Three: Review Questions

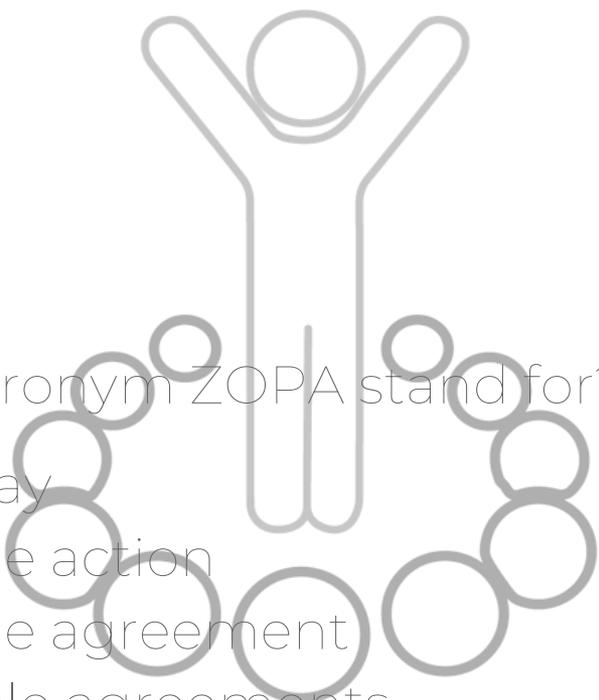
- 5) What does the acronym WATNA stand for?
- a) With a treaty nothing advances
 - b) Without a talk nobody agrees
 - c) Worst alternative to a negotiated agreement
 - d) Wrong alternative to a negotiated agreement
- 6) What does the acronym BATNA stand for?
- a) Better alternative to a negotiated agreement
 - b) Best alternative to a negotiated agreement
 - c) Bargaining alternative to a negotiated agreement
 - d) Blissful alternative to a negotiated agreement

Module Three: Review Questions

- 7) What is a 'blue sky' scenario?
- a) Nice day for a friendly debate
 - b) Easy negotiation experience
 - c) Ideal situation
 - d) Rainy day
- 8) What does the acronym WAP stand for?
- a) Will approach privately
 - b) Walk away proud
 - c) Walk away price
 - d) Walk away penniless



Module Three: Review Questions

- 9) In a car buying negotiation scenario, what is the area in which the final price will sit referred to?
- a) Zorro
 - b) Zopa
 - c) Zola
 - d) Zoli
- 10) What does the acronym ZOPA stand for?
- a) Zero or put away
 - b) Zone of possible action
 - c) Zone of possible agreement
 - d) Zone of passable agreements
- 
- A large, faint, grey outline of a human figure with arms raised, standing on a base of several circles. This graphic is positioned in the background, partially overlapping the text of the questions.

Module Three: Review Questions

- 1) Negotiation requires _____.
- a) Whining
 - b) Preparation
 - c) Cash reserves
 - d) Gumption
- Like any challenging task, negotiation requires preparation.
- 2) What are two things you must have in order to approach negotiation successfully?
- a) Law and order
 - b) Coffee and treats
 - c) Self-confidence and positive attitude
 - d) Fear and loathing
- The key to personal preparation is to approach the negotiation with self-confidence and a positive attitude.



Module Three: Review Questions

3) Getting the best deal for yourself relies on you being ready to go into negotiations with the strongest _____ position you can.

- a) Bargaining
- b) Bullying
- c) Intimidating
- d) Unrelenting

- Getting the best deal for yourself relies on you being ready to go into negotiations with the strongest bargaining position you can.

4) In most negotiations, the parties are _____ by their assumptions about what they think are the alternatives to a negotiated agreement.

- a) Intimidated
- b) Inundated
- c) Influenced
- d) Incorporated

- In most negotiations, the parties are influenced by their assumptions about what they think are the alternatives to a negotiated agreement.



Module Three: Review Questions

- 5) What does the acronym WATNA stand for?
- a) With a treaty nothing advances
 - b) Without a talk nobody agrees
 - c) Worst alternative to a negotiated agreement
 - d) Wrong alternative to a negotiated agreement
- WATNA (Worst Alternative to a Negotiated Agreement)
- 6) What does the acronym BATNA stand for?
- a) Better alternative to a negotiated agreement
 - b) Best alternative to a negotiated agreement
 - c) Bargaining alternative to a negotiated agreement
 - d) Blissful alternative to a negotiated agreement
- BATNA (Best Alternative to a Negotiated Agreement)

Module Three: Review Questions

- 7) What is a 'blue sky' scenario?
- a) Nice day for a friendly debate
 - b) Easy negotiation experience
 - c) **Ideal situation**
 - d) Rainy day
- If you could have the ideal situation, the “blue sky” scenario, negotiations would not be necessary.
- 8) What does the acronym WAP stand for?
- a) Will approach privately
 - b) Walk away proud
 - c) **Walk away price**
 - d) Walk away penniless
- **WAP (Walk Away Price)**

Module Three: Review Questions

9) In a car buying negotiation scenario, what is the area in which the final price will sit referred to?

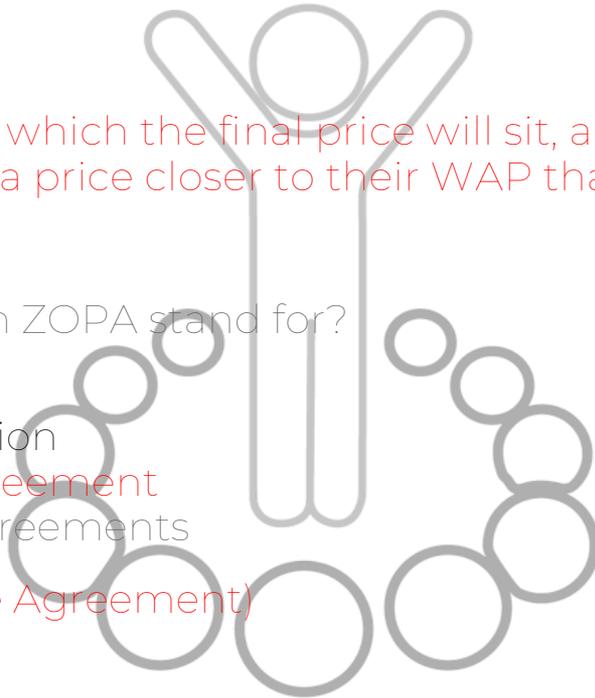
- a) Zorro
- b) Zopa
- c) Zola
- d) Zoli

- The ZOPA is the area in which the final price will sit, and within that ZOPA you will ideally end up with a price closer to their WAP than yours.

10) What does the acronym ZOPA stand for?

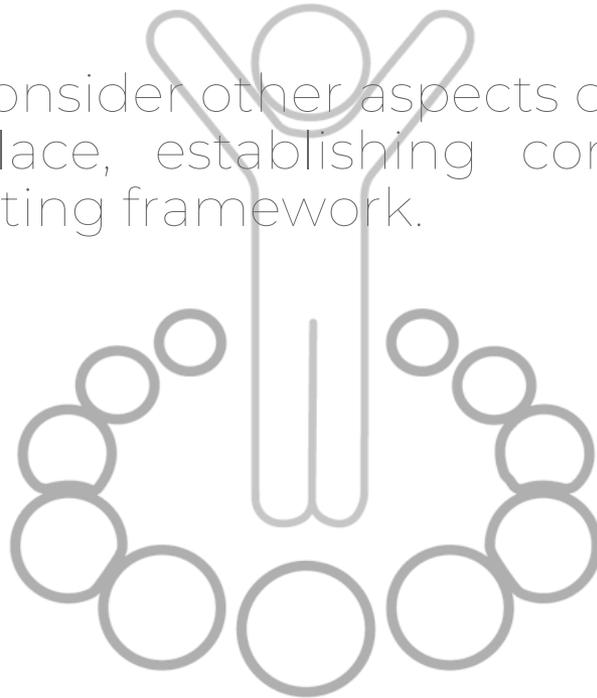
- a) Zero or put away
- b) Zone of possible action
- c) Zone of possible agreement
- d) Zone of passable agreements

- ZOPA (Zone Of Possible Agreement)



Module Four: Laying the Groundwork

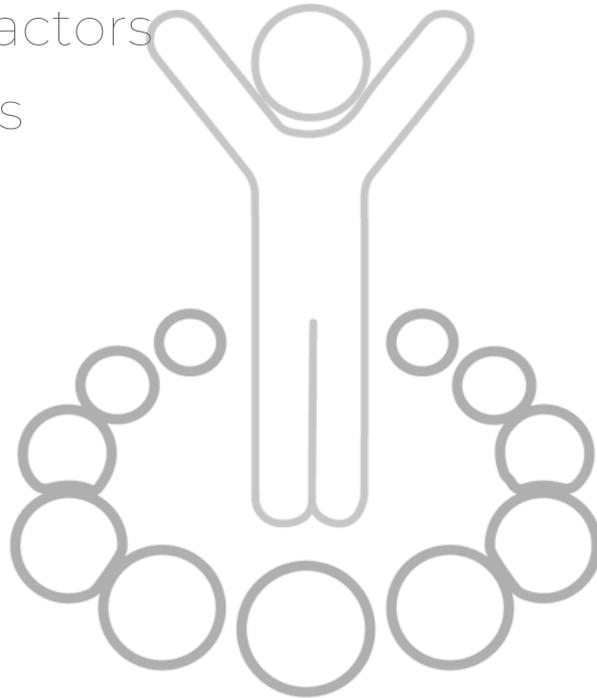
In this module we consider other aspects of preparation: setting the time and place, establishing common ground, and creating a negotiating framework.



- *Everything comes to him who hustles while he waits.*

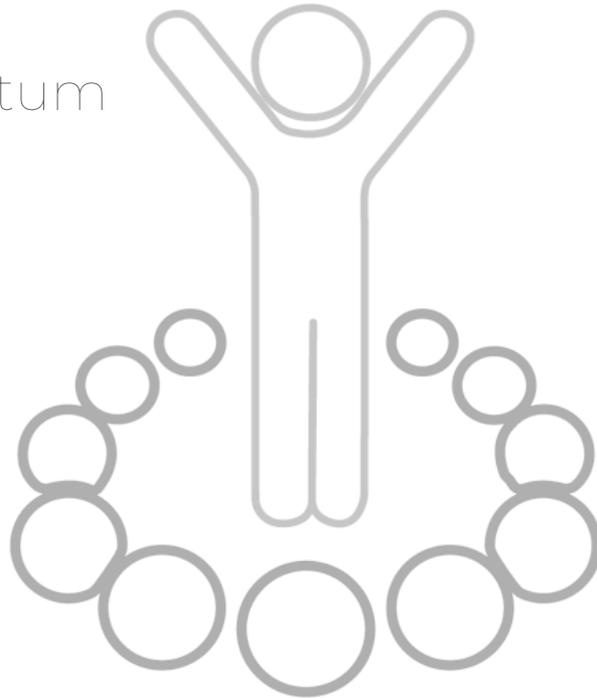
Setting the Time and Place

- Can be an advantage
- Environmental factors
- Limit distractions
- Neutral venue



Establishing Common Ground

- Effective to find first
- Build on it
- Builds momentum



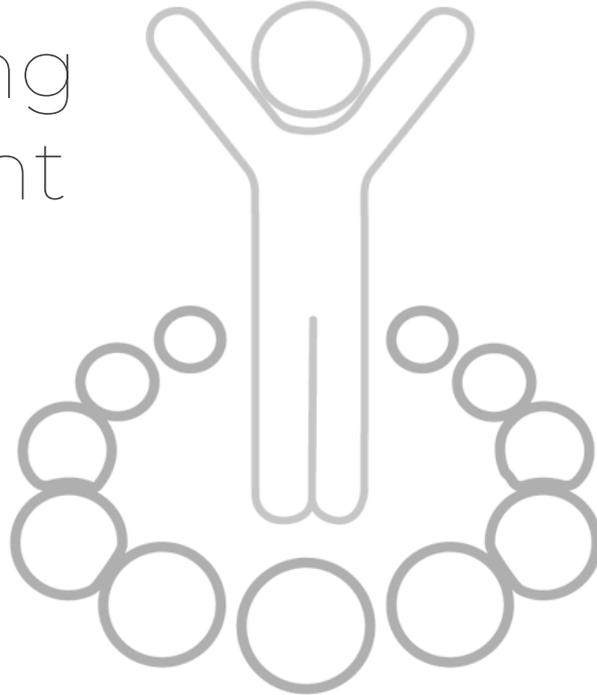
Creating a Negotiation Framework

- Agree on what is being negotiated
- What is non-negotiable?
- Based on values and goals



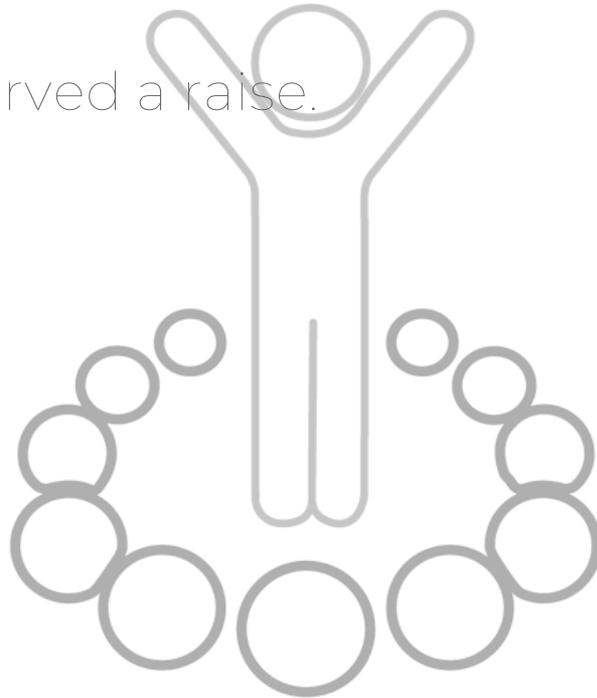
The Negotiation Process

- Preparation
- Opening Position
- Bargaining
- Movement
- Closing



Practical Illustration

- Brittany had been with her company for over three years.
- She felt she deserved a raise.



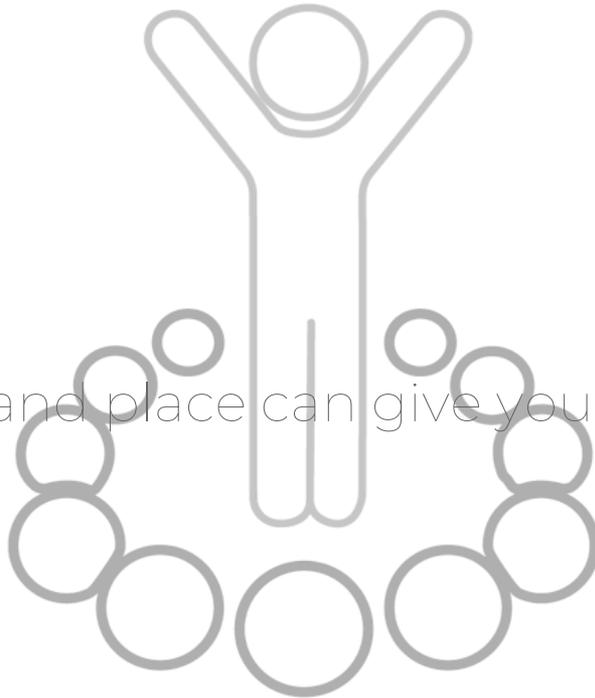
Module Four: Review Questions

1) Setting the time and place, establishing common ground, and creating a negotiating framework are other aspects of _____.

- a) Negotiation
- b) Initiation
- c) Preparation
- d) Celebration

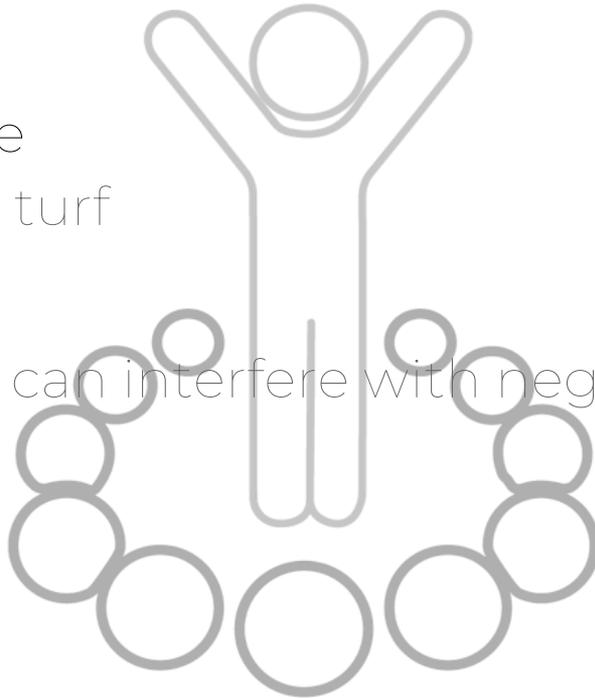
2) Setting the time and place can give you an _____ in a negotiation.

- a) Advantage
- b) Absolution
- c) Abstraction
- d) Absence



Module Four: Review Questions

- 3) Where do people feel the most comfortable conducting a negotiation?
- a) In a restaurant
 - b) Over the phone
 - c) On their home turf
 - d) In a dark alley
- 4) _____ factors can interfere with negotiations.
- a) Financial
 - b) Environmental
 - c) Educational
 - d) Probable



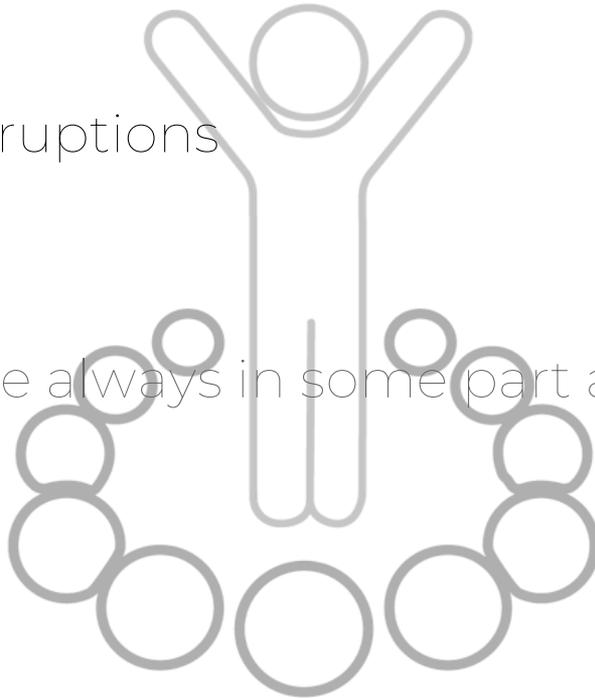
Module Four: Review Questions

5) Which of these is not an example of an environmental factor?

- a) Noisy setting
- b) Frequent interruptions
- c) Low wages
- d) Lack of privacy

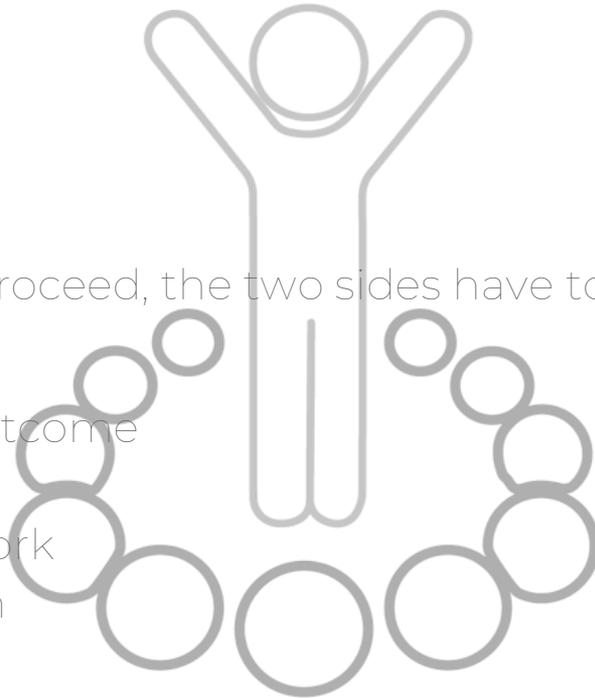
6) Human beings are always in some part at the mercy of their _____.

- a) Attitudes
- b) Biorhythms
- c) Environment
- d) Boss



Module Four: Review Questions

- 7) Both sides in a negotiation bring their own _____ of reference based on their experience, values, and goals.
- a) Food
 - b) Ideas
 - c) Frame
 - d) Books
- 8) For a negotiation to proceed, the two sides have to agree to a _____
- _____.
- a) Predetermined outcome
 - b) Preset limit
 - c) Common framework
 - d) Common problem



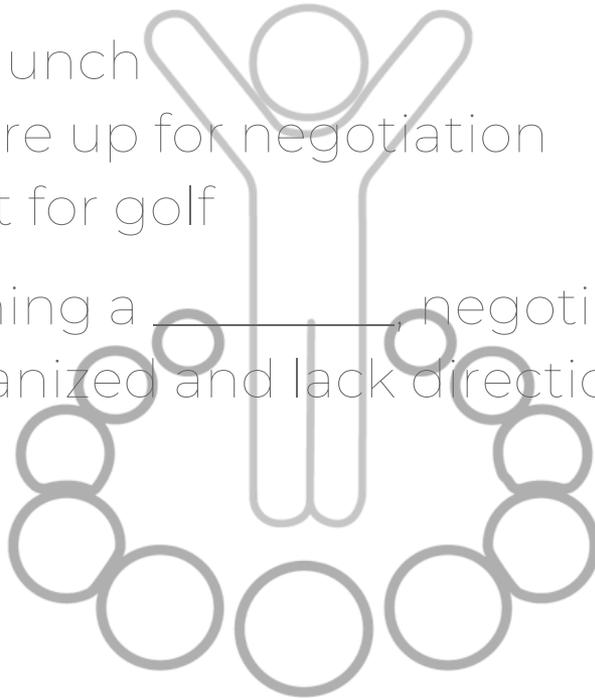
Module Four: Review Questions

9) What is it essential to agree on before negotiations?

- a) Who will win
- b) Breakfast and lunch
- c) Which issues are up for negotiation
- d) Where to meet for golf

10) Without establishing a _____, negotiations can be extremely disorganized and lack direction.

- a) Level
- b) Framework
- c) Prize
- d) Loser



Module Four: Review Questions

1) Setting the time and place, establishing common ground, and creating a negotiating framework are other aspects of _____.

