

PAUL ROBINSON'S
NEGOTIATE
LIKE A PRO

WORKBOOK

WELCOME TO NEGOTIATE LIKE A PRO.

This learning course is designed to help you to negotiate like a professional. Negotiation is a skill that can be learned. It has certain rules, principles and strategies and if you diligently apply them you can win at any negotiation.

THE COURSE OVERVIEW:

This course has 9 modules. The video learning kit has a running time of one hour and thirty-three minutes. You can chose to view one video a day or complete the entire course in one day.

Modules:

- 1. Introduction to negotiation**
Make an analysis about your negotiation quotient; set your learning goals
- 2. What is negotiation?**
Understand what is negotiation and what it is not
- 3. TIPs for negotiation**
TIP: Time, Information, Power - Learn how they play out during negotiation
- 4. Different negotiating styles applicable under different circumstances or profession**
- 5. The Principled negotiation**
The Harvard negotiation project for Win more/ win more negotiations
- 6. Understanding BATNA**
How to add power to your negotiation using BATNA
- 7. Three steps to effective negotiation**
The framework and tools to help you to get into any negotiation like a professional
- 8. Games people play**
10 Different games people likely to play while negotiating with you.
How to identify them and use your knowledge to outsmart them.
- 9. Master skills of a negotiator**
Take your negotiation to the next level with these add on critical skills.

MODULE 1. INTRODUCTION TO NEGOTIATION

In real life, negotiation is a game we play every day, and like any other game, it has its rules and principles. Just because others are playing it wrong, you don't have to follow suit. Instead you can learn this game, build some solid skills, and master the art of keeping yourself on top in any situation. Just like any other skills like sales, learning a language or public speaking, negotiation is a skill that can be developed and mastered. It has certain rules, principles, strategies, tactics and winning practices.

Before you start this course let us analyze your understanding of negotiation

What is your negotiation capability from a scale of 1 to 10

What is negotiation according to you?

What makes a great negotiator skillful?

Who are the people you tend to negotiate with on a daily basis?

- Family (spouse, parents, siblings, kids)
- Friends
- Colleagues
- Boss
- Customers
- Business associates
- Partners
- Others _____

Who are the people you can persuade well to see your point of view?

Who has an upper hand on your decision-making? Who is persuading you?

What are the skills that you want to develop through this course?

Number them in order of importance

a) How to persuade others to see your point of view?

Ex. Asking your boss for a raise

b) How to get a good deal while doing commercial transactions?

Ex. When you buy or sell something like real estate

c) How to solve problems through joint decision-making?

Ex. Two different parties or people with a common problem that needs to be resolved

d) How to resolve conflicts with other people who have different interests?

Ex. When you and another party have disagreements, but still need to work together

e) How to make deals with people who are difficult to work with?

Ex. When you have to work with hardball negotiators who demand concessions from you

f) Others

MODULE 2. WHAT IS NEGOTIATION?

Negotiation is a process by which two or more parties can discuss and debate potential solutions to common problems in such manner that a mutually beneficial outcome is achieved.

- Negotiation is the ability to bring about a resolution between two or more people.
- Negotiation is a skill to get YES
- It is a process to make joint decisions
- It is developing new ways of thinking and creating new solutions when faced with seemingly impossible challenges

MODULE 3. TIPS FOR NEGOTIATION

In order to influence your outcome, whether in politics, poker, or in negotiation you must realistically analyze the other side's position, as well as your own, in the light of three interrelated variables. And before you commence any negotiations, be aware that the best tip, also called the T.I.P from Herb Cohen who is known as the guru of negotiations, comes extremely handy.

TIP stands for Time Information and Power.

TIME

Whoever is flexible with time has the advantage in negotiation

How to use time as an advantage in negotiation?

- Don't rush the deal, be patient
- Know the deadlines well in advance and initiate negotiations accordingly
- Spend a lot of time preparing for negotiations
- Know your party's deadline, but let them not get to know yours

INFORMATION

Having sufficient information before hand puts you on an advantage. If you know what the other party want, you can prepare your strategy accordingly to give what they want and to take what you want in return.