- a) Negotiation
- b) Initiation
- c) Preparation
- d) Celebration

Aspects of preparation: setting the time and place, establishing common ground, and creating a negotiating framework.

2) Setting the time and place can give you an _____ in a negotiation.

- a) Advantage
- b) Absolution
- c) Abstraction
- d) Absence

Setting the time and place can give you an advantage in a negotiation.

Module Four: Review Questions

3) Where do people feel the most comfortable conducting a negotiation?

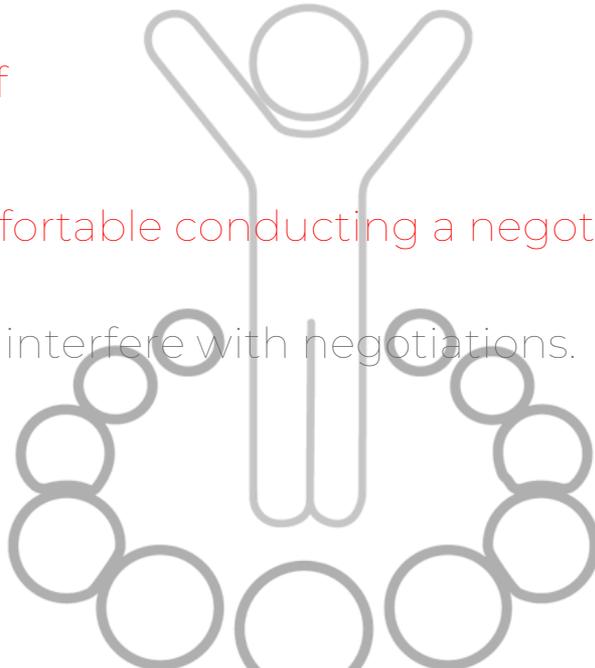
- a) In a restaurant
- b) Over the phone
- c) On their home turf
- d) In a dark alley

- People feel most comfortable conducting a negotiation on their home turf.

4) _____ factors can interfere with negotiations.

- a) Financial
- b) Environmental
- c) Educational
- d) Probable

- Environmental factors can interfere with negotiations



Module Four: Review Questions

5) Which of these is not an example of an environmental factor?

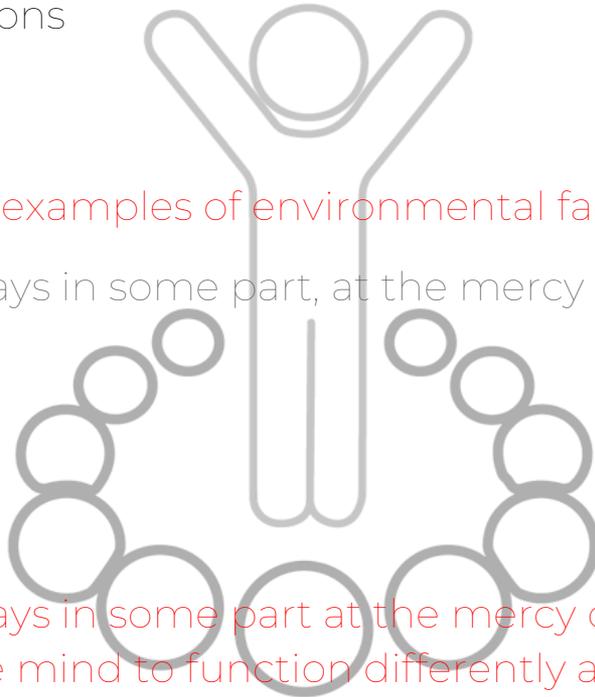
- a) Noisy setting
- b) Frequent interruptions
- c) Low wages
- d) Lack of privacy

• Answers a, b, and d are examples of environmental factors.

6) Human beings are always in some part, at the mercy of their _____.

- a) Attitudes
- b) Biorhythms
- c) Environment
- d) Boss

• Human beings are always in some part at the mercy of their “biorhythms” which cause the body and the mind to function differently at different times of day.



Module Four: Review Questions

- 7) Both sides in a negotiation bring their own _____ of reference based on their experience, values, and goals.
- a) Food
 - b) Ideas
 - c) **Frame**
 - d) Books

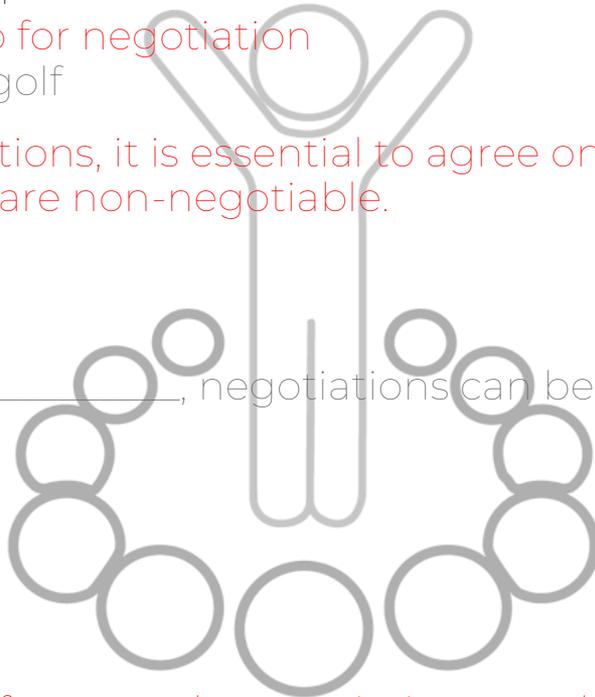
Both sides in a negotiation bring their own frame of reference based on their experience, values, and goals.

- 8) For a negotiation to proceed, the two sides have to agree to a _____
- a) Predetermined outcome
 - b) Preset limit
 - c) **Common framework**
 - d) Common problem

- For a negotiation to proceed, the two sides have to agree to a common framework.

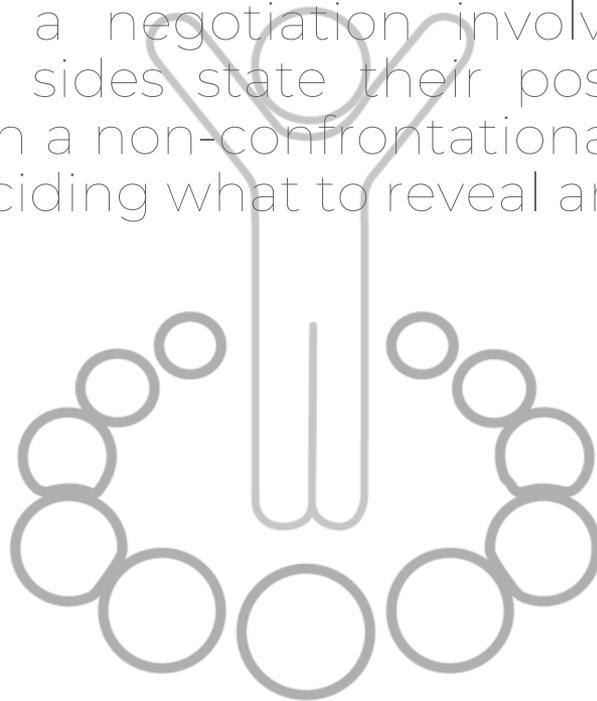
Module Four: Review Questions

- 9) What is it essential to agree on before negotiations?
- a) Who will win
 - b) Breakfast and lunch
 - c) Which issues are up for negotiation
 - d) Where to meet for golf
- Before starting negotiations, it is essential to agree on which issues are up for negotiation and which are non-negotiable.
- 10) Without establishing a _____, negotiations can be extremely disorganized and lack direction.
- a) Level
 - b) Framework
 - c) Prize
 - d) Loser
- Without establishing a framework, negotiations can be extremely disorganized and lack direction.



Module Five: Phase One — Exchanging Information

The first phase in a negotiation involves an exchange of information. Both sides state their positions on the issues being addressed in a non-confrontational way. The tricky part of this phase is deciding what to reveal and what to hold back.

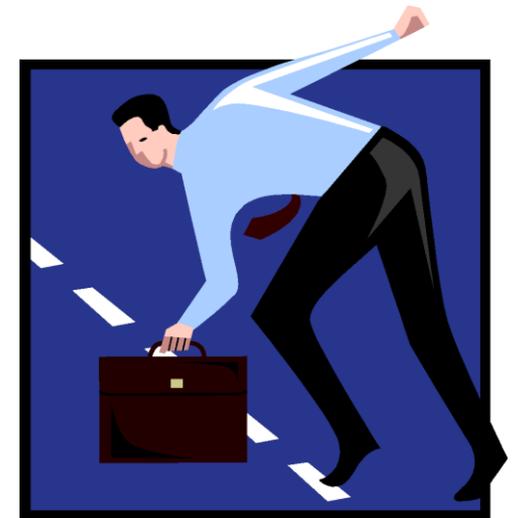
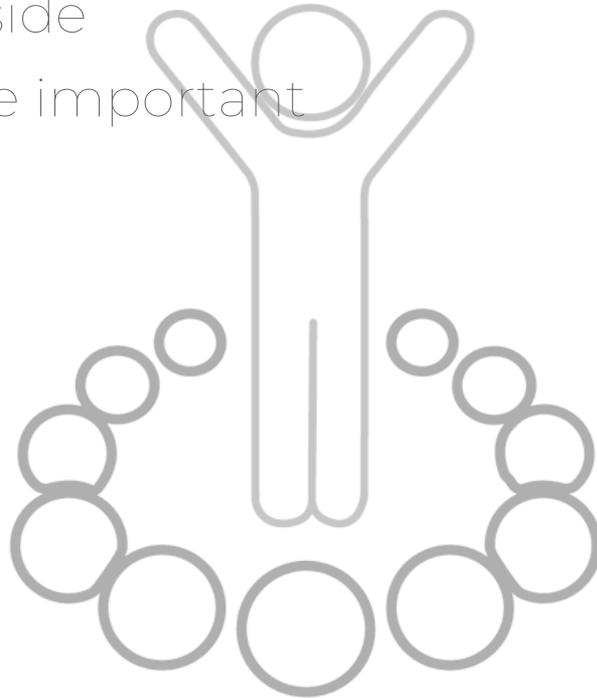


- *The first step to getting the things you want out of life is this: Decide what you want.*

- *Ben Stein*

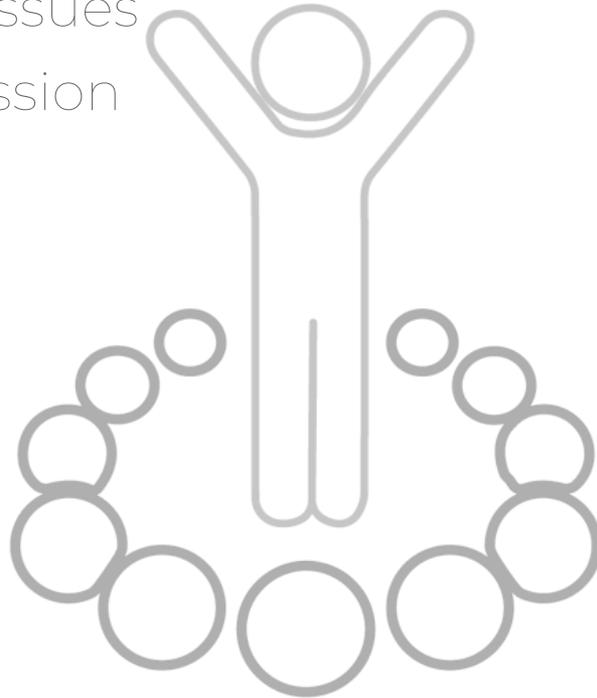
Getting off on the Right Foot

- Open with small talk
- Show a human side
- Introductions are important



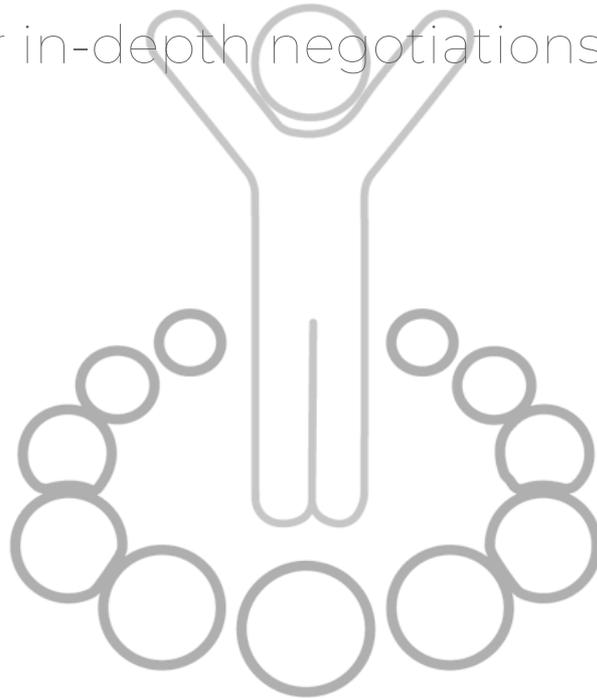
What to Share

- Detailed statement on your position
- Be specific on issues
- Topics of discussion



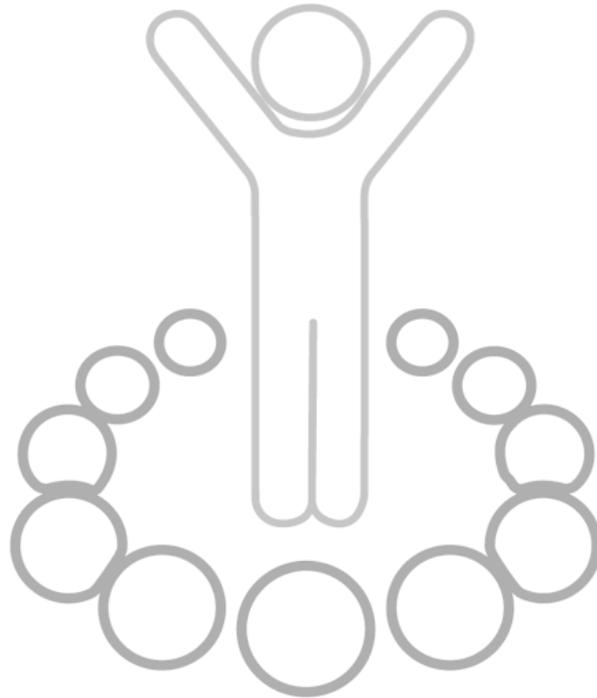
What to Keep to Yourself

- Can be tricky
- Start with general issues
- Set the scene for in-depth negotiations



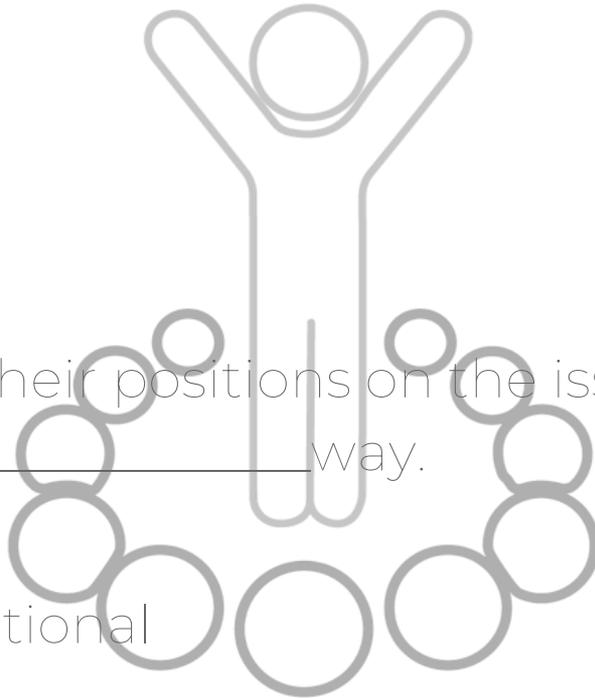
Practical Illustration

- Bob, the owner of a small town coffee shop, was meeting with Terry, a representative from an international coffee shop chain.



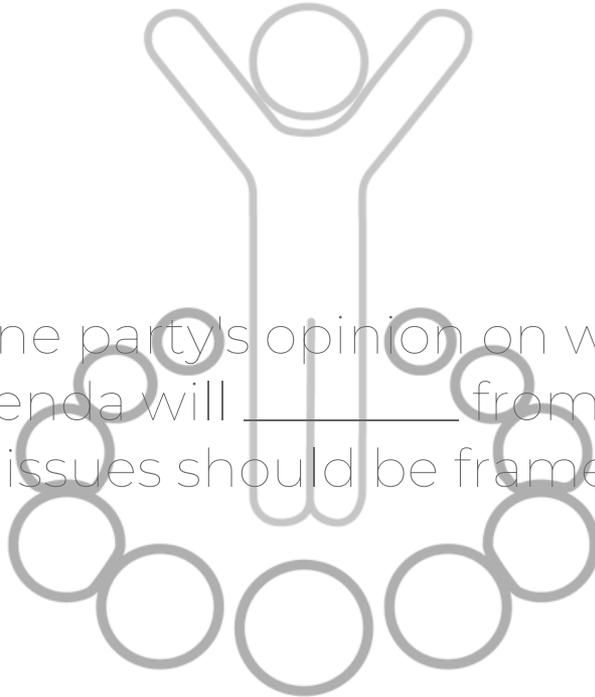
Module Five: Review Questions

- 1) The first phase in negotiation involves an _____ of information.
 - a) Overload
 - b) Undercutting
 - c) Exchange
 - d) Withdrawal
- 2) Both sides state their positions on the issues being addressed in a _____ way.
 - a) Upfront
 - b) Non-confrontational
 - c) Absurd
 - d) Non-committed



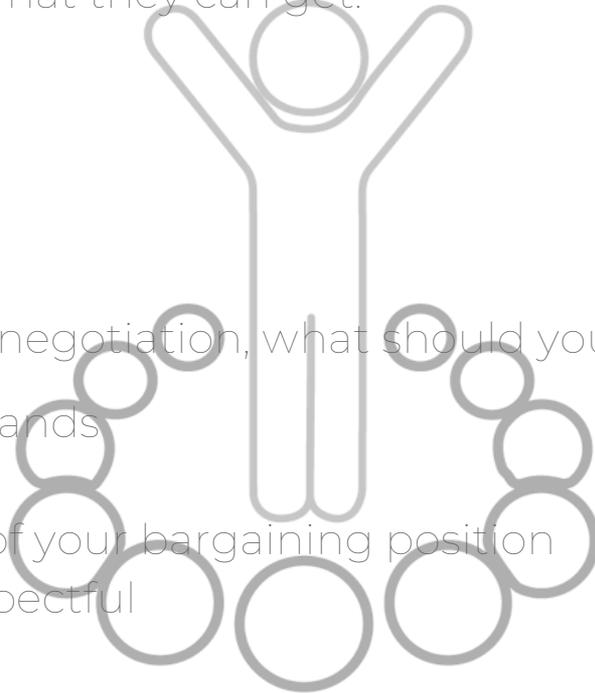
Module Five: Review Questions

- 3) At the start of a negotiation, you don't want to give a _____ statement about your position on specific issues.
- a) Cordial
 - b) Pleasant
 - c) Detailed
 - d) Initial
- 4) In negotiations, one party's opinion on what should constitute the agenda will _____ from the other at least in terms of how the issues should be framed.
- a) Match
 - b) Differ
 - c) Undermine
 - d) Emphasize



Module Five: Review Questions

- 5) By dealing with matters of agenda first, both parties get an opportunity to _____their counterpart and think about what they want to get from the negotiation and what they can get.
- a) Meet
 - b) Discover
 - c) Size-up
 - d) Intimidate
- 6) At the beginning of a negotiation, what should you not do?
- a) Smile and shake hands
 - b) Make pleasantries
 - c) Give away details of your bargaining position
 - d) Be cordial and respectful



Module Five: Review Questions

- 7) In a negotiation, you don't want to appear _____.
- a) Secretive
 - b) Intelligent
 - c) Confident
 - d) Late
- 8) The major benefit of these early discussions is that the first tentative negotiations can be made without making or _____ the whole process.
- a) Avoiding
 - b) Breaking
 - c) Ruining
 - d) Disowning



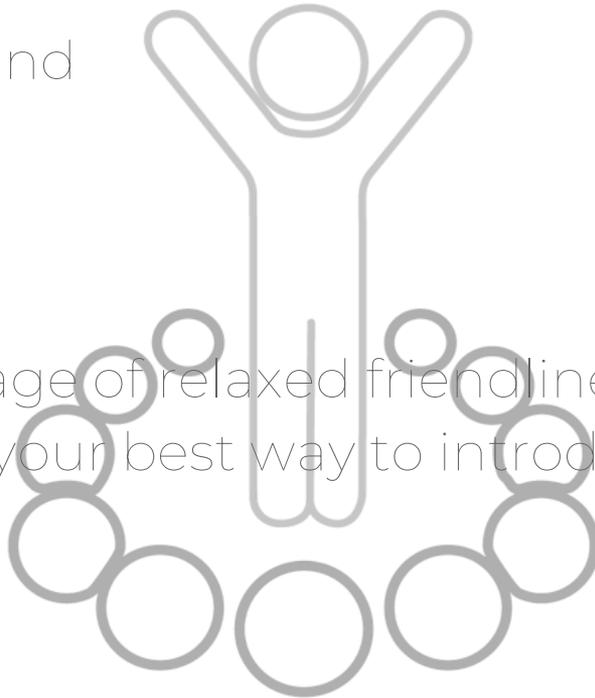
Module Five: Review Questions

9) Agreeing on the topics for discussion is something that allows both parties to find _____.

- a) Common ground
- b) New jobs
- c) Old friends
- d) Lost items

10) Projecting an image of relaxed friendliness with an element of _____ is your best way to introduce yourself.

- a) Surprise
- b) Charity
- c) Restraint
- d) Fear



Module Five: Review Questions

1) The first phase in negotiation involves an _____ of information.

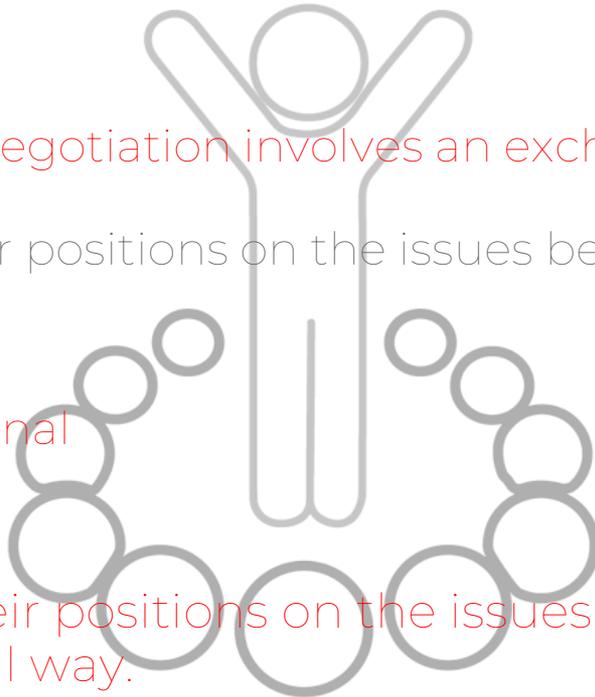
- a) Overload
- b) Undercutting
- c) Exchange
- d) Withdrawal

- The first phase in a negotiation involves an exchange of information.