Important information required before negotiating

- What do you want out of negotiation?
- What are your primary interests?
- What are your options to conclude a deal?
- What are your alternatives?
- What is your legitimate backing?
- When do you want to begin the discussions?
- When do you want to conclude the deal?
- What do the other party want out of this negotiation?
- What is their position on the issue?
- What are their primary interests?
- What are the problems they are trying to solve through negotiation?
- What are their major concerns?
- What are their options?
- What are their alternatives?
- How do they wish to conclude the deal?

You must gather as much information as possible on the basis of facts, figures, data, trends and other calculations that validate other party's positions, interests, options and alternatives.

POWER

In most cases power and position goes hand in hand. Whoever has more power is in a better position to negotiate. But power has different connotations in negotiation.

There are four types of power in negotiations.

- 1. A strong BATNA power*
- 2. Role power*
- 3. Psychological power*
- 4. Legitimate power*

Before getting into negotiation analyze your power and the other party's power

MODULE 4. DIFFERENT NEGOTIATING STYLES

A good negotiator is not a manipulator. The way and manner in which you negotiate sets you apart from the phonies and manipulators. There are several negotiating styles and they differ with the circumstances you are in and the individuals you are negotiating with.

Primarily there are two types of negotiation: Competitive negotiation and cooperative negotiation

The results of a competitive negotiation

- a) Lose/Lose - where both parties lose
- b) Win/Lose or Lose/Win where one party wins and the other loses
- c) Win/Win situation where both parties win, but a perceived win with compromises

The result of cooperative negotiation

- d) Win More/Win More negotiation aka the principle negotiation

Symptoms of a competitive negotiation

- Dominate the bargaining process
- Very secretive where each party holds the cards close to their chest
- Ignore the importance of relationships
- See the other party as an adversary and opponent with conflicting interest
- Obsessed with an idea of winning at any cost
- Take an extreme initial position with tough demands
- Use of brinkmanship, bluff, manipulative, intimidations
- Use of emotional tactics, like blaming, showing pain, anger
- Not willing to compromise on anything until their demands are met
- Asking for concessions and compromises
- Forces each side to give up something it really wants

What would you do when you negotiate with hard players?

How can you influence the negotiation style of the other party?

MODULE 5. THE PRINCIPLED NEGOTIATION

The principled negotiation has been developed by the 'Harvard negotiation project' by Roger Fisher and William Uri

Four important principles in the principled negotiation

1. Separate the people from the problem

Attack the problem together and not each other

Best Behaviors:

- Non-judgmental, Empathy, respect

2. Focus on interests and not on positions

A well-prepared negotiator looks for interest behind positions.

Positions: One party says "We need payment by cash"

Interests: Exploring why they insist on cash payments (the real interest is what need are they trying to meet by cash payment)

Best Behaviors:

- See other's point of view:

Always ask why, and find the purpose behind the positions

Find your interests and other party's interests

- Build rapport:

Pre-negotiation dialogues to understand the key interests of other party as part of your preparation

- Consult with others:

Talk to people who have similar interests like the party you are going to negotiate with

3. Create options for mutual gain

A great negotiator is not one-sided with a single option

Best Behaviors:

Joint Value creation: Instead of first getting into dividing the pie, make the pie bigger

Possibility thinking: Explore different options rather than getting fixated on a proposed one

Respect other's perspective: Find value in differences. If everybody thinks alike then nobody is actually thinking.

4. Insist on using objective criteria

Don't be subjective, one-sided and self-opinionated. Take an objective stand by respecting facts over fabrication.

Best Behaviors:

Respect: Respect others point of view

Be rational: Deal with the real issues, don't get side tracked by emotions

MODULE 6. UNDERSTANDING BATNA

Not every negotiation concludes with an agreement. There are times that you have to walk away from a deal, because you have better options than the options presented by the other party.

Negotiating gurus like Roger Fisher and William Ury have a technique called BATNA, which means Best Alternative to a Negotiated Agreement. The very reason for negotiating is to get your self the best deal. Using an alternative option, you can negotiate with further ease. When someone gives you the bottom-line offer, you can go for your BATNA which is below the bottom-line. The better your BATNA the greater your power at the negotiating table.

Always remember:

- Do not enter into a negotiation without knowing what you will do if you can't reach an agreement.
- BATNA is not the precondition that exists before negotiation. You can't get better off without resolving the problems.
- Accept conditions and terms that are better than your BATNA.
- Do the homework and make sense of other party's BATNA. Its good to know at what point the other party will walk away from negotiation.