2) Both sides state their positions on the issues being addressed in a _____ way.

- a) Upfront
- b) Non-confrontational
- c) Absurd
- d) Non-committed

- Both sides state their positions on the issues being addressed in a non-confrontational way.



Module Five: Review Questions

3) At the start of a negotiation, you don't want to give a _____ statement about your position on specific issues.

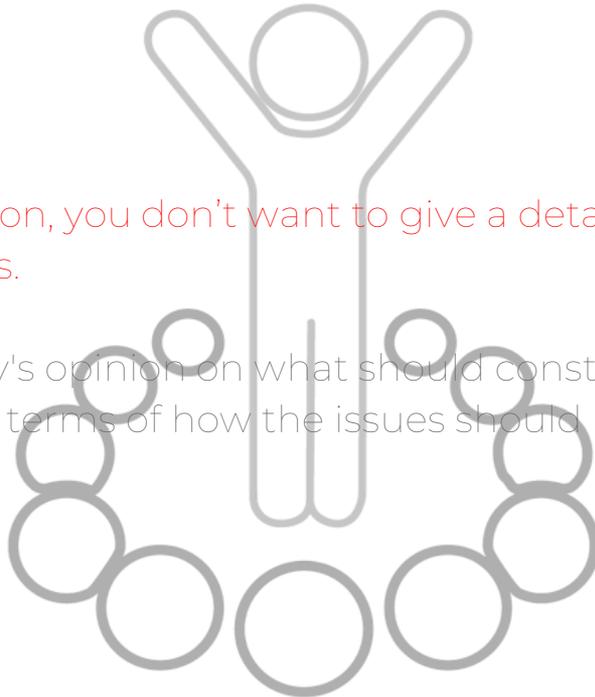
- a) Cordial
- b) Pleasant
- c) Detailed
- d) Initial

- At the start of a negotiation, you don't want to give a detailed statement about your position on specific issues.

4) In negotiations, one party's opinion on what should constitute the agenda will _____ from the other at least in terms of how the issues should be framed.

- a) Match
- b) Differ
- c) Undermine
- d) Emphasize

- In negotiations, one party's opinion on what should constitute the agenda will differ from the other at least in terms of how the issues should be framed.



Module Five: Review Questions

- 5) By dealing with matters of agenda first, both parties get an opportunity to _____ their counterpart and think about what they want to get from the negotiation and what they can get.
- a) Meet
 - b) Discover
 - c) Size-up
 - d) Intimidate
- By dealing with matters of agenda first, both parties get an opportunity to “size up” their counterpart and think about what they want to get from the negotiation and what they can get.
- 6) At the beginning of a negotiation, what should you not do?
- a) Smile and shake hands
 - b) Make pleasantries
 - c) Give away details of your bargaining position
 - d) Be cordial and respectful
- At the beginning of a negotiation, you should not give away details of your bargaining position.



Module Five: Review Questions

7) In a negotiation, you don't want to appear _____.

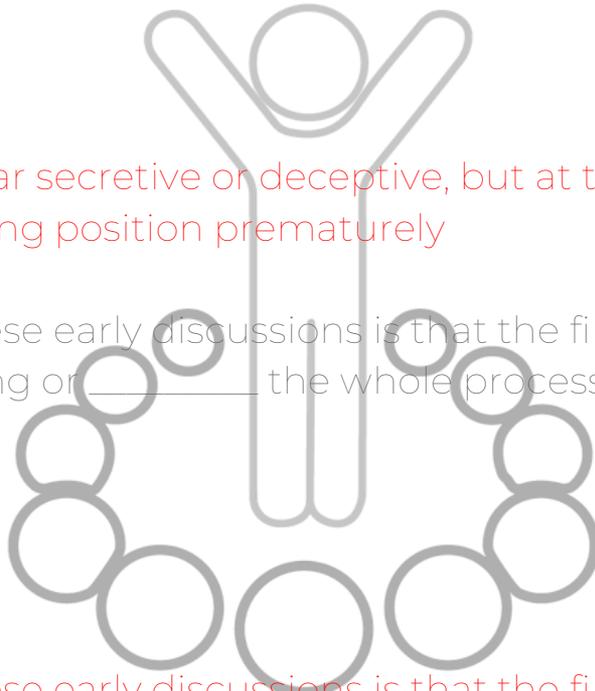
- a) Secretive
- b) Intelligent
- c) Confident
- d) Late

- You don't want to appear secretive or deceptive, but at the same time you don't want to give away your bargaining position prematurely

8) The major benefit of these early discussions is that the first tentative negotiations can be made without making or _____ the whole process.

- a) Avoiding
- b) Breaking
- c) Ruining
- d) Disowning

- The major benefit of these early discussions is that the first tentative negotiations can be made without making or breaking the whole process.



Module Five: Review Questions

9) Agreeing on the topics for discussion is something that allows both parties to find _____.

- a) Common ground
- b) New jobs
- c) Old friends
- d) Lost items

- Agreeing on the topics for discussion is something that allows both parties to find common ground.

10) Projecting an image of relaxed friendliness with an element of _____ is your best way to introduce yourself.

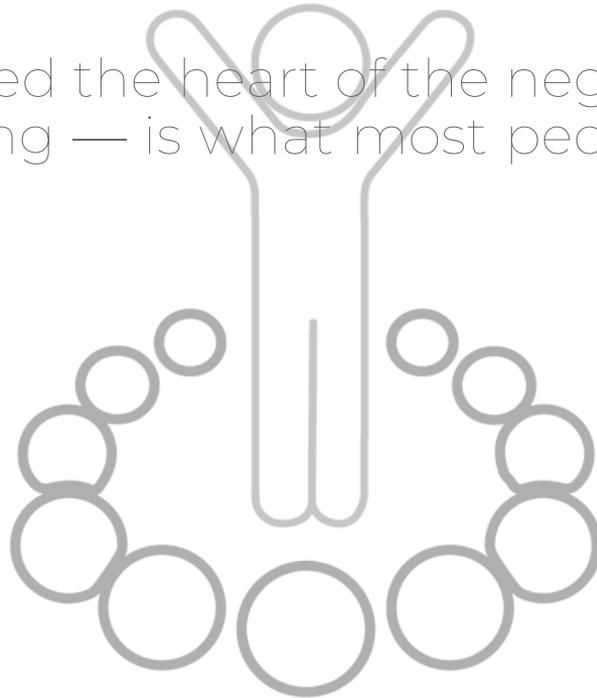
- a) Surprise
- b) Charity
- c) Restraint
- d) Fear

- Projecting an image of relaxed friendliness with an element of restraint is your best way to introduce yourself.



Module Six: Phase Two — Bargaining

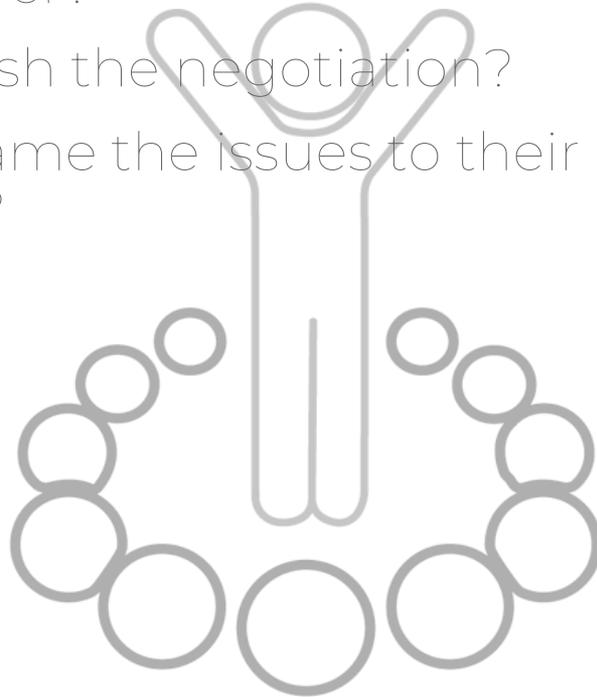
Now we have reached the heart of the negotiation process. This phase — bargaining — is what most people mean when they talk about negotiation.



- *My idea of an agreeable person is someone who agrees with me.*

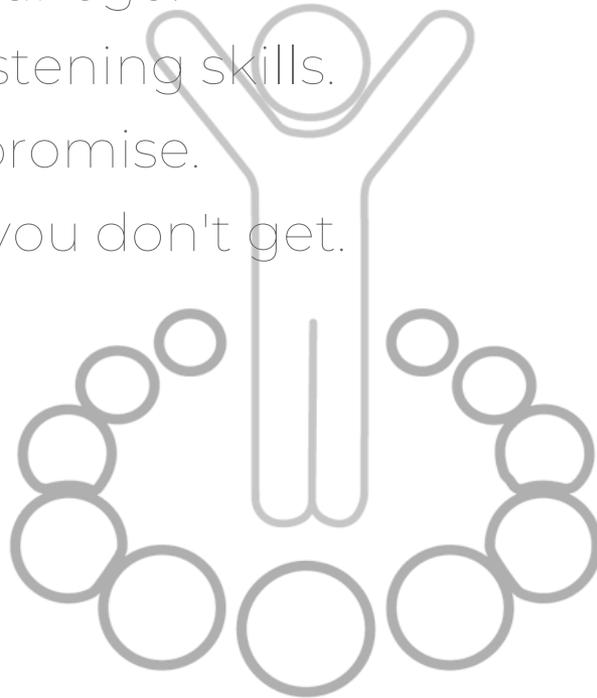
What to Expect

- Do they typically start out with an unreasonable offer?
- Do they try to rush the negotiation?
- Do they try to frame the issues to their own advantage?



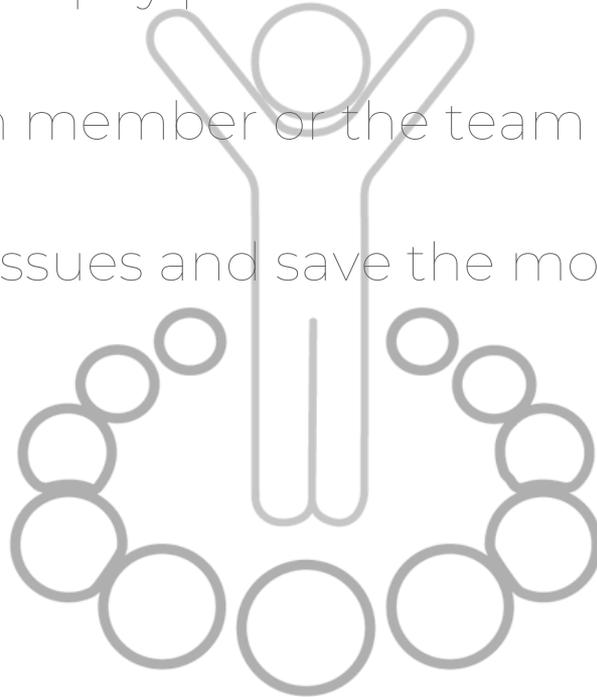
Techniques to Try

- Prepare, prepare, prepare.
- Leave behind your ego.
- Ramp up your listening skills.
- Anticipate compromise.
- If you don't ask, you don't get.



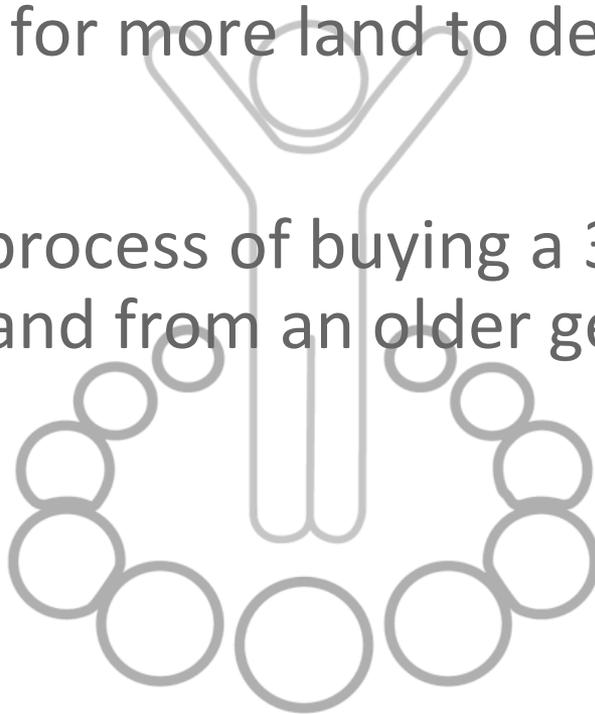
How to Break an Impasse

- If the impasse involves money, change the terms: a larger deposit, a shorter pay period
- Change a team member or the team leader.
- Agree on easy issues and save the more difficult issues for later.



Practical Illustration

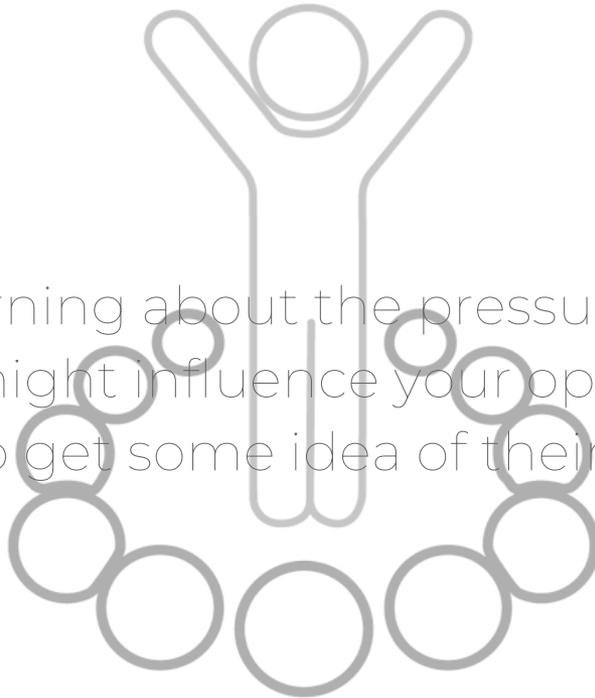
- Mark was a housing development agent and was always looking for more land to develop.
- He was in the process of buying a 30 acre parcel of undeveloped land from an older gentleman named Russ.



Module Six: Review Questions

- 1) What is considered the heart of the negotiation process?
 - a) After
 - b) Bargaining
 - c) Winning
 - d) Hand shaking

- 2) In addition to learning about the pressures, _____, and needs that might influence your opponents, you might also want to try to get some idea of their usual negotiating approach.
 - a) Wants
 - b) Places
 - c) Targets
 - d) Hobbies



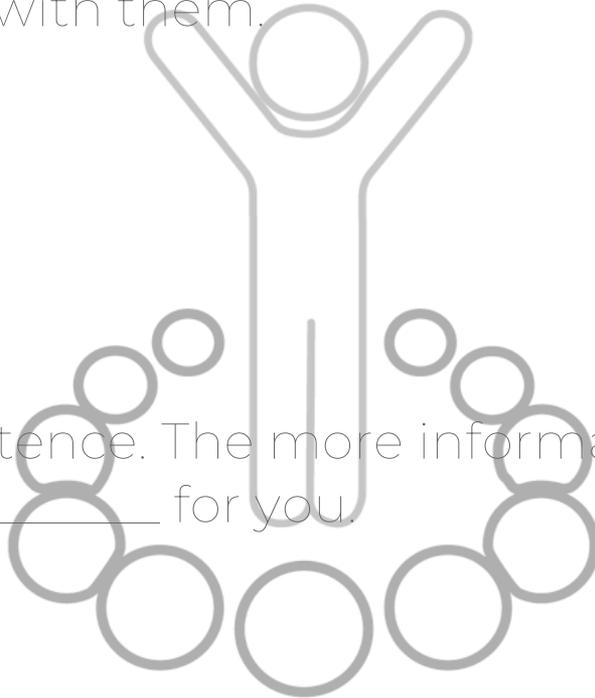
Module Six: Review Questions

- 3) What does the term 'scout your opponent' mean?
- a) Recruit them
 - b) Get a rundown on their negotiation techniques
 - c) Hunt them down
 - d) Join a team together
- 4) By remaining _____ on your bargaining position you will be able to place pressure on them to get the deal done on your terms.
- a) Loyal
 - b) Firm
 - c) Frightened
 - d) Unaware



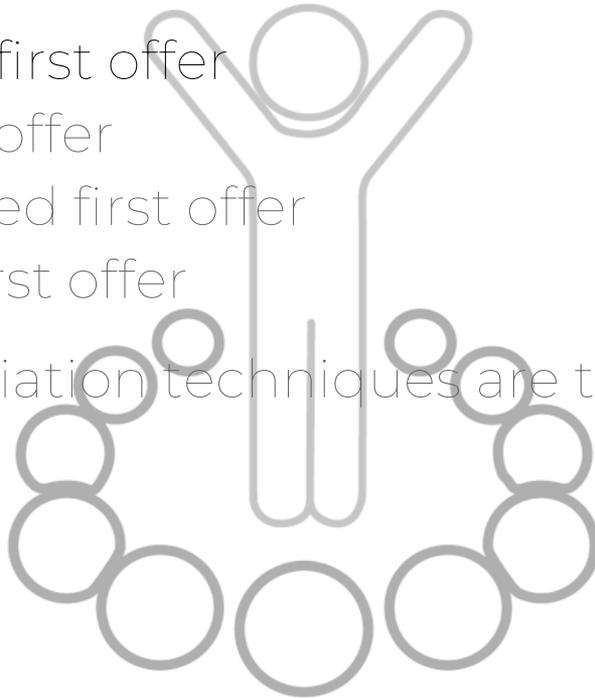
Module Six: Review Questions

- 5) Finding out – and _____ – your opponent's pressure, targets and needs is something that should be done if possible prior to your negotiations with them.
- a) Destroying
 - b) Fabricating
 - c) Analyzing
 - d) Equalizing
-
- 6) Complete this sentence. The more information you can find out in advance, the _____ for you.
- a) Harder
 - b) Better
 - c) Lesser
 - d) Simpler



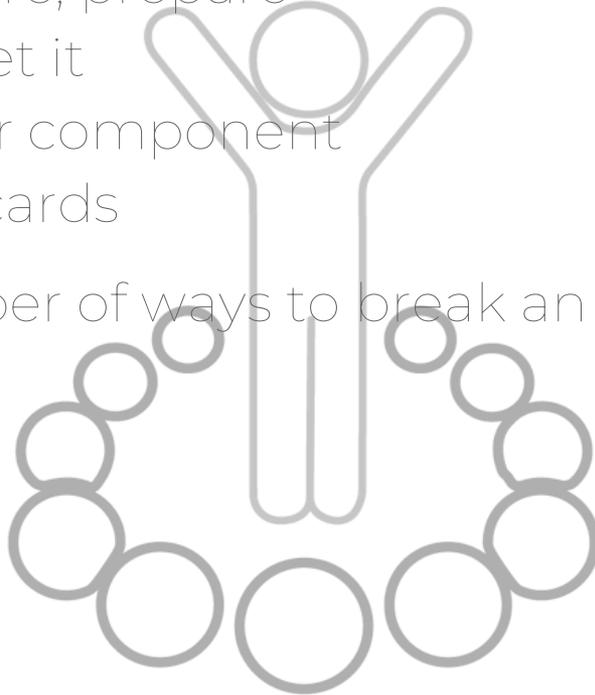
Module Six: Review Questions

- 7) What technique is typically made in the full awareness that the offer will not be met?
- a) The ridiculous first offer
 - b) The failed first offer
 - c) The exaggerated first offer
 - d) The rejected first offer
- 8) How many negotiation techniques are there possible?
- a) Five
 - b) Seven
 - c) Ten
 - d) Four



Module Six: Review Questions

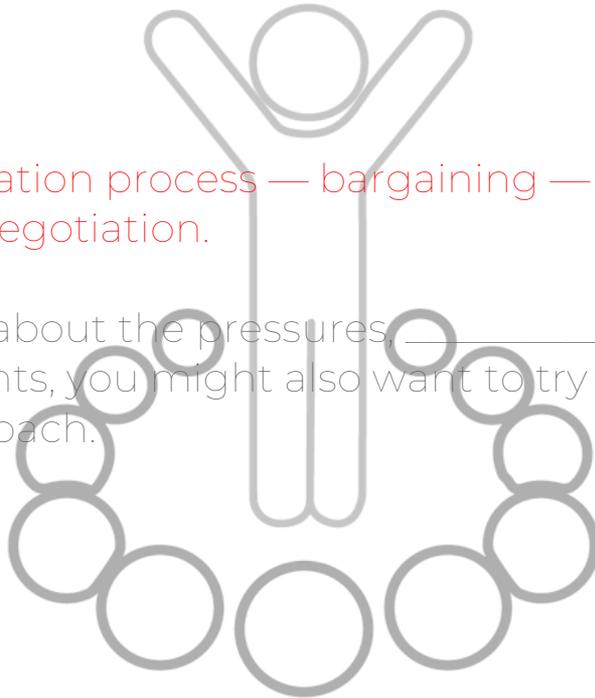
- 9) Which is an example of a negotiation technique?
- a) Prepare, prepare, prepare
 - b) Set it and forget it
 - c) Annihilate your component
 - d) Show all your cards
- 10) There are a number of ways to break an _____ in negotiations.
- a) Sound barrier
 - b) Impasse
 - c) Finger
 - d) Record



Module Six: Review Questions

- 1) What is considered the heart of the negotiation process?
 - a) After
 - b) Bargaining
 - c) Winning
 - d) Hand shaking
 - The heart of the negotiation process — bargaining — is what most people mean when they talk about negotiation.

- 2) In addition to learning about the pressures, _____, and needs that might influence your opponents, you might also want to try to get some idea of their usual negotiating approach.
 - a) Wants
 - b) Places
 - c) Targets
 - d) Hobbies
 - In addition to learning about the pressures, targets, and needs that might influence your opponents, you might also want to try to get some idea of their usual negotiating approach.