Developing your BATNA

There are four ways you can develop a BATNA.

1. Develop a list of actions you might conceivably take if no agreements reached.
2. Improve upon the options you have outlined and turn them into practical solutions.
3. Improve on your flexibility with time.
4. Get more information about the likely BATNA scenarios of the other party.

MODULE 7: THREE STEPS TO EFFECTIVE NEGOTIATION

Important steps to be taken for effective negotiation:

Step one: Preparation stage/ Education process

Step two: Discussion stage/Joint problem solving process

Step three: Agreement stage/ Interdependent process

BE PREPARED FOR ALL THE THREE STAGES BEFORE ENTERING INTO A NEGOTIATION

STEP 1. Preparation stage/ Education process

To put it simply, do your homework. You can't make accurate decisions without understanding yours and the other party's situation.

Most negotiations are won or lost even before the talk progress, and this we can safely say is because of a lack of proper advance preparation. The more difficult is the negotiation, the greater the need for systematic preparation. There is a popular saying, "if you have 7 hours to chop down a tree, spend 6 hours in sharpening the axe." This is a good maxim and worth following.

Positions

Strengths and Weaknesses analysis

	Our positions	Their positions
Strengths		
Weaknesses		

Important: A well-prepared negotiator focuses on interests and not positions
 What are the underlying interests behind positions?

Interests

What is that the other party want? What is verbalized? What is expressed through their emotions?

Our Interests	Their Interests	Shared Interests	Conflicting Interests

Notes

What do you care about?

Personal interests	Business interests
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Prioritize your interests

Core interests: What are your MUST HAVES that are not up for sale	What are the 'WOULD LIKE TO HAVES' category of wants and needs?	What are the TRADABLES?

Notes

Consider the other party's interests

Core interests: What are their MUST HAVES	What are their 'WOULD LIKE TO HAVES'	What are their TRADABLES?

Notes

Identify the relevant parties

Who is on your side	Who is on their side
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Options: possible agreements and parts of agreements

What are the possible agreements you can reach considering your interest and other party's interest?

My Interests	Possible Options	Their Interests

Maximizing joint gains

Important proposals

Prepare for the Best, Worst-Case scenario

What is the ideal objective you want to reach? (if everything goes well)	What is the realistic objective? (Considering their options)	What is the worst case scenario

Legitimacy

Common binding factors would be prevailing market value, scientific criteria, costs, adherence to the law of the land, or simply old practices that have served well in the past in sorting out issues.

Legitimacy on our side	Legitimacy on their side

Develop a range of fairness adhering to common principles and the law of the land. Fairness doesn't mean splitting everything down the middle.

What specific questions need to be answered in this negotiation?

What are the references to the objective criteria and possible standards to be taken into account while negotiating? (Like benchmarks, prior agreement, accepted norm, principles and practices)

Step Two: Discussion stage/Joint problem solving process

The second step is the problem-solving process or the bargaining stage.

Communication

Clear communication avoids all kinds of misunderstandings

- Misunderstanding happens when you make assumptions about the other party that is not true
- Misunderstanding happens when you don't really listen to what others have to say
- Misunderstanding happens when you jump into conclusions
- Misunderstanding happens when you question others intentions by passing judgments
- Misunderstanding happens when you change the tone or use sarcasm to provoke others
- Misunderstanding happens when you get carried away with emotions forgetting the objective criteria

To create clarity in communication:

Reframe other's statements to understand their point of view clearly (Ex. You were saying that...)

Restate your interests in a way that others can understand very well.

Relationship:

Since negotiation is the lifeblood of all relationships, negotiation is used to improve the working relationship with others.

Describe your current relation with the other party?

What are the relationship issues? (Like reliability, trust, mutual acceptance, emotions etc)

What is the current misunderstanding or the root cause of problems between us?

How do you want to improve the relations without making concessions?

Step 3. Agreement stage/ Interdependent process

This is the closing phase of negotiation. When you have reached an agreement, sum it up so that both parties have a clear idea about the final terms and conditions they have arrived at. Document it if necessary. If there is an action plan needed, be clear about each party's responsibilities. It would be useful to have a written document. This can eliminate any future misunderstandings. And finally remember that implementation is the most important part, once all other matters have been satisfactorily settled.

Ultimately negotiation is a result-oriented activity, in which the results should favorably impact both parties to win more.

Commitments

Some negotiations are concluded in one meeting and others may take different sittings. If it is a complex business negotiation, you need to address issues by issues and lay out the details of agreements.

What commitments should I seek or make?

What are the likely terms and conditions of the agreement?

How does a one-sided draft of proposal will look like? What would it cover?

What are the different milestones, critical numbers, implementation chart and deadlines pertaining to agreements like price, delivery, payment terms, quantity, quality assurance, credit period and contract terms etc. to be taken into account?

Decision makers: Names of those who will sign the agreement?

Deadline to conclude negotiation:

MODULE 8: GAMES PEOPLE PLAY.

Negotiation is a game people play. It can take many shades like principles, strategy, tactics, drama, manipulation or aggressiveness.

TAKE IT OR LEAVE IT, or “ I am the boss” game

When the other party gives you an ultimatum, just move on with your BATNA

The big “NO” or the rejection game

Don't take rejection personally.

You can persuade a *NO* into a *MAY BE* and finally a *YES*

The exaggerated emotion game

Most exaggerations are automatic reactions. Re-frame and phrase it to make others see value in your offer.

Helpless confession behavior of the seller

Keep your sophisticated arguments only to yourself

The bully game

Release the steam.

Diffuse the emotions.

Treat bully as a crybaby. Don't react; just respond.

The hard player and the trickster game

Focus on the fairness in dealings.

Use the power of information to make other party understand the situation better.

The good guy and the bad guy game

Don't fall for the manipulation

#Story tellers

Talk to the key person.

Test commitment signals

#Emotional game

Be the opposite of what others expect.

Use reverse psychology

#Stone walling tactic

Use third party interventions to avoid impasse.

MODULE 9: MASTER SKILLS OF A NEGOTIATOR

Negotiation is a mixed motive game that demands a mix of several skills to become a master negotiator

Gerald Nierenberg, author of "Art of Negotiating," says "*The successful negotiator must combine the alertness and speed of an expert swordsman with an artist's sensitivity. He must watch his adversary across the bargaining table with the keen eye of a fencer, ever ready to spot any loophole in the defense and any shift in strategy. He is prepared to thrust at the slightest opportunity. On the other hand, he must also be the sensitive artist, perceptive of the slightest variation in the color of his opponent's mood or motivation. At the correct moment, he must be able to select from his palette of many colors exactly the right combination of shades and tints that will lead to mastery*"

Develop a clear knowledge of human behavior

Observe body language and hear what is unsaid

Body language is the unspoken element of communication that we use to reveal our true feelings and emotions. If you can read others gestures, facial expressions and postures, you can use it to your advantage by understanding the complete message of what someone is trying to say to you.

Understand the basic human needs

According to Anthony Robbins, there are six basic, universal needs that make us tick and drive all human behavior. They are:

- Need 1: Certainty/Comfort
- Need 2: Uncertainty/Variety
- Need 3: Significance
- Need 4: Love & Connection
- Need 5: Growth
- Need 6: Contribution

The Six Human Needs are not desires. They are psychological NEEDS that we consistently work on satisfying on both a conscious and unconscious level.

Persuasion skills

Persuasion is the ability to get what you want in life, and occasionally, get others to do what you want as a nice side benefit.

Influence: Everyone is under some kind of influence. If you know what is already influencing them, it is easier to influence them.

Reciprocate: We live with the basic idea of 'give and take' to conduct most of our relationships. If someone does something for us, we are obligated to do something for them in return. By providing small gestures of consideration to others, you can ask for more back in return which others will happily provide.

Persistence: Persistence pays in the long term. A person, who is willing to keep asking for what he/she wants, and keeps demonstrating value, is ultimately the most persuasive one.

Likeability: We like people who are like us. Those who 'match and mirror' our beliefs are appreciated by us. People who are likeable with their mannerisms, personality and behavior are more likely to build better relationships with others. People who are liked by others treat others with respect and consideration and they add value to others in different ways possible.

Scarcity: Value of something goes up when it is scarce. This will persuade others to avoid 'a fear of loss' and obtain what they have got. Scarcity also creates a sense of urgency in others to buy what you offer.