Module Six: Review Questions

- 3) What does the term 'scout your opponent' mean?
- a) Recruit them
 - b) Get a rundown on their negotiation techniques
 - c) Hunt them down
 - d) Join a team together
- “Scout” opponents to exploit any weaknesses and strengths.
- 4) By remaining _____ on your bargaining position you will be able to place pressure on them to get the deal done on your terms.
- a) Loyal
 - b) Firm
 - c) Frightened
 - d) Unaware
- By remaining firm on your bargaining position you will be able to place pressure on them to get the deal done on your terms.

Module Six: Review Questions

- 5) Finding out – and _____ – your opponent's pressure, targets and needs is something that should be done if possible prior to your negotiations with them.
- a) Destroying
 - b) Fabricating
 - c) Analyzing
 - d) Equalizing
- Finding out – and analyzing – your opponent's pressure, targets and needs is something that should be done, if possible, prior to your negotiations with them.
-
- 6) Complete this sentence. The more information you can find out in advance, the _____ for you.
- a) Harder
 - b) Better
 - c) Lesser
 - d) Simpler
- The more information you can find out in advance, the better for you.



Module Six: Review Questions

- 7) What technique is typically made in the full awareness that the offer will not be met?
- a) The ridiculous first offer
 - b) The failed first offer
 - c) The exaggerated first offer
 - d) The rejected first offer
- The Exaggerated First Offer technique is typically made in the full awareness that that offer will not be met.
8. How many negotiation techniques are there possible?
- a) Five
 - b) Seven
 - c) Ten
 - d) Four
- There are ten negotiation techniques mentioned.

Module Six: Review Questions

9) Which is an example of a negotiation technique?

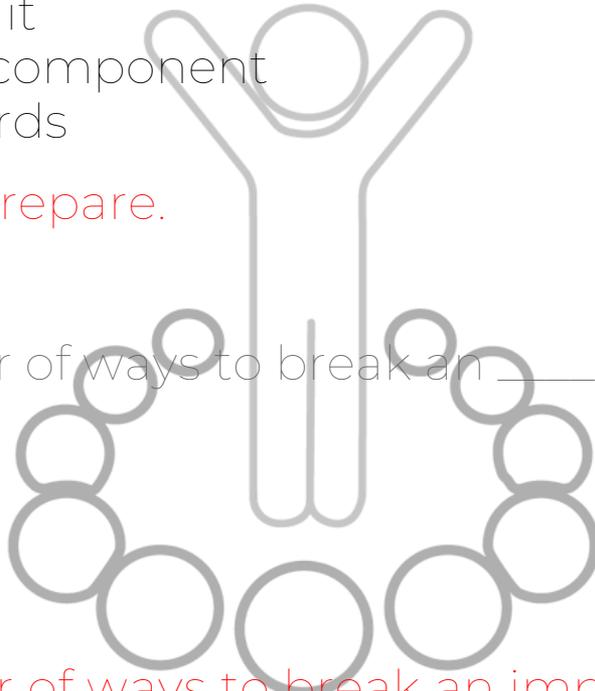
- a) Prepare, prepare, prepare
- b) Set it and forget it
- c) Annihilate your component
- d) Show all your cards

• Prepare, prepare, prepare.

10) There are a number of ways to break an _____ in negotiations.

- a) Sound barrier
- b) Impasse
- c) Finger
- d) Record

• There are a number of ways to break an impasse in negotiations.



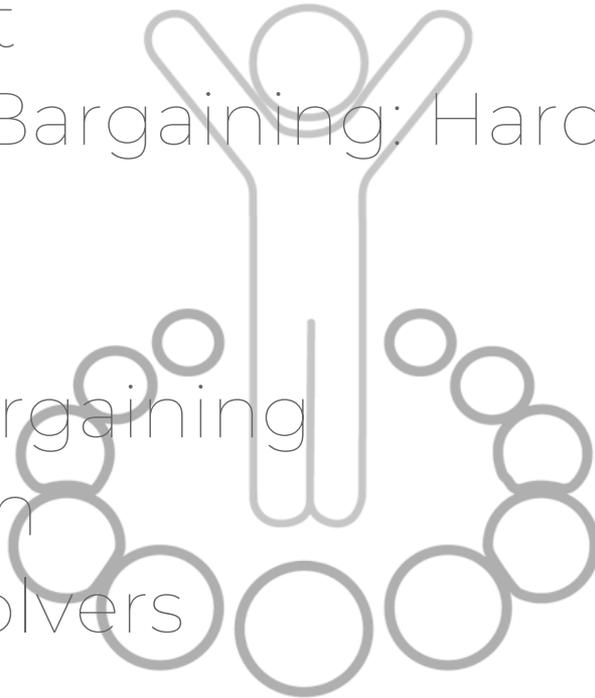
Module Seven: About Mutual Gain

- In their classic book *Getting to Yes*, Roger Fisher and William Ury argue that most negotiations are not as efficient or as successful as they might be because people tend to argue about positions rather than interests.
- They suggest that the parties in a negotiation focus on their interests. What can we get out of the negotiation that will further our interests? That is the question that should guide a negotiation toward achieving mutual gain.

- *When dealing with people, remember you are not dealing with creatures of logic,*
- *but with creatures of emotion.*

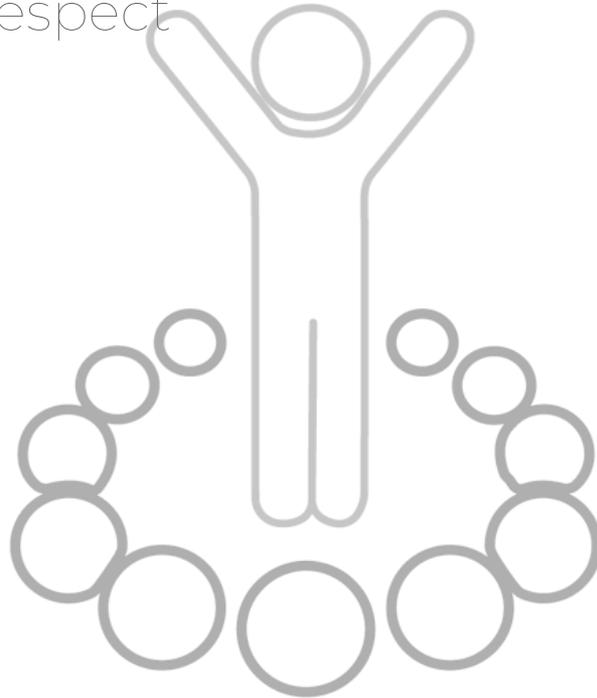
Three Ways to See Your Options

- Positional Bargaining: Soft
- Friends
- Agreement
- Positional Bargaining: Hard
- Victory
- Distrust
- Interest Bargaining
- Mutual gain
- Problem solvers



About Mutual Gain

- Focus on interests
- Atmosphere of respect
- Multiple options



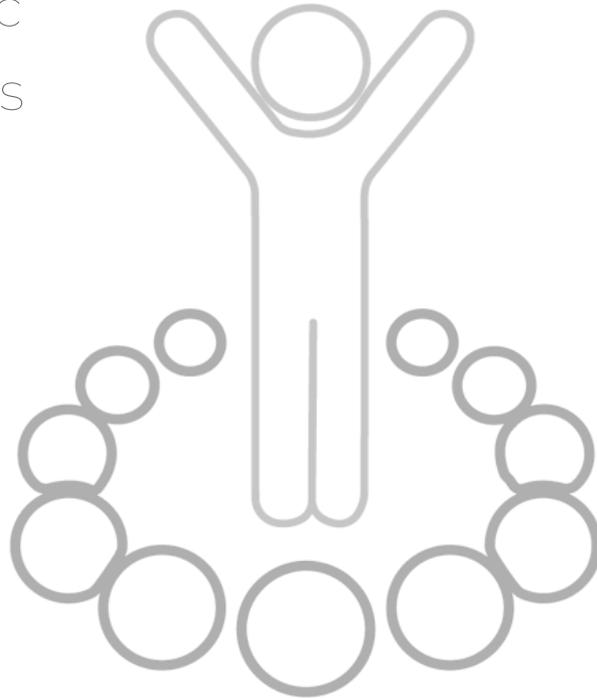
Creating a Mutual Gain Solution

- Brainstorming
- Identifying shared values
- Make it larger or smaller
- Identify issues that can be set aside



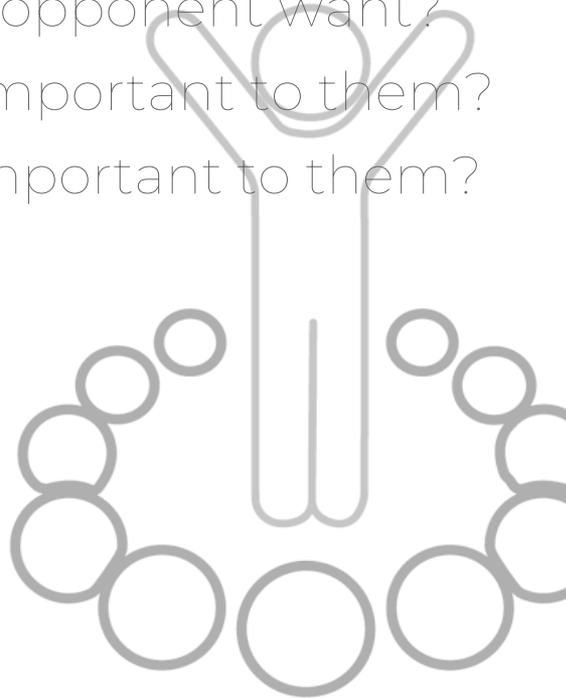
What Do I Want?

- State them positively
- Ideal vs. realistic
- Wants vs. needs



What Do They Want?

- What does my opponent need?
- What does my opponent want?
- What is most important to them?
- What is least important to them?

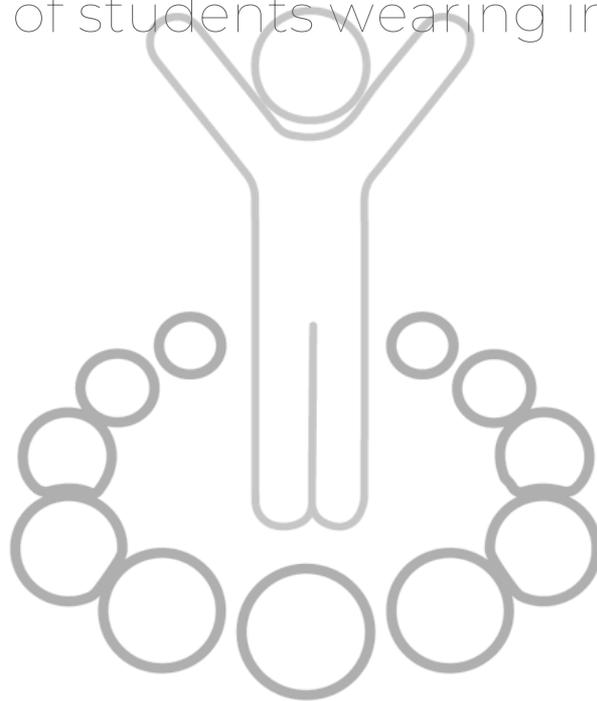


What Do We Want?

	Joe	George
Wants	<ul style="list-style-type: none"> To have at least two foreman shifts per week. 	<ul style="list-style-type: none"> To have at least two foreman shifts per week. To leave by 4:30 p.m. on Fridays.
Needs	<ul style="list-style-type: none"> Leave by 4:30 p.m. on Mondays and Wednesdays. To ensure that the foreman position is covered by someone from Monday to Friday, 8 a.m. to 5 p.m. 	<ul style="list-style-type: none"> Not to have more than three foreman shifts per week. To ensure that the foreman position is covered by someone from Monday to Friday, 8 a.m. to 5 p.m.

Practical Illustration

- Clay, the president of the education board for his area, wanted to introduce standardized uniforms to all the schools to eliminate cases of students wearing inappropriate clothing.



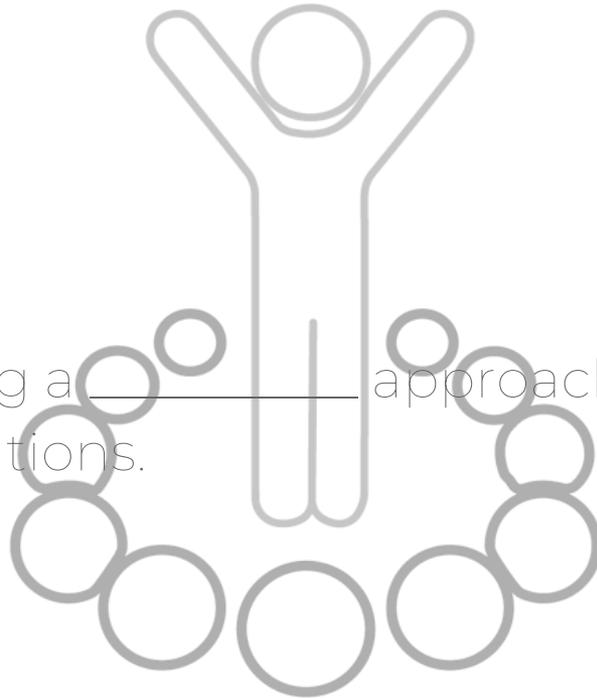
Module Seven: Review Questions

1) There are three ways to see your options when you are _____.

- a) Negotiating
- b) Agreeing
- c) Shopping
- d) Walking

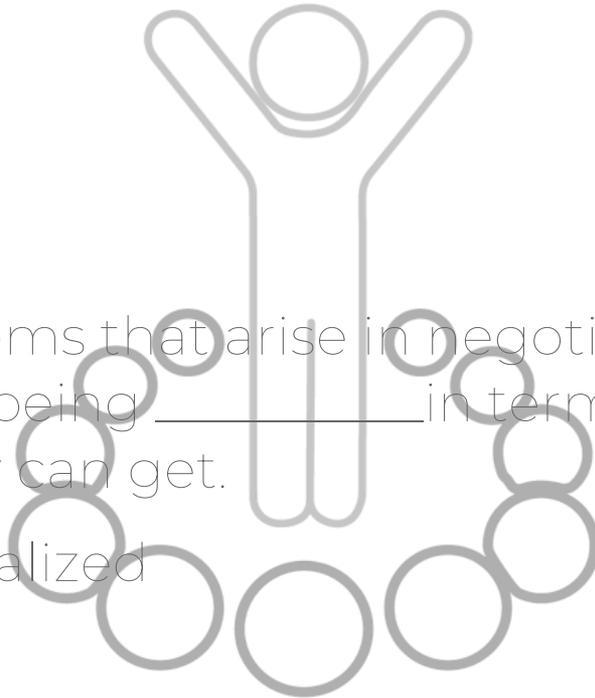
2) The key to making a _____ approach work is to focus on interests, not positions.

- a) Residual
- b) Intellectual
- c) Mutual
- d) Intentional



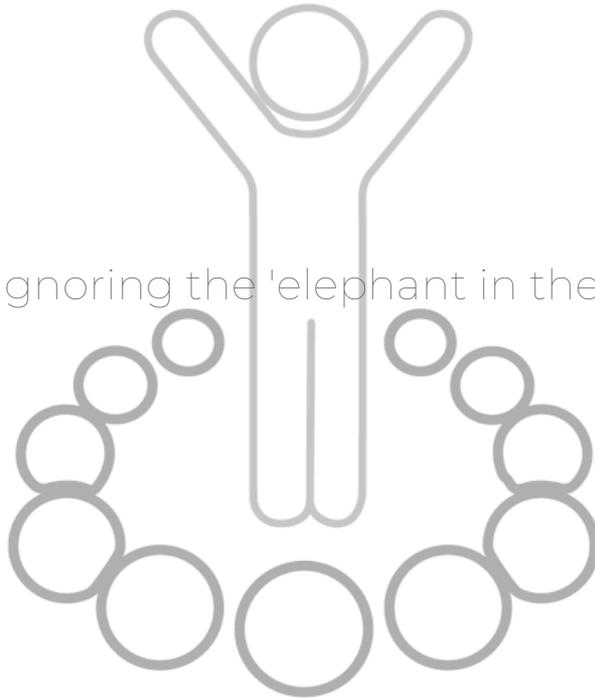
Module Seven: Review Questions

- 3) Creating a mutual _____ solution requires some activities not usually associated with negotiations.
- a) Pain
 - b) Gain
 - c) Strain
 - d) Rain
- 4) One of the problems that arise in negotiations is that parties can feel they are being _____ in terms of what they can do and what they can get.
- a) Compartmentalized
 - b) Dramatized
 - c) Marginalized
 - d) Industrialized



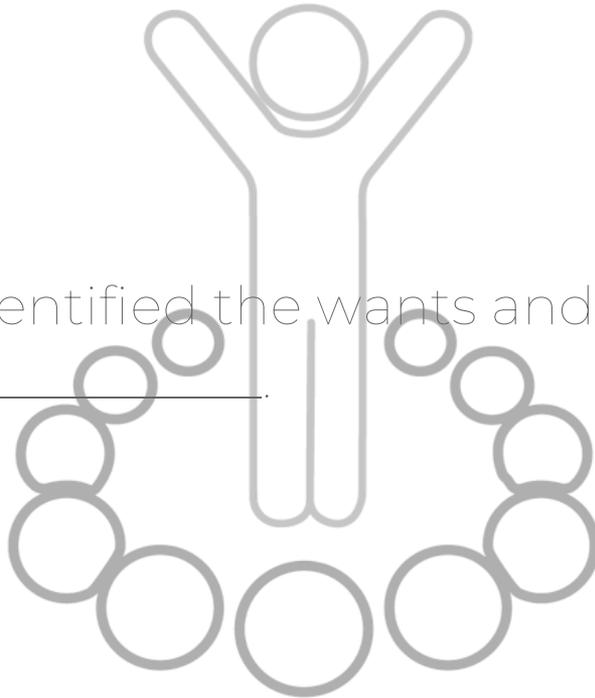
Module Seven: Review Questions

- 5) The difficulty in any negotiation arises when there are issues where both parties have a philosophical _____ which is too far from that of the other.
- a) MOP
 - b) WAP
 - c) RAIC
 - d) STOP
- 6) What's the danger of ignoring the 'elephant in the room'?
- a) It'll eat everything
 - b) It'll get sick
 - c) It won't go away
 - d) It'll break furniture



Module Seven: Review Questions

- 7) Identify what the person you are in conflict with _____.
- a) Wants
 - b) Needs
 - c) Sees
 - d) Dislikes
- 8) Once you have identified the wants and needs of both sides, look for areas of _____.
- a) Fun
 - b) Weaknesses
 - c) Disdain
 - d) Overlap

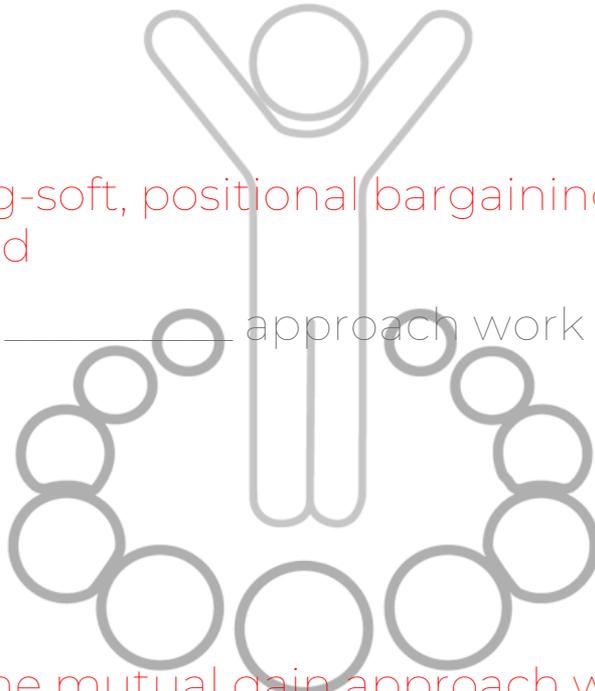


Module Seven: Review Questions

- 9) Overlap is the starting point for _____ ground.
- a) Mutual
 - b) Level
 - c) Disjointed
 - d) Permeable
- 10) Which is not part of a framing question you should ask when determine what is wanted?
- a) What's most important
 - b) What's least important
 - c) What's the path of least resistance
 - d) What does my opponent need

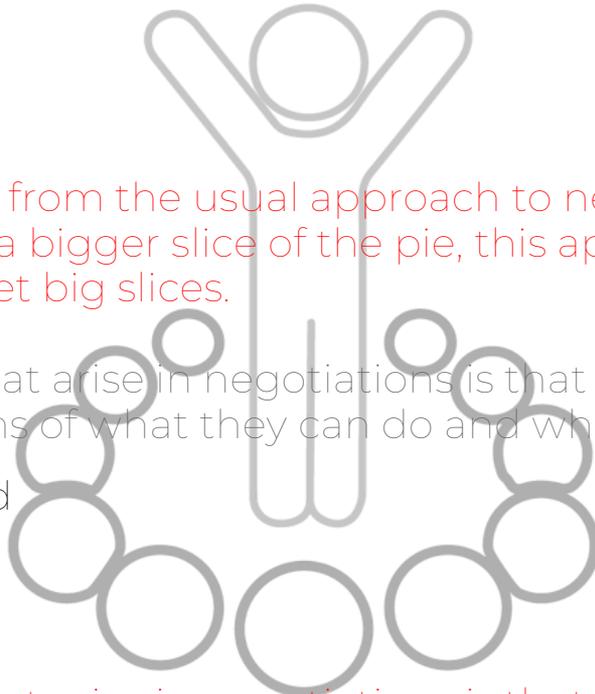
Module Seven: Review Questions

- 1) There are three ways to see your options when you are _____.
- a) Negotiating
 - b) Agreeing
 - c) Shopping
 - d) Walking
- Positional bargaining-soft, positional bargaining-hard, Interest bargaining-principled
- 2) The key to making a _____ approach work is to focus on interests, not positions.
- a) Residual
 - b) Intellectual
 - c) Mutual
 - d) Intentional
- The key to making the mutual gain approach work is to focus on interests, not positions.



Module Seven: Review Questions

- 3) Creating a mutual _____ solution requires some activities not usually associated with negotiations.
- a) Pain
 - b) Gain
 - c) Strain
 - d) Rain
- Mutual gain is different from the usual approach to negotiation. Instead of arguing over who gets a bigger slice of the pie, this approach expands the pie so that both parties can get big slices.
- 4) One of the problems that arise in negotiations is that parties can feel they are being _____ in terms of what they can do and what they can get.
- a) Compartmentalized
 - b) Dramatized
 - c) Marginalized
 - d) Industrialized
- One of the problems that arise in negotiations is that parties can feel that they are being marginalized in terms of what they can do and what they can get.



Module Seven: Review Questions

5) The difficulty in any negotiation arises when there are issues where both parties have a philosophical _____ which is too far from that of the other.

- a) MOP
- b) WAP
- c) RAIC
- d) STOP

• The difficulty in any negotiation arises when there are issues where both parties have a philosophical WAP which is too far from that of the other.

6) What's the danger of ignoring the 'elephant in the room'?

- a) It'll eat everything
- b) It'll get sick
- c) It won't go away
- d) It'll break furniture

• The danger of “ignoring the elephant in the room” is that it will not go away just because it is ignored.



Module Seven: Review Questions

7) Identify what the person you are in conflict with _____.

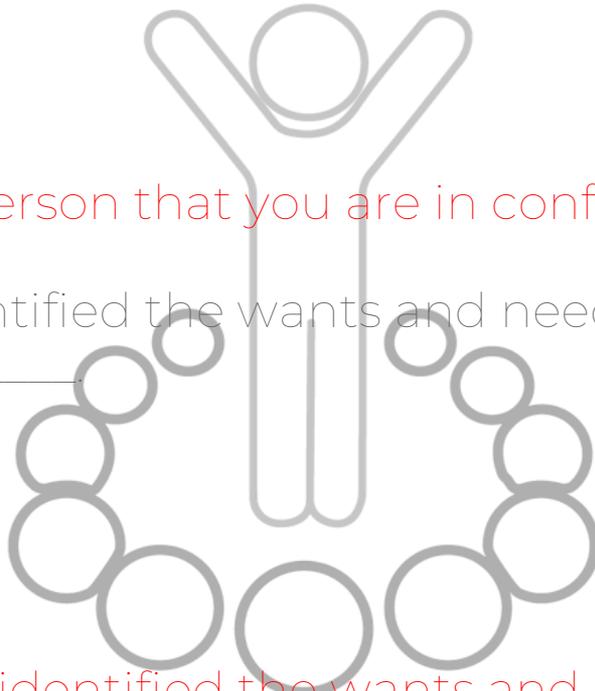
- a) Wants
- b) Needs
- c) Sees
- d) Dislikes

- Identify what the person that you are in conflict with wants

8) Once you have identified the wants and needs of both sides, look for areas of _____

- a) Fun
- b) Weaknesses
- c) Disdain
- d) Overlap

- Now that you have identified the wants and needs of both sides, look for areas of overlap



Module Seven: Review Questions

9) Overlap is the starting point for _____ ground.

- a) Mutual
- b) Level
- c) Disjointed
- d) Permeable

- Overlap will be the starting points for establishing mutual ground.

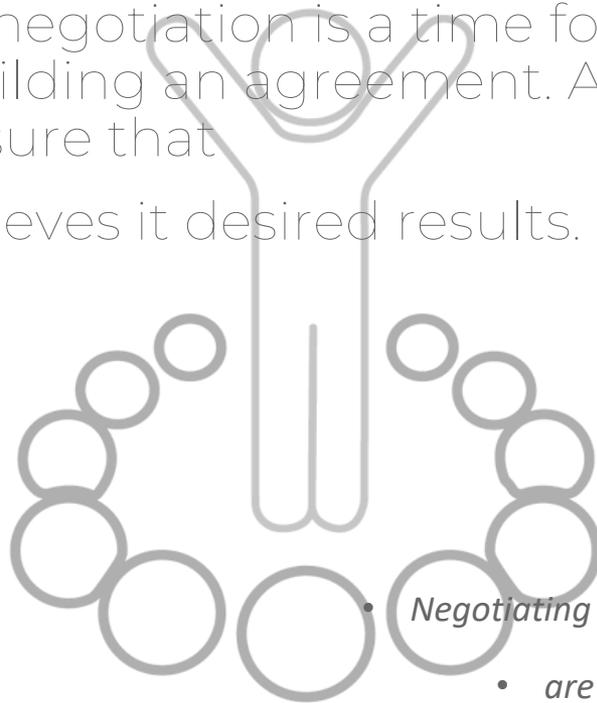
10) Which is not part of a framing question you should ask when determine what is wanted?

- a) What's most important
- b) What's least important
- c) What's the path of least resistance
- d) What does my opponent need

- These framing questions will help you start the process. What does my opponent need? What does my opponent want? What is most important to them? What is least important to them?

Module Eight: Phase Three — Closing

The final phase of a negotiation is a time for reaching consensus and building an agreement. A little hard work in this phase can ensure that the negotiation achieves its desired results.



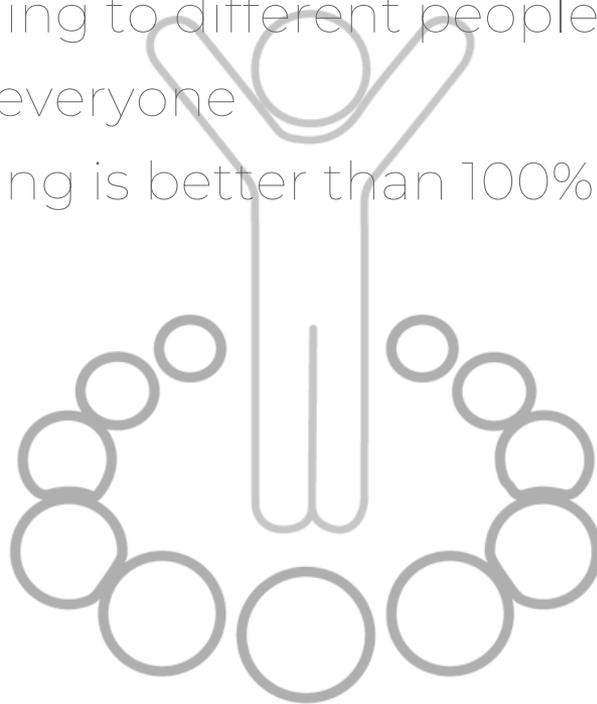
• *Negotiating in the classic sense assumes that parties*

- *are more anxious to agree than to disagree.*

- ***Dean Acheson***

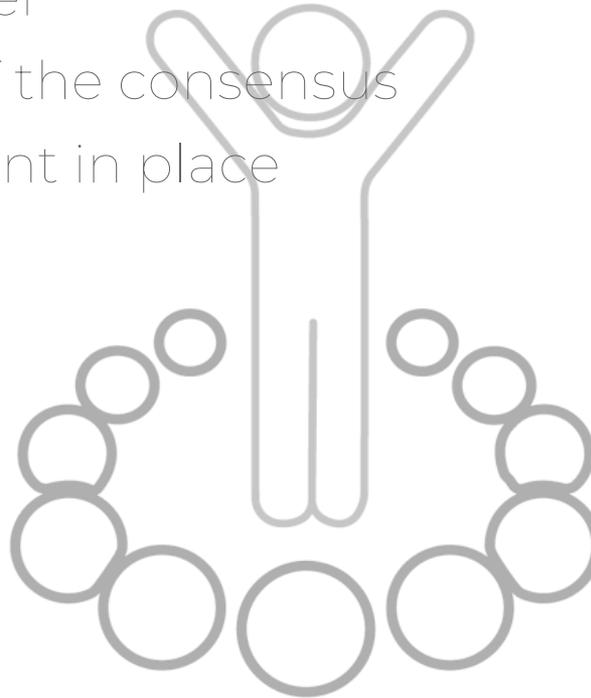
Reaching Consensus

- Live with decision
- Different meaning to different people
- Cannot please everyone
- 50% of something is better than 100% of nothing



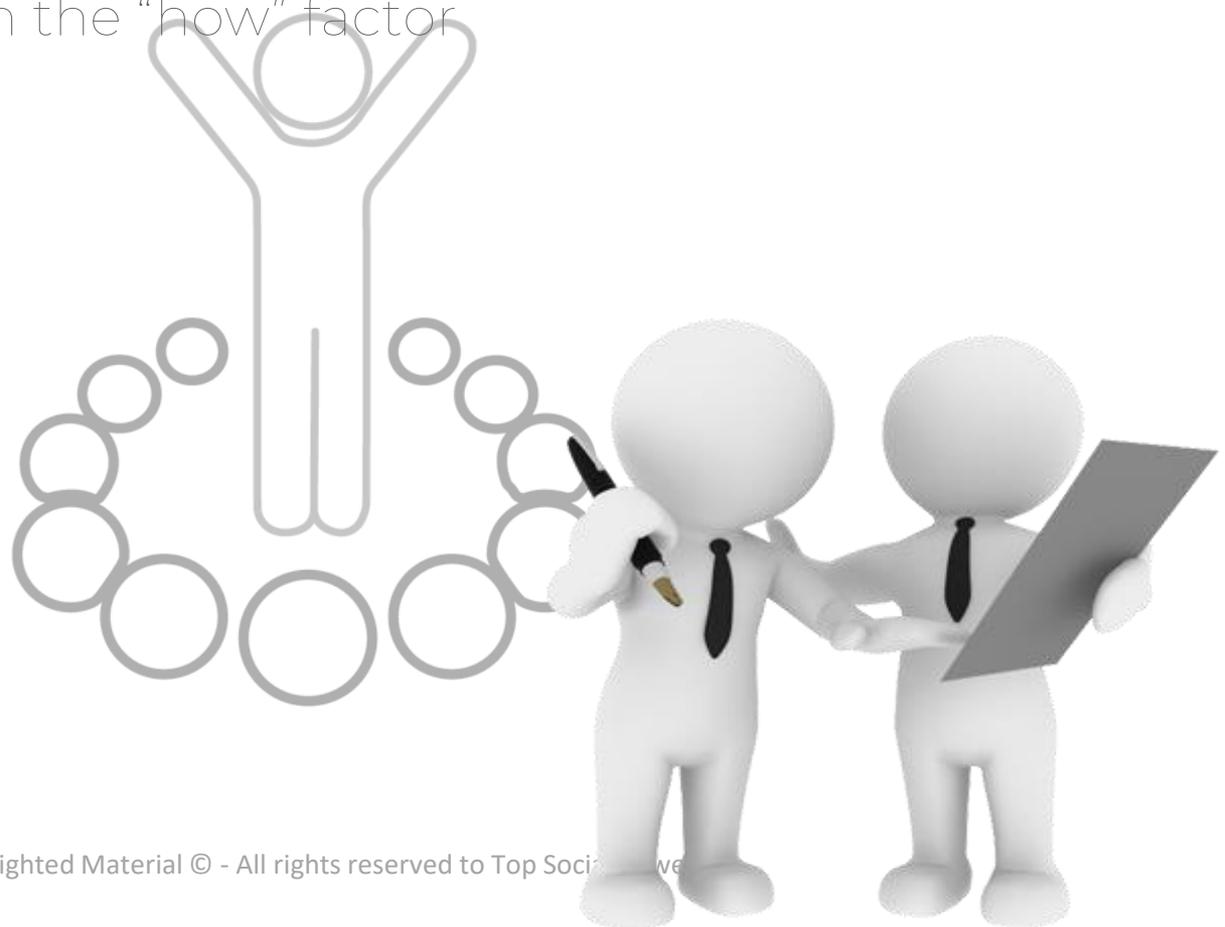
Building an Agreement

- Translate generalities into specifics
- Bargaining is over
- Interpretation of the consensus
- Get the small print in place



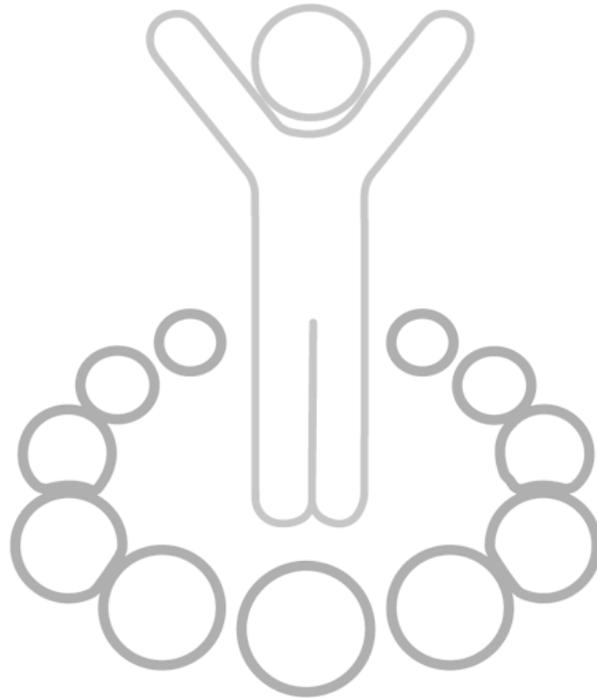
Setting the Terms of the Agreement

- Clearly stated in writing
- Backed up with the “how” factor
- Firm details



Practical Illustration

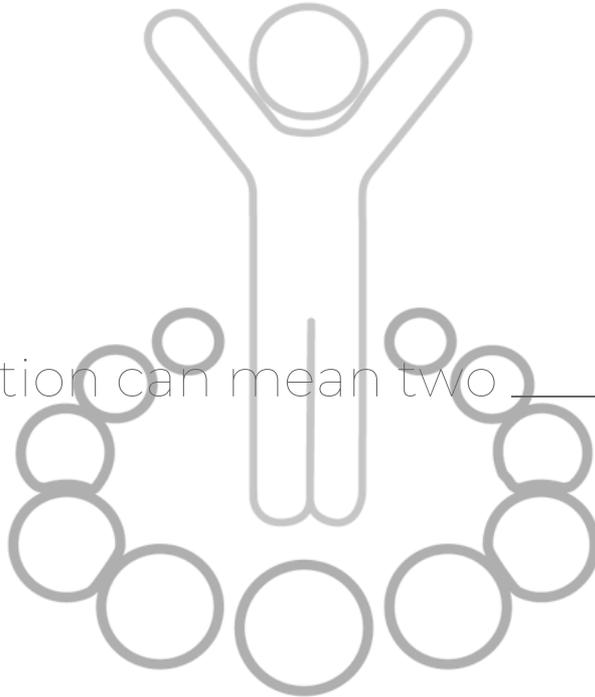
- Tiana and Hugh were tasked with completing a project for their company.
- They met to negotiate who would be doing what.



Module Eight: Review Questions

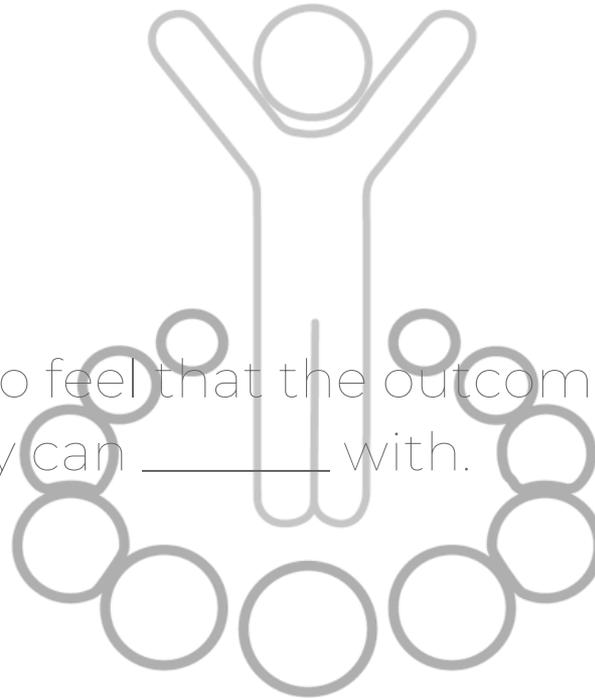
- 1) The final phase of a negotiation is a time for reaching _____ and building an agreement.
 - a) Consensus
 - b) Impasse
 - c) Destination
 - d) Success

- 2) Closing a negotiation can mean two _____ things.
 - a) Initial
 - b) Different
 - c) Complete
 - d) Impossible



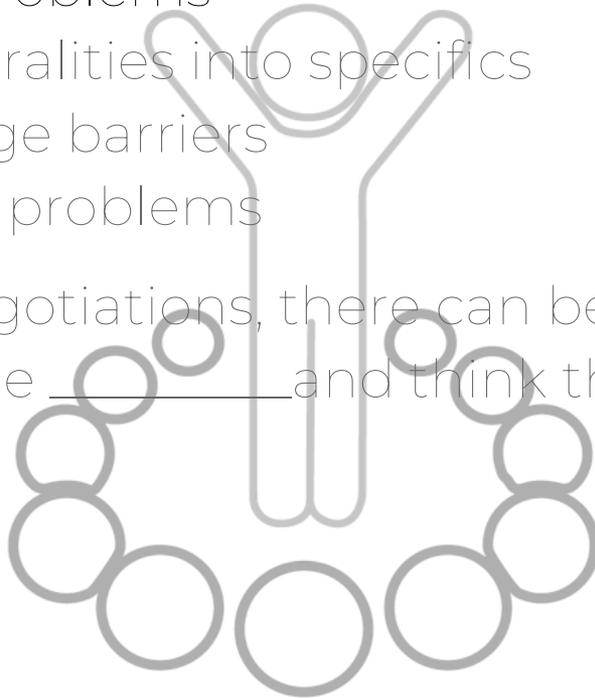
Module Eight: Review Questions

- 3) When applied to negotiations, consensus usually involves _____ agreement on key issues.
- a) Extensive
 - b) Substantive
 - c) Essential
 - d) Mutual
- 4) Everyone needs to feel that the outcome of the negotiation is something they can _____ with.
- a) Live
 - b) Pass
 - c) Land
 - d) Agree



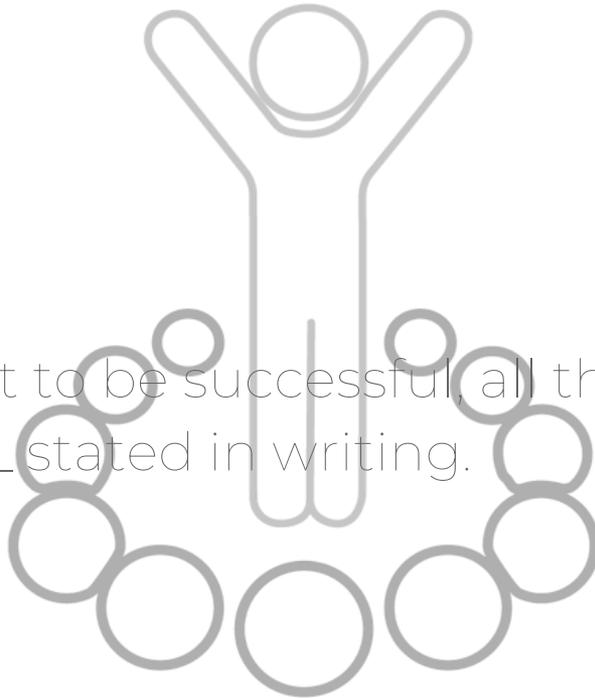
Module Eight: Review Questions

- 5) What is a special skill that it takes to build an agreement?
- a) Create more problems
 - b) Translate generalities into specifics
 - c) Create language barriers
 - d) Generalize the problems
- 6) Sometimes in negotiations, there can be a tendency to arrive at certain principle _____ and think that the job has been done.
- a) Meridians
 - b) Collaborators
 - c) Agreements
 - d) Theories



Module Eight: Review Questions

- 7) There is more to negotiation than offering a concession here and _____ a limit there.
- a) Stipulating
 - b) Manipulating
 - c) Indoctrinating
 - d) Evaluating
- 8) For an agreement to be successful, all the essential terms must be _____ stated in writing.
- a) Suitably
 - b) Collaboratively
 - c) Clearly
 - d) Wholeheartedly



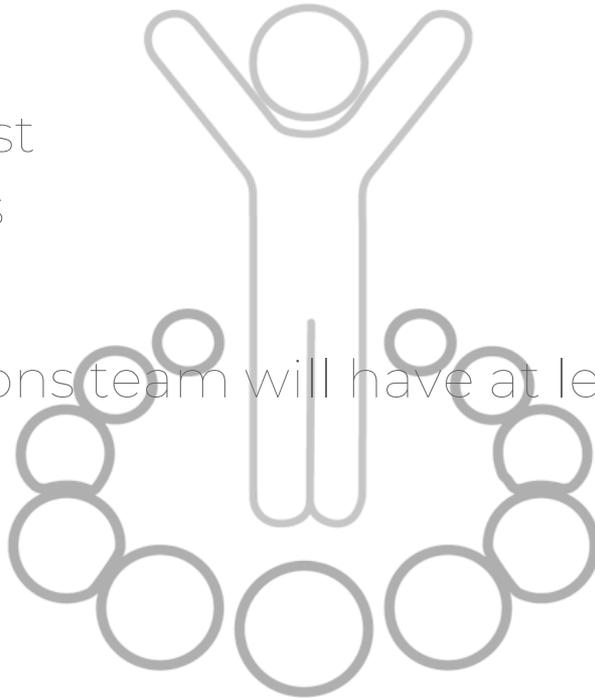
Module Eight: Review Questions

9) It may help to think of the negotiation process as a _____
_____.

- a) Thankless job
- b) News broadcast
- c) Breaking news
- d) Old news

10) A good negotiations team will have at least one _____
_____.

- a) Good shot
- b) Last chance
- c) Details guy/gal
- d) Last resort



Module Eight: Review Questions

1) The final phase of a negotiation is a time for reaching _____ and building an agreement.

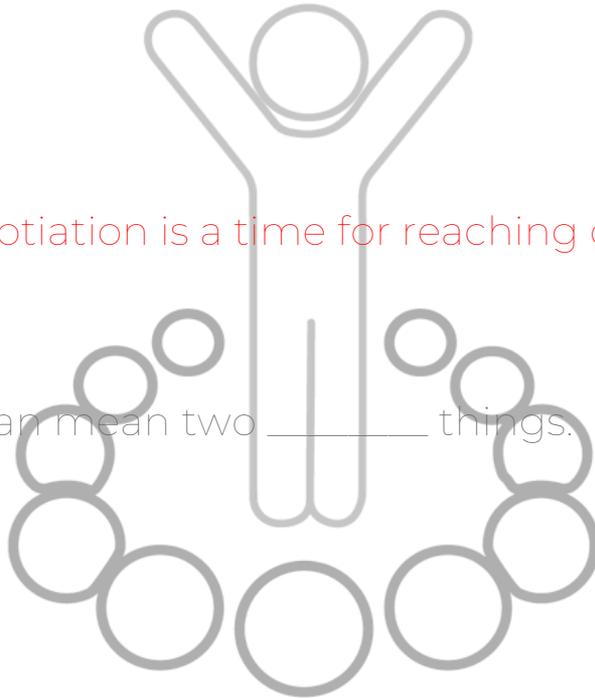
- a) Consensus
- b) Impasse
- c) Destination
- d) Success

• The final phase of a negotiation is a time for reaching consensus and building an agreement.