Social proof: If most people choose what you sell and if everyone seems to like your offer, you are most likely to persuade others to buy into your offer.

Perception: People buy what they perceive as something of value to them. Perception is created through various messages that make greater impression in other people's mind.

Listening skills

Listen and understand the other party's issues and point of view. The best negotiators tend to be the ones who truly listen to the other party, understand their key issues and hot buttons, and then formulate an appropriate response.

Follow the 70/30 rule. 70% listening, 30% talking

Don't make assumptions about what the other person is going to say and shut down your mind from listening.

Managing the emotional quotient

The ability to manage your own emotions and deal with those of your counterparts is one of the distinguishing factors of effective negotiators. Emotional intelligence help you build better rapport with others. Emotionally intelligent people are empathetic in nature and they can easily understand others point of view.

Formulating strategies

The ability to form different strategies can help you plan scenarios that are favorable and unfavorable to an outcome. Formulating strategies help you to be better prepared for negotiations. During discussions you will be able to understand the deal dynamics.

Assertive skills

Being assertive means being able to stand up for your own or other people's rights in a calm and positive way, without being either aggressive, or passively accepting 'wrong'. Assertive individuals are able to get their point across without upsetting others, or becoming upset themselves.

Assertive behavior includes:

- Being open in expressing wishes, thoughts and feelings and encouraging others to do likewise.
- Listening to the views of others and responding appropriately, whether in agreement with those views or not.
- Accepting responsibilities and being able to delegate it to others
- Regularly expressing appreciation of others for what they have done or are doing
- Being able to admit to mistakes and apologize for the same
- Maintaining self-control
- Behaving as an equal to others

#Solution-seeking behavior

Solution seekers are bit different from problem solvers. Solution-seekers have the skills, confidence and clarity to align with the solution rather than work around the problem. Problem solvers resort to ready made problem solving techniques while solution seekers actually seek out various ways to solve the problem. Joint problem solving is a result of solution seeking approach.

NEGOTIATION JOURNAL

How to use the journal to master the art of negotiation

Journaling is a simple tool of practicing what you learn. It helps in knowing what you have learnt, understood and how to practice it.

Just follow the instructions on each page to make sure you practice all the modules to complete this course.

Journaling takes a few additional minutes but it is very effective in helping to understand the strategies and how to use it; hence my suggestion is please complete this section along with the videos, workbook and eBook as a learning process.

For additional tips and information check on the following links for videos and podcasts to understand how you can use the resources for effective learning.

For additional inputs please log on to www.courses.crashcoursemba.com

References and reading list:

GETTING TO YES

Roger Fisher, William Ury and Bruce Patton

GETTING MORE

Stuart Diamond

CRUCIAL CONVERSATIONS

Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler

YOU CAN NEGOTIATE ANYTHING

Herb Cohen

INFLUENCE

Robert B. Cialdini

BARGAINING FOR ADVANTAGE

Richard Shell

THE COMPLETE NEGOTIATOR

Gerard Nierenberg

Date

Day

Name

DAY 1: INTRODUCTION TO NEGOTIATION

List all the resources that you want to use while learning this course, suggestion is to use everything.

What is the focus area?

What did I complete today?

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Video- What did I watch?

eBook- Number of pages read

Workbook- number of pages completed

Additional resources I referred- mention the videos, books or podcasts that you went through; suggestion is to make a brief mention of the person and the work

Points to remember:

From audio visual presentation

From eBook

From Workbook

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Where can I apply this?

What are the challenge areas or confusion or stumbling blocks in this module?

How do I overcome the challenges to progress in my learning?

How important is the module that I learnt today in my line of work or personal life?

How do I implement this?

Notes to myself:

Date

Day

Name

DAY 2: WHAT IS NEGOTIATION?

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DAY 3: TIPS FOR NEGOTIATION

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DAY 4: DIFFERENT NEGOTIATING STYLES

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DAY 5: THE PRINCIPLED NEGOTIATION

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Day

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DAY 6: UNDERSTANDING BATNA

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DAY 7: THREE STEPS TO EFFECTIVE NEGOTIATION

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Day

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DAY 8: GAMES PEOPLE PLAY

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DAY 9: MASTER SKILLS OF A NEGOTIATOR

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