2) Closing a negotiation can mean two _____ things.

- a) Initial
- b) Different
- c) Complete
- d) Impossible

• Closing a negotiation can mean two different things.



Module Eight: Review Questions

3) When applied to negotiations, consensus usually involves _____ agreement on key issues.

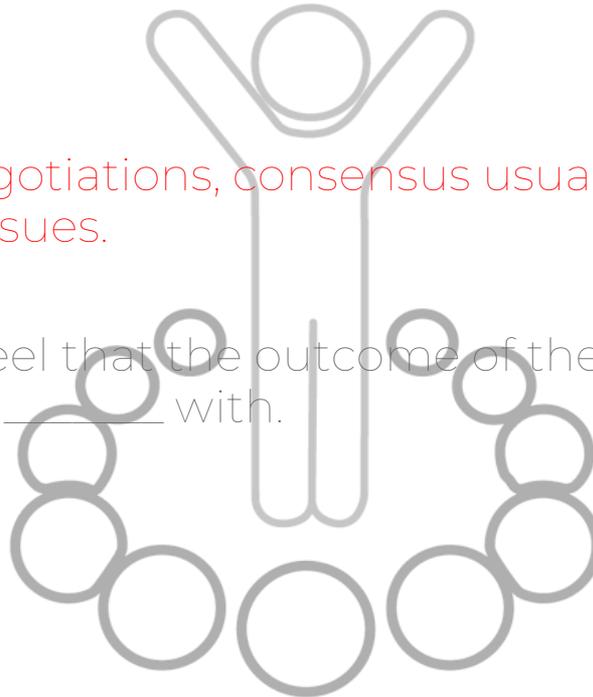
- a) Extensive
- b) Substantive
- c) Essential
- d) Mutual

• When applied to negotiations, consensus usually involves substantive agreement on key issues.

4) Everyone needs to feel that the outcome of the negotiation is something they can _____ with.

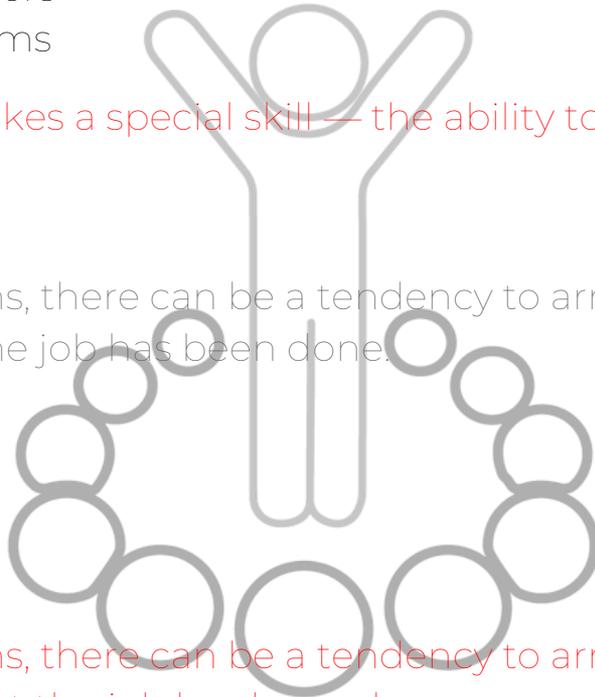
- a) Live
- b) Pass
- c) Land
- d) Agree

• Everyone needs to feel that the outcome of the negotiation is something they can live with.



Module Eight: Review Questions

- 5) What is a special skill that it takes to build an agreement?
- a) Create more problems
 - b) Translate generalities into specifics
 - c) Create language barriers
 - d) Generalize the problems
- Building an agreement takes a special skill — the ability to translate generalities into specifics.
- 6) Sometimes in negotiations, there can be a tendency to arrive at certain principle _____ and think that the job has been done.
- a) Meridians
 - b) Collaborators
 - c) Agreements
 - d) Theories
- Sometimes in negotiations, there can be a tendency to arrive at certain principle agreements and think that the job has been done.



Module Eight: Review Questions

7) There is more to negotiation than offering a concession here and _____ a limit there.

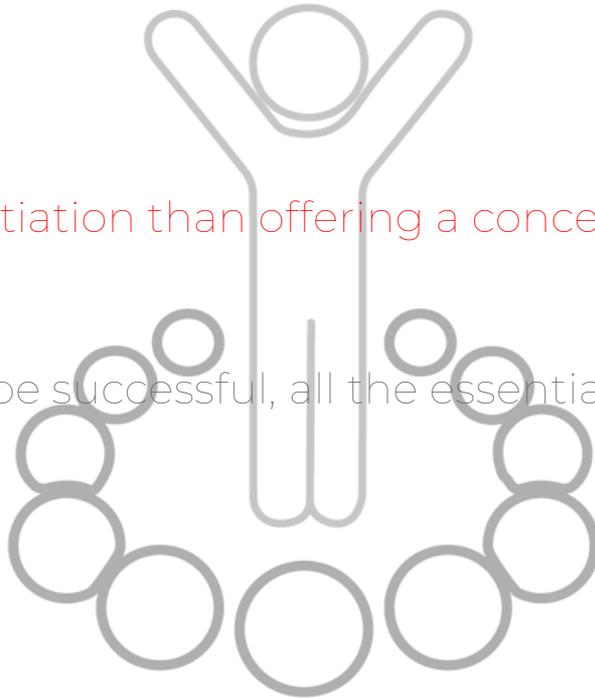
- a) Stipulating
- b) Manipulating
- c) Indoctrinating
- d) Evaluating

- There is more to negotiation than offering a concession here and stipulating a limit there.

8) For an agreement to be successful, all the essential terms must be _____ stated in writing.

- a) Suitably
- b) Collaboratively
- c) Clearly
- d) Wholeheartedly

- For an agreement to be successful, all the essential terms must be clearly stated in writing.



Module Eight: Review Questions

9) It may help to think of the negotiation process as a _____.

- a) Thankless job
- b) News broadcast
- c) Breaking news
- d) Old news

- It may help to think of the negotiation process as a news broadcast. It is great to have headlines that will make people sit up and take notice, but in order for these headlines to actually have any meaning it is necessary to write the stories.

10) A good negotiations team will have at least one _____.

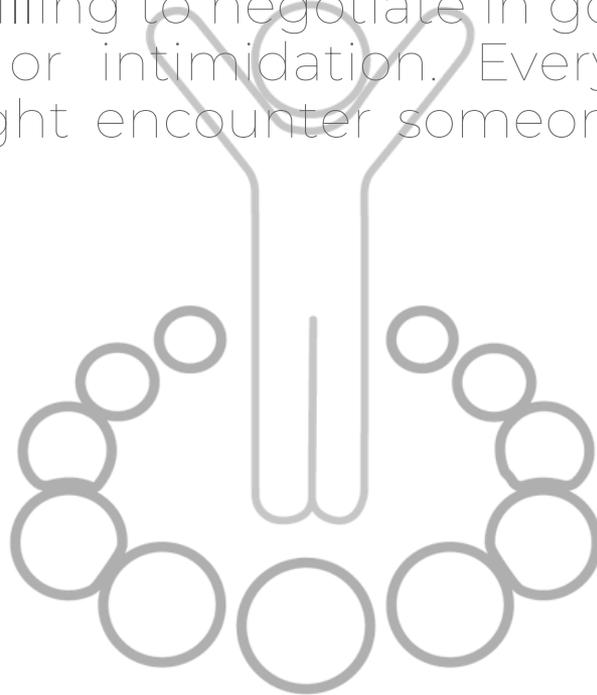
- a) Good shot
- b) Last chance
- c) Details person
- d) Last resort

- A good negotiations team will have at least one “details person” who is able to get the small print in place after the negotiators have put the outline in front of them.



Module Nine: Dealing with Difficult Issues

Most people are willing to negotiate in good faith. They don't resort to tricks or intimidation. Every once in a while, though, you might encounter someone who takes a less principled approach.

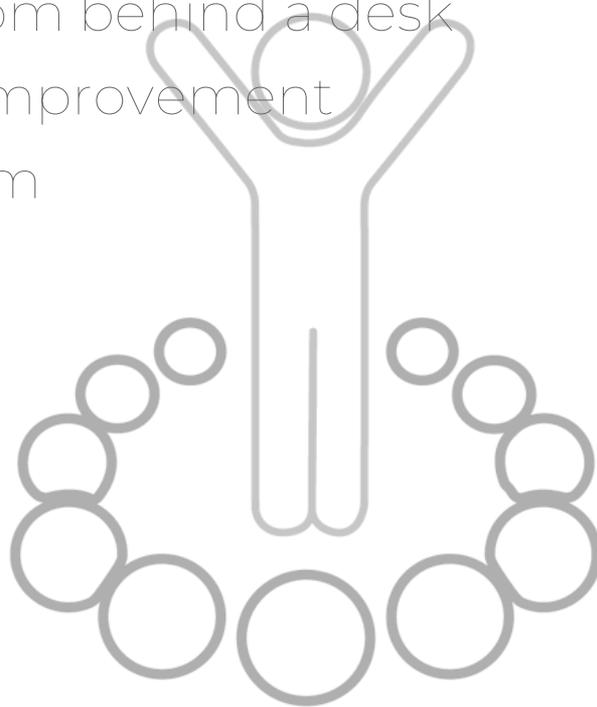


- *All things are difficult before they are easy.*

- **Thomas Fuller**

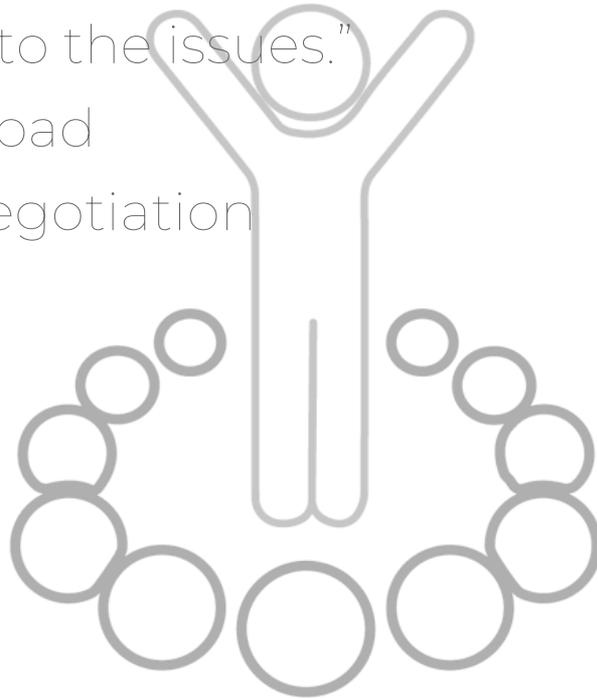
Being Prepared for Environmental Tactics

- Get them out from behind a desk
- Request for an improvement
- Be polite, but firm



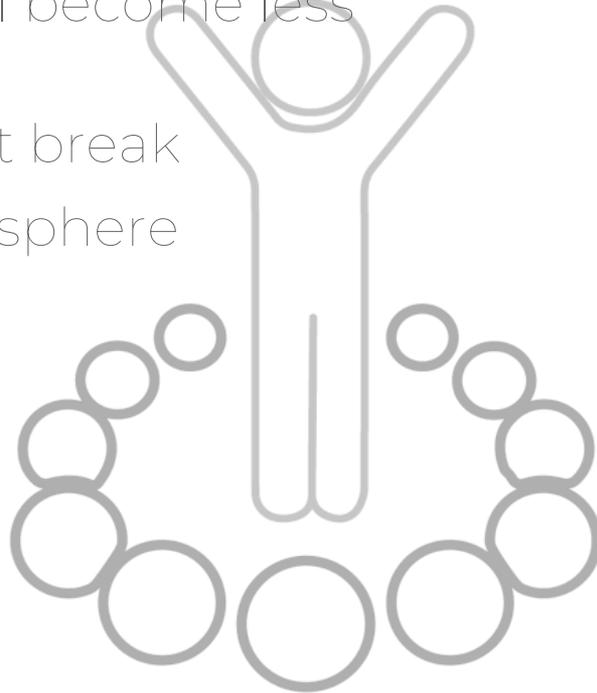
Dealing with Personal Attacks

- Respectful opening
- Sets a positive tone
- “Let’s get back to the issues.”
- Take the high road
- Suspend the negotiation



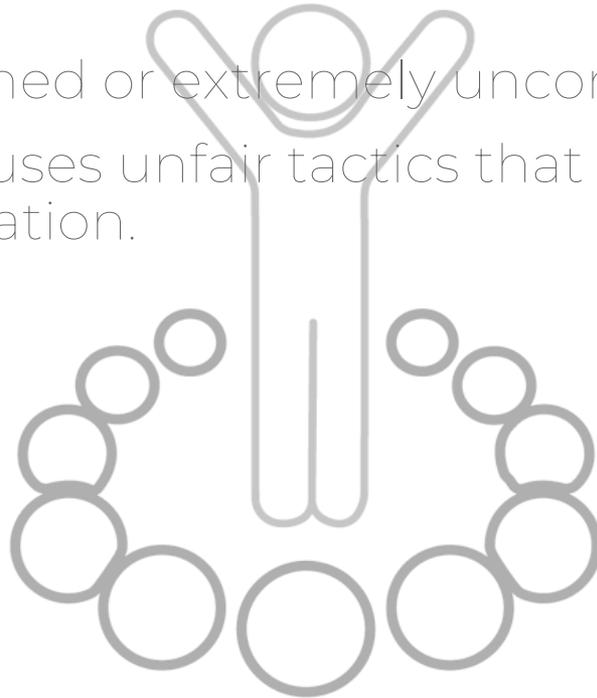
Controlling Your Emotions

- Emotional intelligence
- Discussions will become less focused
- Suggest a short break
- Clear the atmosphere



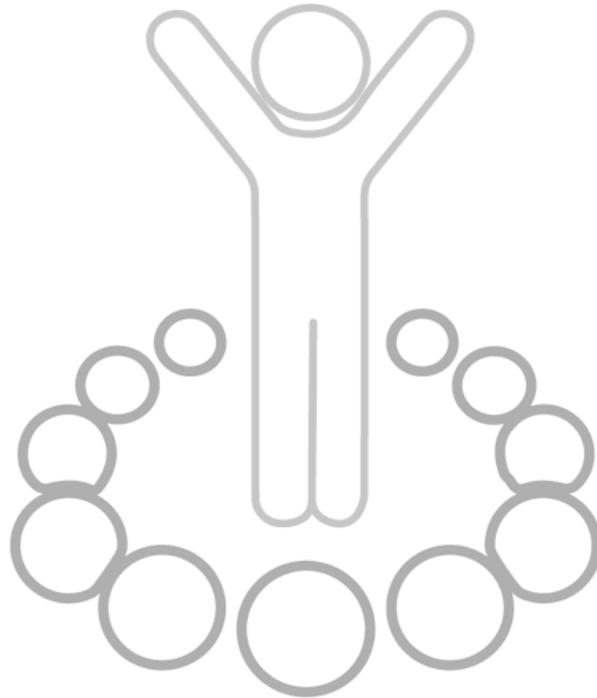
Deciding When It's Time to Walk Away

- Walk away if:
 - You feel threatened or extremely uncomfortable.
 - The other party uses unfair tactics that make it impossible to have a negotiation.



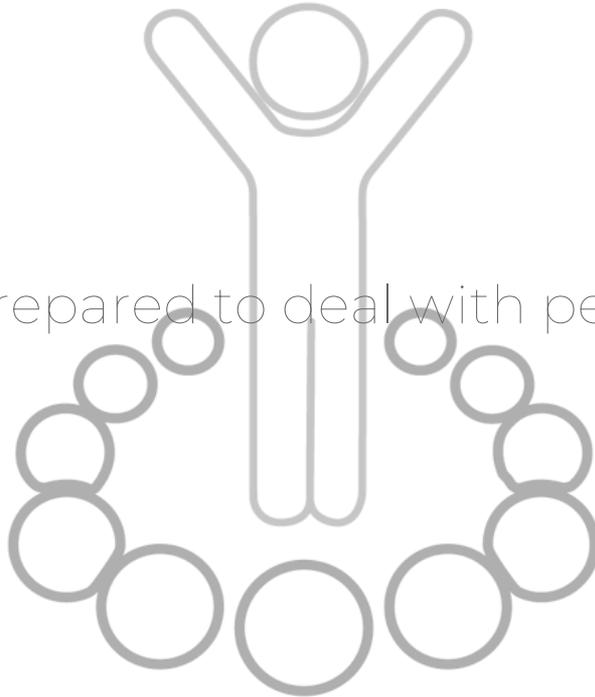
Practical Illustration

- Todd's aggressive tactics put a quick end to negotiations.



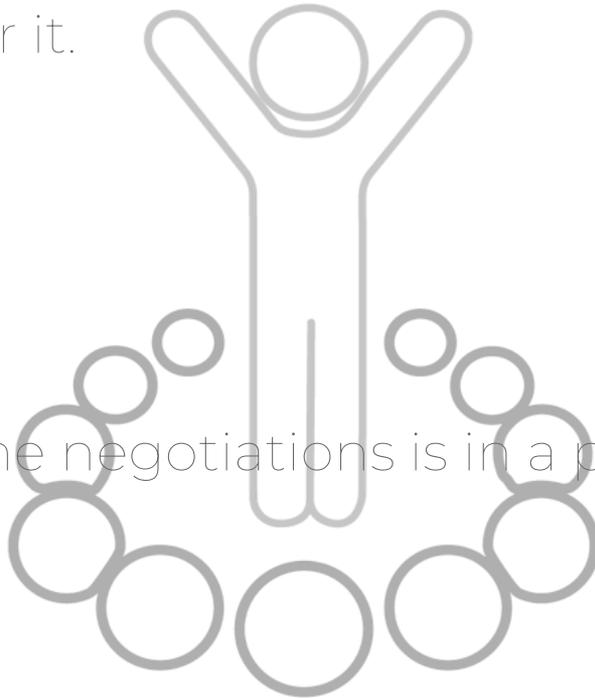
Module Nine: Review Questions

- 1) Most people are willing to _____ in good faith.
 - a) Laugh
 - b) Work
 - c) Negotiate
 - d) Relate
- 2) You need to be prepared to deal with people who don't _____ fair.
 - a) Play
 - b) Try
 - c) Seem
 - d) Fight



Module Nine: Review Questions

- 3) Using _____ tactics to gain an advantage in a negotiation doesn't happen that often, but negotiators need to be prepared for it.
- a) Governmental
 - b) Integral
 - c) Environmental
 - d) Instrumental
- 4) The _____ of the negotiations is in a position of power.
- a) Host
 - b) Last
 - c) Winner
 - d) Loser



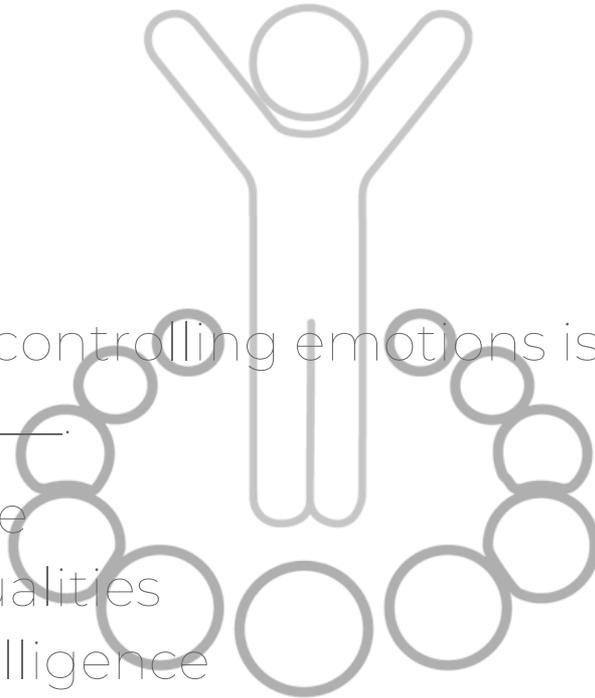
Module Nine: Review Questions

5) Any negotiation will be more productive if you are able to _____ on problems and not personalities.

- a) Harp
- b) Linger
- c) Focus
- d) Speak

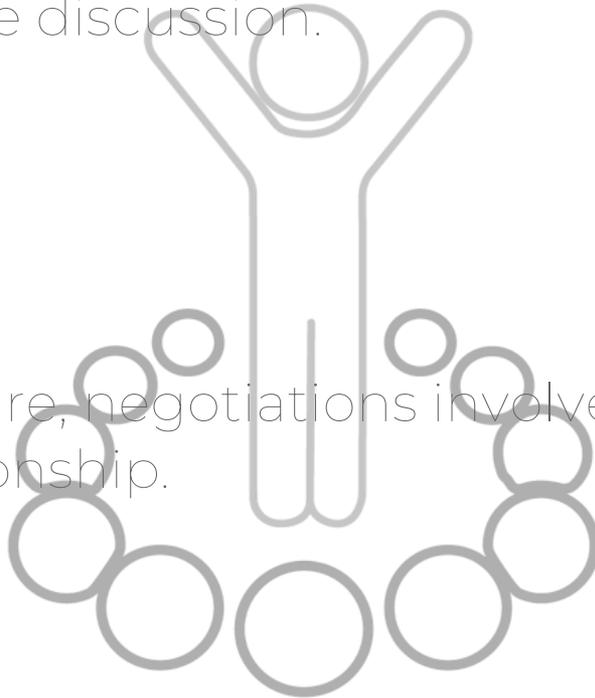
6) Recognizing and controlling emotions is an aspect of _____.

- a) Common sense
- b) Redeeming qualities
- c) Emotional intelligence
- d) Delayed gratification

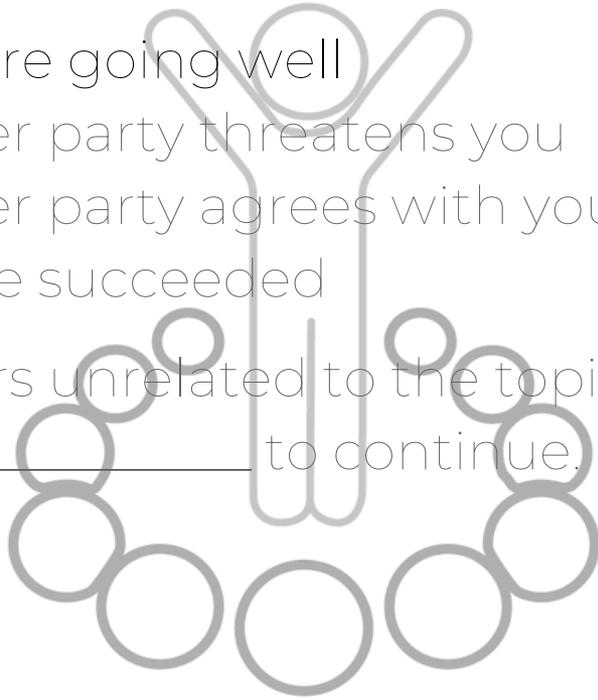


Module Nine: Review Questions

- 7) In a negotiation, emotional intelligence involves _____ how you and the other party are responding emotionally to the discussion.
- a) Enjoying
 - b) Recognizing
 - c) Discussing
 - d) Discovering
- 8) By their very nature, negotiations involve a kind of _____ relationship.
- a) Complicated
 - b) Individual
 - c) Adversarial
 - d) Angry



Module Nine: Review Questions

- 9) Which would be an example of when to walk away from a negotiation?
- a) When things are going well
 - b) When the other party threatens you
 - c) When the other party agrees with you
 - d) When you have succeeded
- 10) Sometimes factors unrelated to the topic of a negotiation may make it too _____ to continue.
- a) Easy
 - b) Difficult
 - c) Engrossing
 - d) Fascinating
- 
- A faint, light gray graphic of a person with arms raised, similar to the one in the logo, is centered in the background of the page.

Module Nine: Review Questions

1) Most people are willing to _____ in good faith.

- a) Laugh
- b) Work
- c) Negotiate
- d) Relate

- Most people are willing to negotiate in good faith.

2) You need to be prepared to deal with people who don't _____ fair.

- a) Play
- b) Try
- c) Seem
- d) Fight

- You need to be prepared to deal with people who don't play fair.



Module Nine: Review Questions

- 3) Using _____ tactics to gain an advantage in a negotiation doesn't happen that often, but negotiators need to be prepared for it.
- a) Governmental
 - b) Integral
 - c) Environmental
 - d) Instrumental
- Using environmental tactics to gain an advantage in a negotiation doesn't happen that often, but negotiators need to be prepared for it.
- 4) The _____ of the negotiations is in a position of power.
- a) Host
 - b) Last
 - c) Winner
 - d) Loser
- The host of the negotiations is in a position of power.



Module Nine: Review Questions

5) Any negotiation will be more productive if you are able to _____ on problems and not personalities.

- a) Harp
- b) Linger
- c) Focus
- d) Speak

• Any negotiation will be more productive if you are able to focus on problems and not personalities.

• 6. Recognizing and controlling emotions is an aspect of _____.

- a) Common sense
- b) Redeeming qualities
- c) Emotional intelligence
- d) Delayed gratification

• Recognizing and controlling emotions is an aspect of emotional intelligence.



Module Nine: Review Questions

7) In a negotiation, emotional intelligence involves _____ how you and the other party are responding emotionally to the discussion.

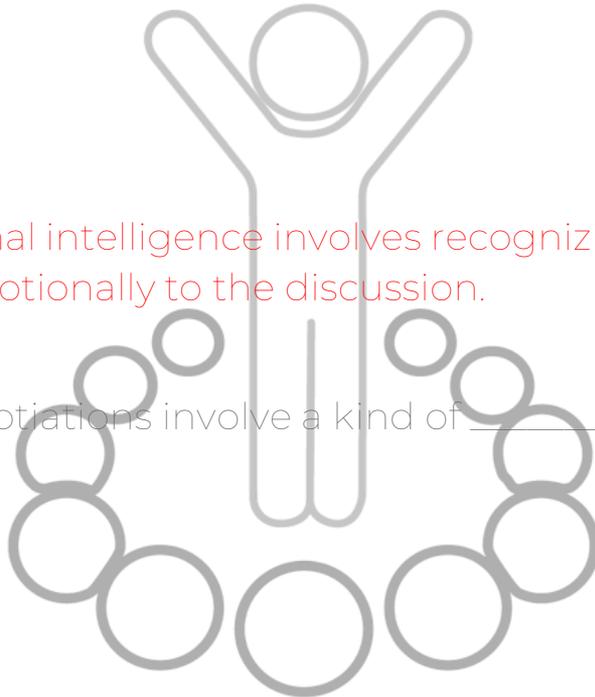
- a) Enjoying
- b) Recognizing
- c) Discussing
- d) Discovering

• In a negotiation, emotional intelligence involves recognizing how you and the other party are responding emotionally to the discussion.

8) By their very nature, negotiations involve a kind of _____ relationship.

- a) Complicated
- b) Individual
- c) Adversarial
- d) Angry

• By their very nature, negotiations involve a kind of adversarial relationship.



Module Nine: Review Questions

- 9) Which would be an example of when to walk away from a negotiation?
- a) When things are going well
 - b) When the other party threatens you
 - c) When the other party agrees with you
 - d) When you have succeeded
- It's time to walk away from a negotiation if: The other party makes you feel threatened or extremely uncomfortable. The other party uses unfair tactics that make it impossible to have an equitable negotiation.
- 10) Sometimes factors unrelated to the topic of a negotiation may make it too _____ to continue.
- a) Easy
 - b) Difficult
 - c) Engrossing
 - d) Fascinating
- Sometimes factors unrelated to the topic of a negotiation may make it too difficult to continue.

Module Ten: Negotiating Outside the Boardroom

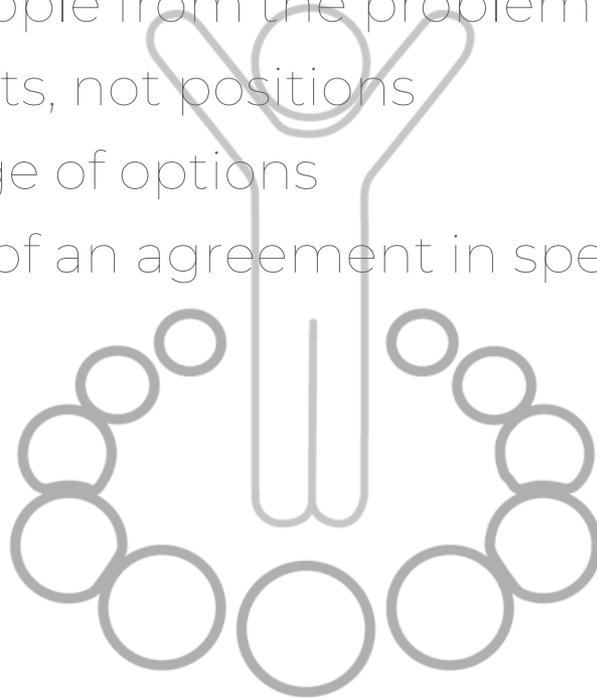
Negotiating isn't just something that takes place in conference rooms with powerful forces aligned on either side of a table. People have informal negotiations every day — with their coworkers, merchants, even family members.



- *Use soft words and hard arguments.*
- **English Proverb**

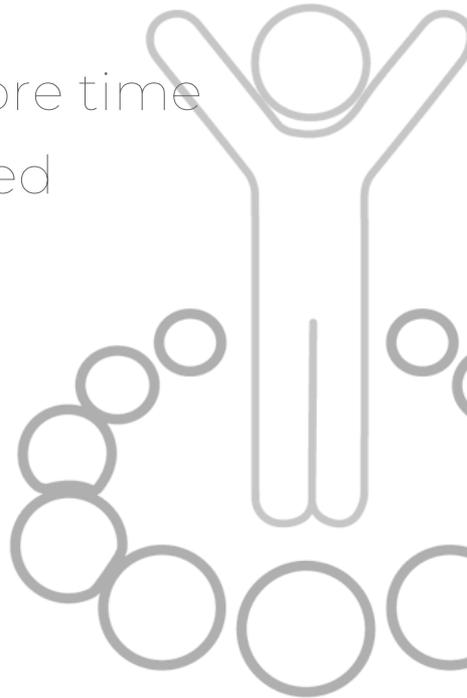
Adapting the Process for Smaller Negotiations

- Separate the people from the problem
- Focus on interests, not positions
- Expand the range of options
- State the terms of an agreement in specific, clear terms



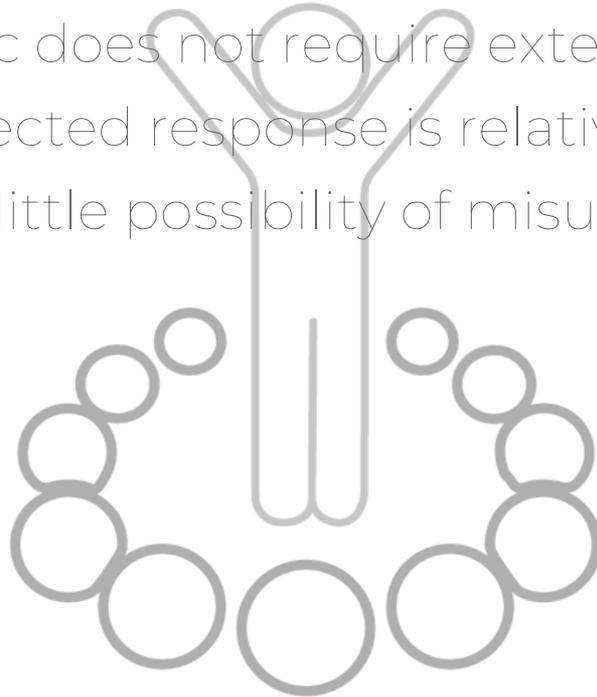
Negotiating via Telephone

- Pay attention to particular points
- Listen Actively
- Requesting more time
- Don't feel rushed



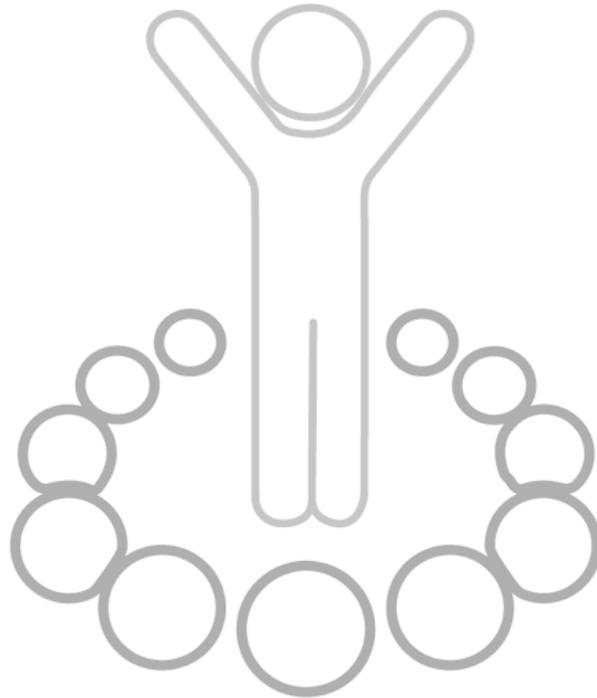
Negotiating via Email

- In general, it is appropriate to use email in a negotiation:
 - When the topic is clearly defined
 - When the topic does not require extensive discussion
 - When the expected response is relatively simple
 - When there is little possibility of misunderstanding



Practical Illustration

- Roman didn't have proof of an agreed price for parts for his mountain bike.



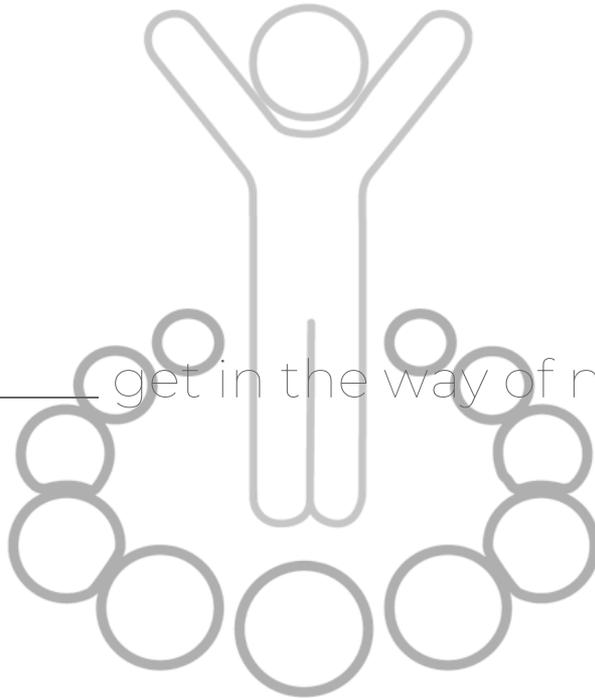
Module Ten: Review Questions

1) Some of the principles of negotiation can be useful in _____ situations.

- a) Everyday
- b) Unusual
- c) Common
- d) Unhealthy

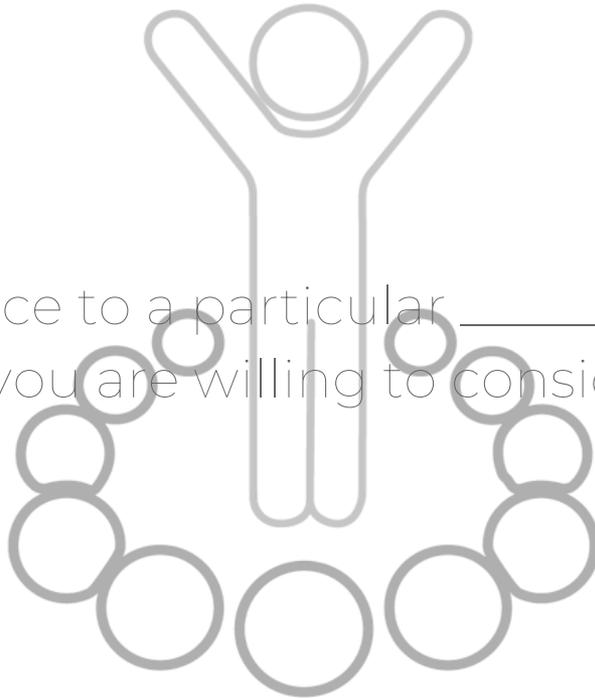
2) Don't let _____ get in the way of negotiating.

- a) People
- b) Personalities
- c) Food
- d) Money



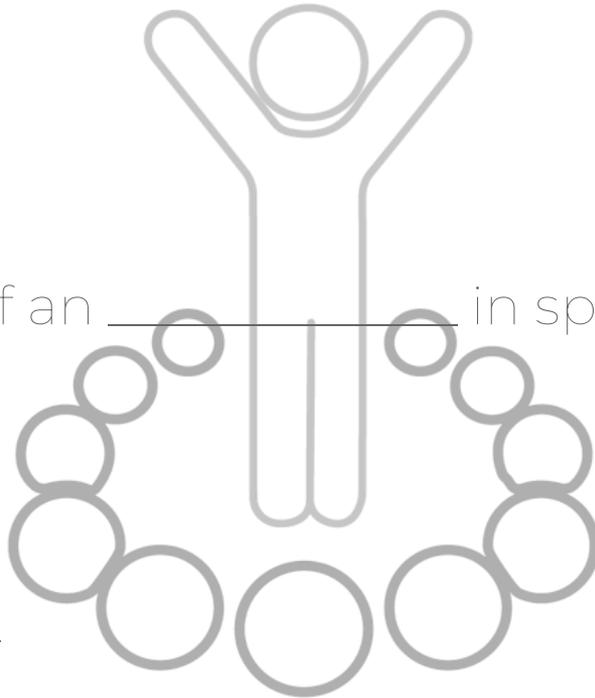
Module Ten: Review Questions

- 3) Focus on _____, not positions.
- a) Clothing
 - b) Lunch
 - c) Interests
 - d) Sports
- 4) Don't let adherence to a particular _____ narrow the range of options you are willing to consider.
- a) Situation
 - b) Position
 - c) Point
 - d) Premise



Module Ten: Review Questions

- 5) Expand the range of _____.
- a) Distances
 - b) Languages
 - c) Options
 - d) Barriers
- 6) State the terms of an _____ in specific, clear terms.
- a) Arrangement
 - b) Agreement
 - c) Argument
 - d) Advertisement



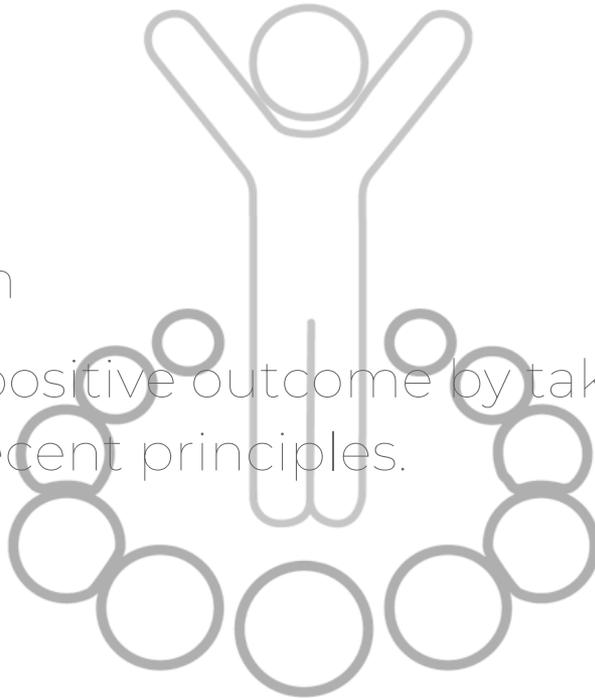
Module Ten: Review Questions

7) Use the principles of _____ to bring you a positive outcome in everyday life.

- a) Negotiation
- b) Enunciation
- c) Pronunciation
- d) Procrastination

8) You can reach a positive outcome by taking into account some _____, decent principles.

- a) Loud
- b) Sound
- c) Quiet
- d) Whispered



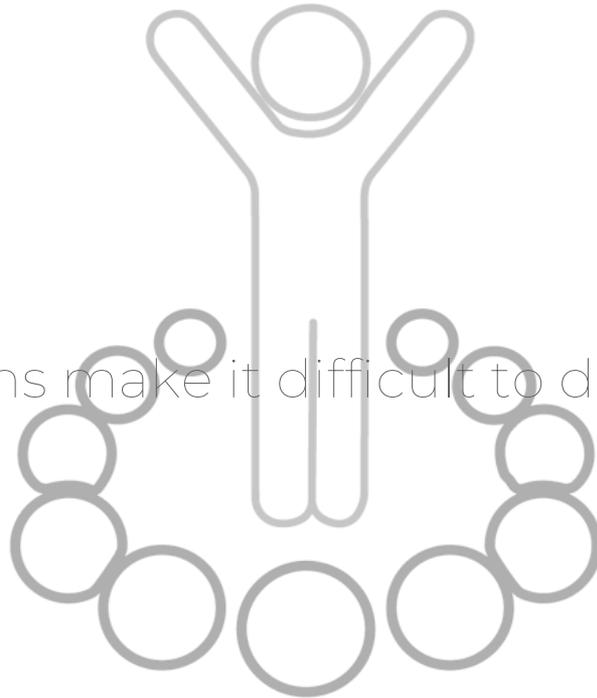
Module Ten: Review Questions

9) In a negotiation via telephone, it can be difficult to make an _____ assessment of how the other party is responding.

- a) Advisable
- b) Actual
- c) Accurate
- d) Accessible

10) _____ negotiations make it difficult to document the terms of an agreement.

- a) Honest
- b) Phone
- c) Home
- d) Work



Module Ten: Review Questions

1) Some of the principles of negotiation can be useful in _____ situations.

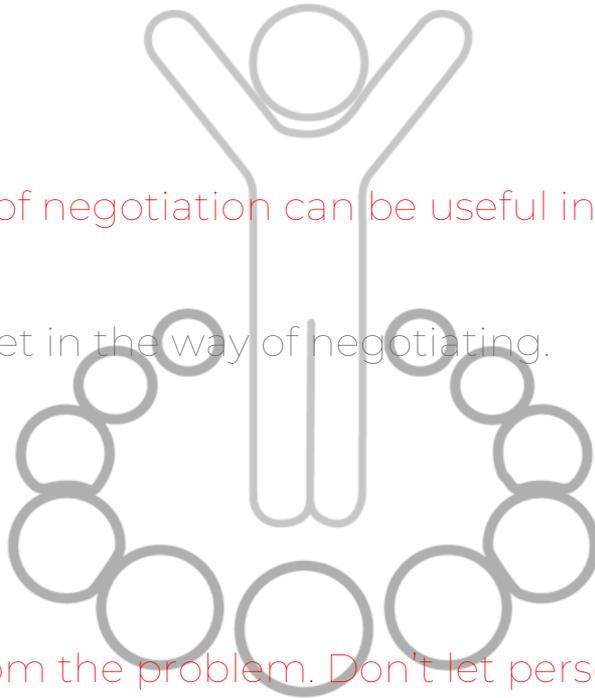
- a) Everyday
- b) Unusual
- c) Common
- d) Unhealthy

- Some of the principles of negotiation can be useful in everyday situations.

2) Don't let _____ get in the way of negotiating.

- a) People
- b) Personalities
- c) Food
- d) Money

- Separate the people from the problem. Don't let personalities get in the way of negotiating.



Module Ten: Review Questions

3) Focus on _____, not positions.

- a) Clothing
- b) Lunch
- c) **Interests**
- d) Sports

- Focus on interests, not positions. Consider what both parties want and need.

4) Don't let adherence to a particular _____ narrow the range of options you are willing to consider.

- a) Situation
- b) **Position**
- c) Point
- d) Premise

- Focus on interests, not positions. Consider what both parties want and need. Don't let adherence to a particular position narrow the range of options you are willing to consider.

Module Ten: Review Questions

5) Expand the range of _____.

- a) Distances
- b) Languages
- c) Options
- d) Barriers

- Expand the range of options. One way to overcome an impasse in a negotiation is to expand the range of the discussion.

6) State the terms of an _____ in specific, clear terms.

- a) Arrangement
- b) Agreement
- c) Argument
- d) Advertisement

- State the terms of an agreement in specific, clear terms.



Module Ten: Review Questions

7) Use the principles of _____ to bring you a positive outcome in everyday life.

- a) Negotiation
- b) Enunciation
- c) Pronunciation
- d) Procrastination

- Even if you are not in a traditional negotiation position, it can be helpful to use the principles of negotiation to bring you a positive outcome in everyday life.

8) You can reach a positive outcome by taking into account some _____, decent principles.

- a) Loud
- b) Sound
- c) Quiet
- d) Whispered

- Where there is some difficulty in reaching a decision, you can reach a positive outcome by taking into account some sound, decent principles which have for years been used to reach positive decisions.



Module Ten: Review Questions

9) In a negotiation via telephone, it can be difficult to make an _____ assessment of how the other party is responding.

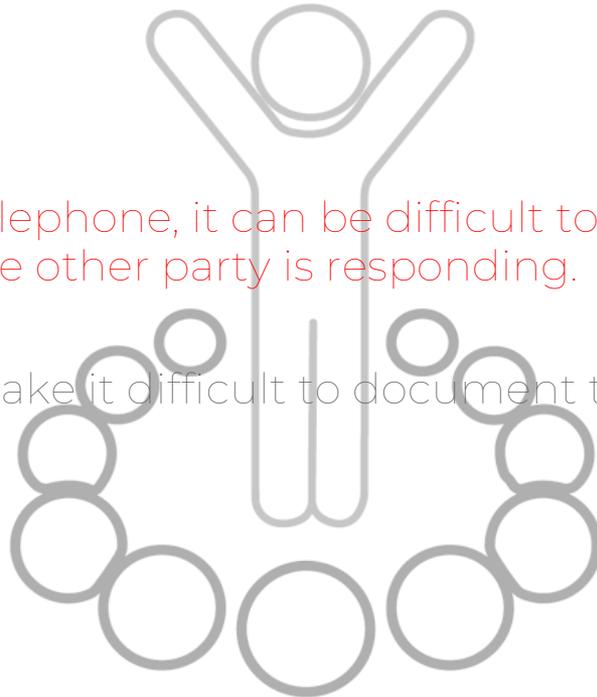
- a) Advisable
- b) Actual
- c) **Accurate**
- d) Accessible

- In a negotiation via telephone, it can be difficult to make an accurate assessment of how the other party is responding.

10) _____ negotiations make it difficult to document the terms of an agreement.

- a) Honest
- b) **Phone**
- c) Home
- d) Work

- Phone negotiations also make it difficult to document the terms of an agreement.



Module Eleven: Negotiating on Behalf of Someone Else

Negotiating on behalf of someone else presents some special challenges. When you begin such a negotiation, you need to have a clear idea of your Walk Away Price (WAP) and the concessions you have permission to make. You also need to be sure you understand the issues well enough to respond to tough questions that may come up in the negotiation.

- *To succeed as a team means to hold all of the members accountable for their expertise.*

Choosing the Negotiating Team

- Remind everyone of the team's goals
- Ensure that everyone understands his or her role in the negotiation
- Create a “game plan” for the negotiation



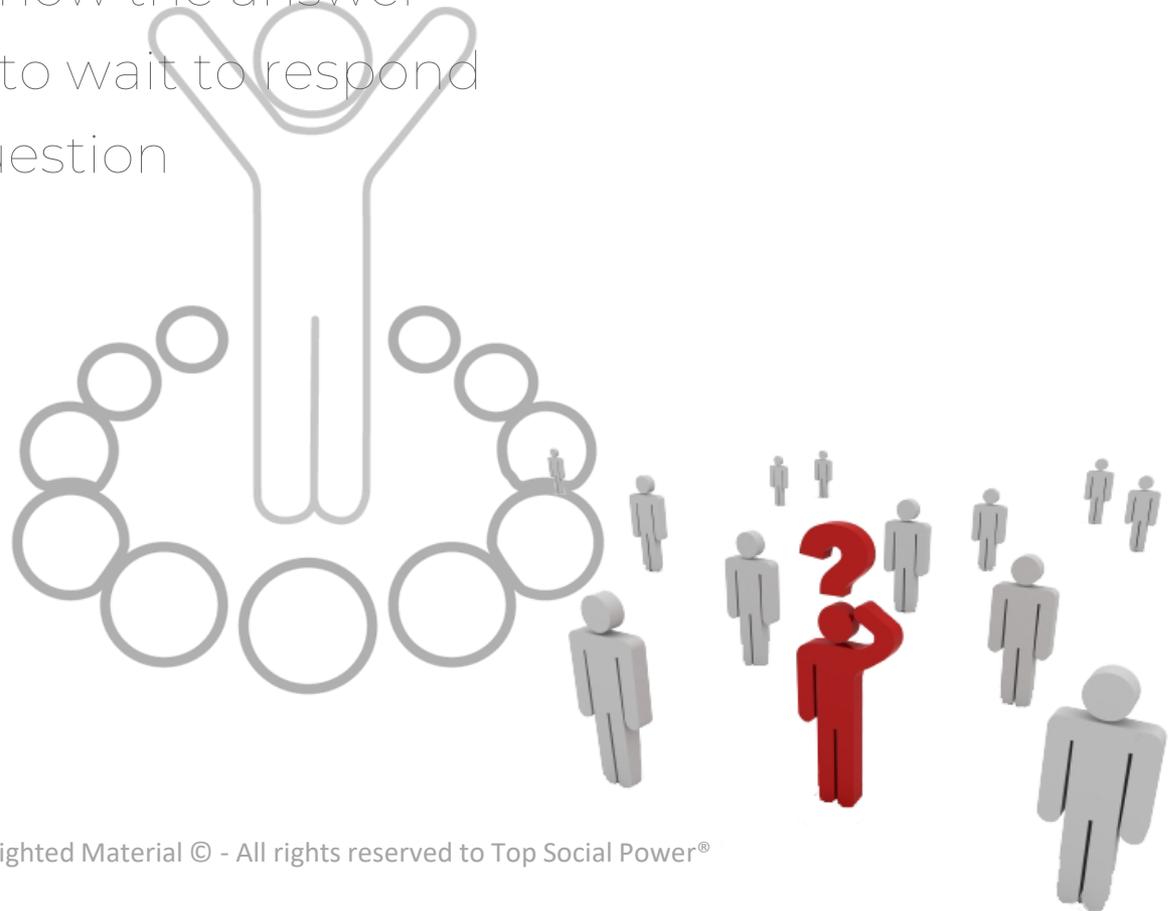
Covering All the Bases

- Each person knows their responsibilities
- Autonomy balance
- What they can and cannot offer



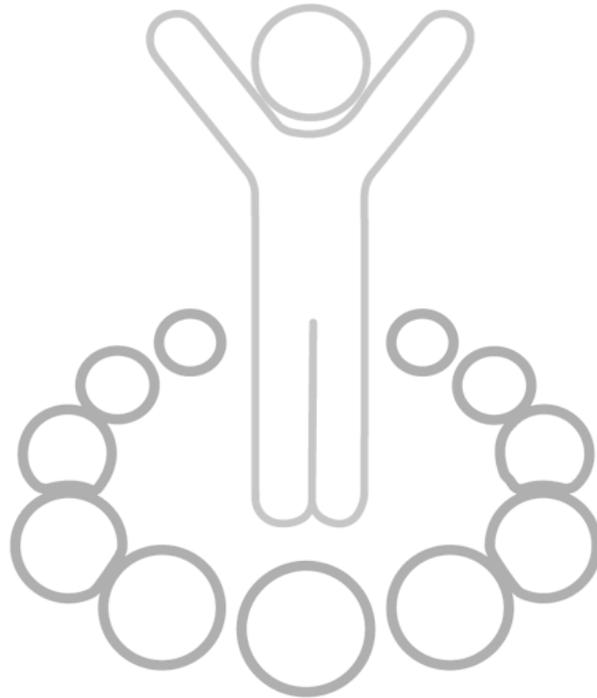
Dealing with Tough Questions

- Suggest (in a friendly way) that the question is irrelevant
- Say you don't know the answer
- You would like to wait to respond
- Reply with a question of your own



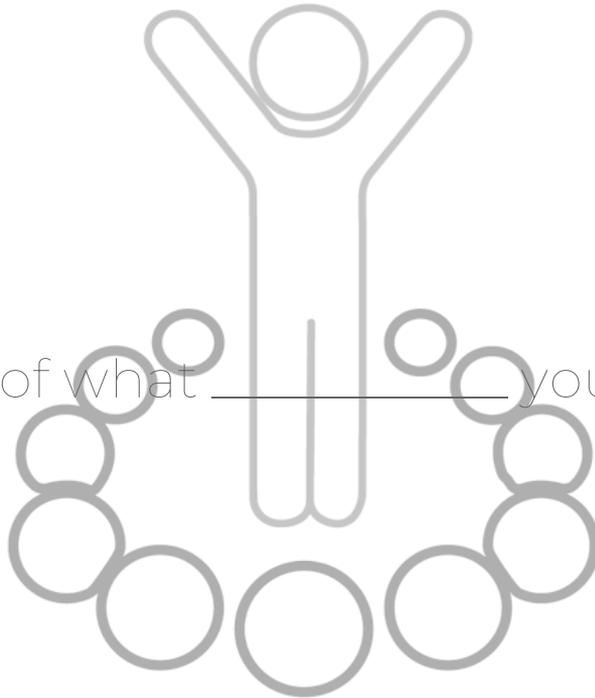
Practical Illustration

- Jillian didn't pretend to have all the answers.



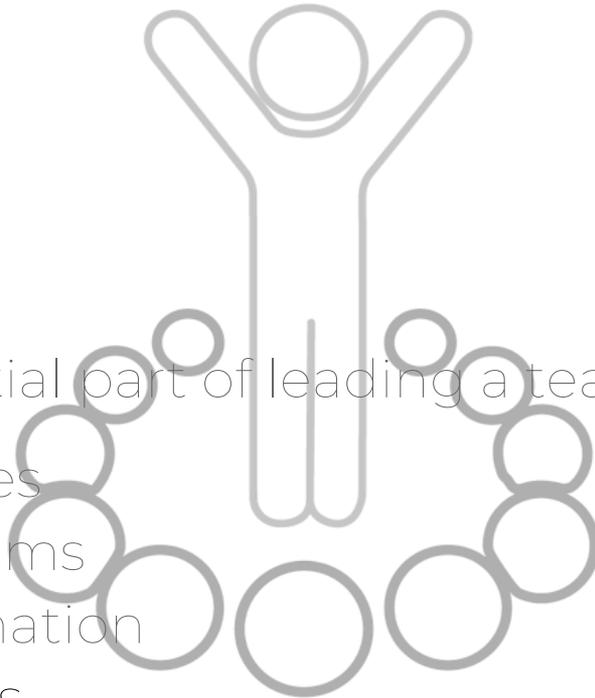
Module Eleven: Review Questions

- 1) _____ on behalf of someone else presents some special challenges.
- a) Settling
 - b) Dreaming
 - c) Negotiating
 - d) Working
- 2) Have a clear idea of what _____ you have permission to make.
- a) Exceptions
 - b) Concessions
 - c) Accusations
 - d) Calculations



Module Eleven: Review Questions

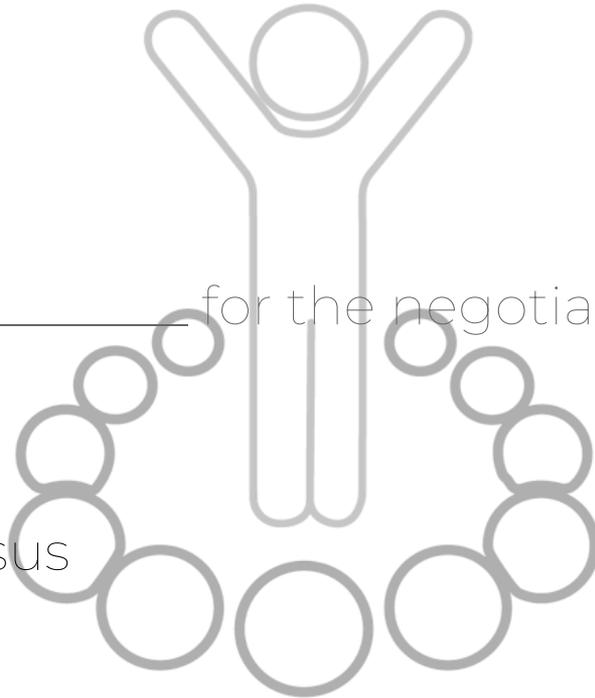
- 3) You need to select people who have the _____ and the temperament to move the negotiation forward.
- a) Expertise
 - b) Attitude
 - c) Vehicle
 - d) Script
- 4) What is an essential part of leading a team of any kind?
- a) Sharing vehicles
 - b) Sharing problems
 - c) Sharing information
 - d) Sharing dislikes



Module Eleven: Review Questions

- 5) Teams need _____ in order to thrive.
 - a) Coaches
 - b) Water
 - c) Information
 - d) Food

- 6) Create a _____ for the negotiation.
 - a) Team leader
 - b) Game plan
 - c) Group consensus
 - d) Talking point



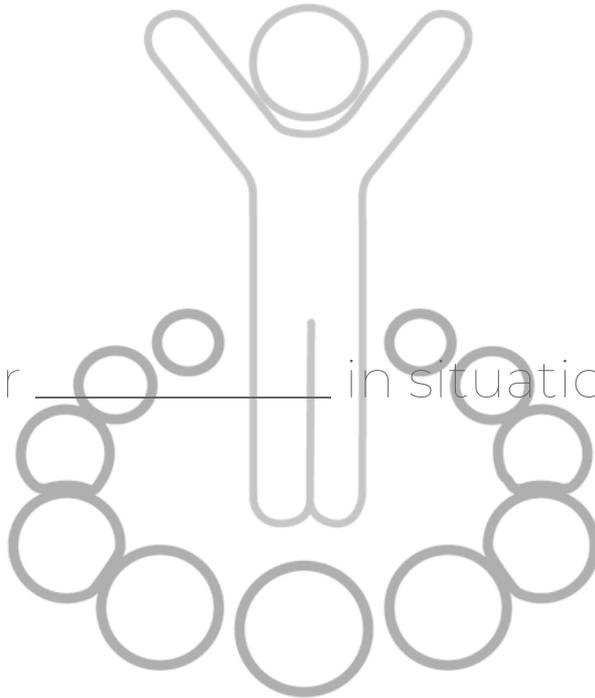
Module Eleven: Review Questions

7) Some negotiations are so complex that it is difficult for one person to _____ all the issues.

- a) Master
- b) Manipulate
- c) Maneuver
- d) Maintain

8) There is a need for _____ in situations.

- a) Leaders
- b) Balance
- c) Moods
- d) Attitudes



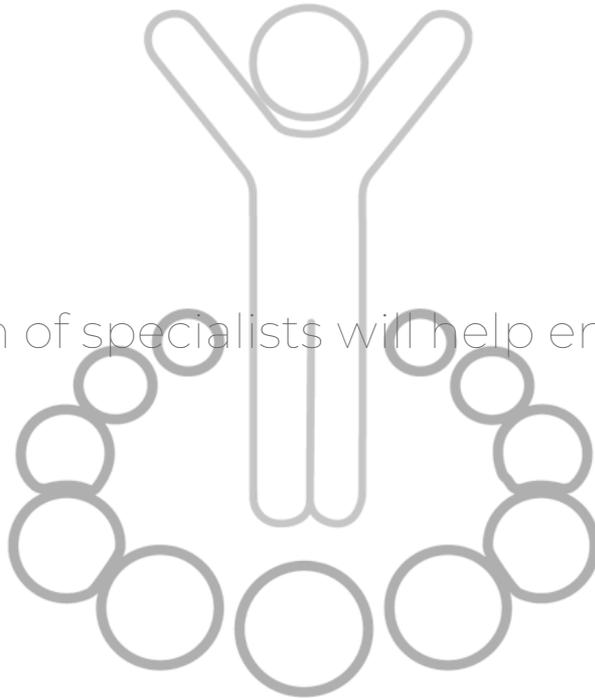
Module Eleven: Review Questions

9) When negotiating for someone else make sure you have a _____ understanding of all the issues.

- a) Little
- b) Thorough
- c) Relative
- d) Minor

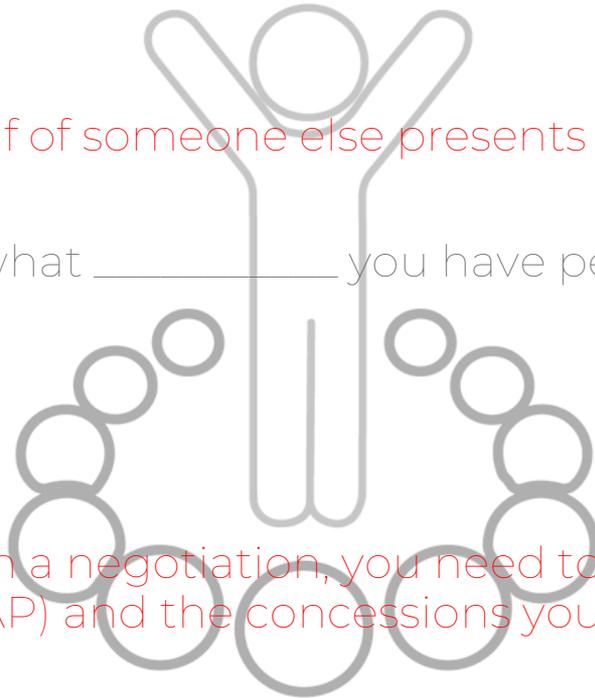
10) _____ a team of specialists will help ensure that you have all the bases covered.

- a) Negotiating
- b) Assembling
- c) Alienating
- d) Involving



Module Eleven: Review Questions

- 1) _____ on behalf of someone else presents some special challenges.
- a) Settling
 - b) Dreaming
 - c) **Negotiating**
 - d) Working
- **Negotiating on behalf of someone else presents some special challenges.**
- 2) Have a clear idea of what _____ you have permission to make.
- a) Exceptions
 - b) **Concessions**
 - c) Accusations
 - d) Calculations
- **When you begin such a negotiation, you need to have a clear idea of your Walk Away Price (WAP) and the concessions you have permission to make.**



Module Eleven: Review Questions

- 3) You need to select people who have the _____ and the temperament to move the negotiation forward.
- a) Expertise
 - b) Attitude
 - c) Vehicle
 - d) Script
- You need to select people who have the expertise and the temperament to move the negotiation forward.
- 4) What is an essential part of leading a team of any kind?
- a) Sharing vehicles
 - b) Sharing problems
 - c) Sharing information
 - d) Sharing dislikes
- An essential part of leading a team of any kind is sharing information.



Module Eleven: Review Questions

- 5) Teams need _____ in order to thrive.

- a) Coaches
- b) Water
- c) Information
- d) Food

- Teams need information to thrive.

- 6) Create a _____ for the negotiation.

- a) Team leader
- b) Game plan
- c) Group consensus
- d) Talking point

- Create a “game plan” for the negotiation.



Module Eleven: Review Questions

7) Some negotiations are so complex that it is difficult for one person to _____ all the issues.

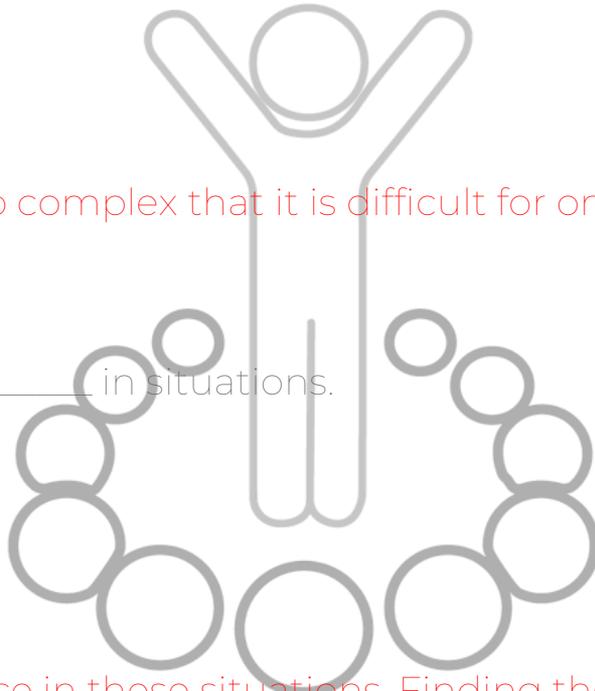
- a) Master
- b) Manipulate
- c) Maneuver
- d) Maintain

• Some negotiations are so complex that it is difficult for one person to master all the issues.

8) There is a need for _____ in situations.

- a) Leaders
- b) Balance
- c) Moods
- d) Attitudes

• There is a need for balance in these situations. Finding the point in between where you can be confident that your teams' decisions will benefit you, is essential.



Module Eleven: Review Questions

9) When negotiating for someone else make sure you have a _____ understanding of all the issues.

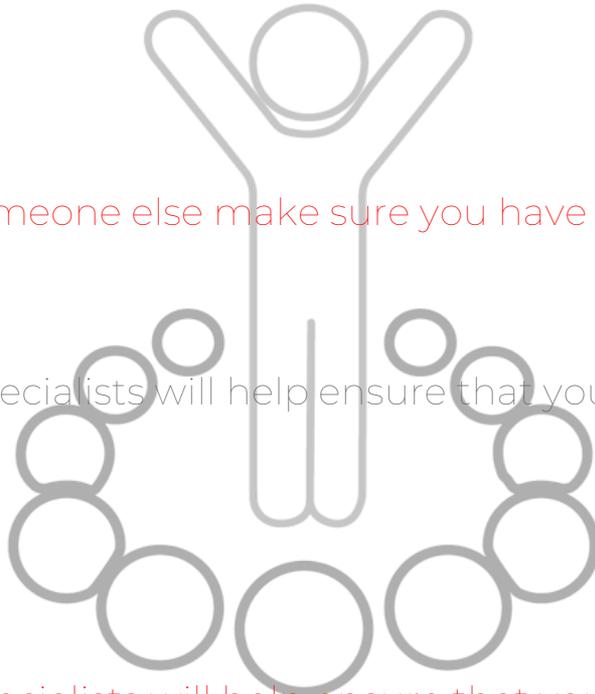
- a) Little
- b) Thorough
- c) Relative
- d) Minor

- When negotiating for someone else make sure you have a thorough understanding of all the issues.

10) _____ a team of specialists will help ensure that you have all the bases covered.

- a) Negotiating
- b) Assembling
- c) Alienating
- d) Involving

- Assembling a team of specialists will help ensure that you have all the bases covered.



Module Twelve: Wrapping Up

- Although this workshop is coming to a close, we hope that your journey to improve your Negotiation Skills is just beginning.



- *Success usually comes to those who are too busy to be looking for it.*

Words from the Wise

- John F. Kennedy: *Let us begin anew; remembering on both sides that civility is not a sign of weakness. Let us never negotiate out of fear, but let us never fear to negotiate.*
- Henry Kissinger: *Each success only buys an admission ticket to a more difficult problem.*
- Tom Peters: *Under-promise; over-deliver.*



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