

Negotiation tactics

In business, you don't get what you deserve, you get what you negotiate.
Chester L. Karrass



Warm-up

- What do you think of the above quote?
- What comes to mind when you hear the word "negotiation"? Do you think of it as a positive or negative experience?
- In your job, do you encounter negotiations regularly? If so, what type?
- In your professional life, how do you usually prepare for negotiations?
- Do you believe negotiation is an essential skill in both professional and personal contexts? Why or why not?
- Have you ever read any books or taken any courses on negotiation? If yes, can you share any insights or techniques that you found particularly useful?



1. Work in pairs. What are the *dos* and *don'ts* of negotiation?

Dos	Don'ts
<i>Prepare thoroughly</i>	<i>Avoid aggressive tactics</i>
<i>Active listening</i>	<i>Don't rush</i>
<i>Stay calm and composed</i>	<i>Avoid assumptions</i>
<i>Clearly define objectives</i>	<i>Refrain from inflexibility</i>
<i>Seek win-win solutions</i>	<i>Avoid burning bridges</i>

- Share your points with the class.
- Do you agree with all of the points the other pairs/groups made?



2. Match the name of the negotiation tactics to their descriptions.

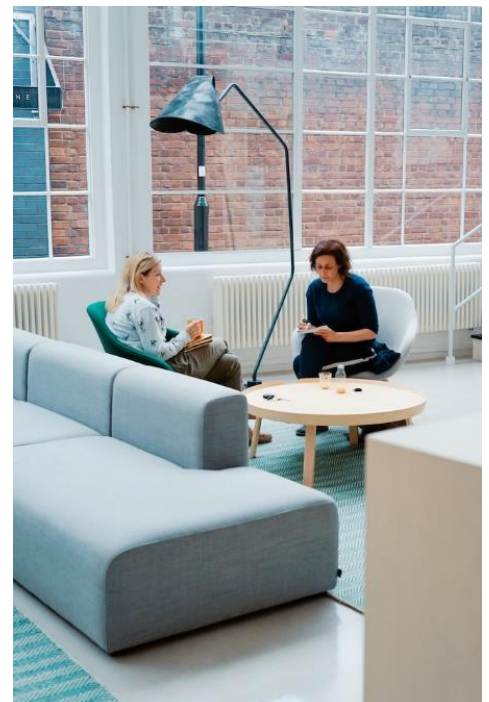
escalation	bargaining	collaborative	ultimatum	silence as a tactic
information tactic		power plays	competitive	emotional appeal

- A. Influencing decisions through emotions or personal connections. *emotional appeal*
- B. Working jointly for mutually beneficial outcomes. *collaborative*
- C. Negotiating with give-and-take for mutual agreement. *bargaining*
- D. Using transparent information for trust and informed negotiations. *Information tactic*
- E. Issuing a final demand with serious consequences for non-compliance. *ultimatum*
- F. Deliberately staying quiet to prompt a response or gain information. *silence as a tactic*
- G. Raising tension or complexity to push for concessions. *escalation*
- H. Assertively striving for personal advantage in negotiations. *Competitive*
- I. Leveraging authority or advantages to manipulate negotiations. *power plays*



3. Discuss the questions below in small groups.

1. Do you believe that all the listed negotiation tactics are ethical? Why or why not?
2. Which negotiation tactic do you believe is most effective in creating a mutually beneficial outcome? Why?
3. Have you ever encountered or used any of these negotiation tactics in your personal or professional life? Can you share an example?
4. Considering the different tactics, which one aligns most with your personal negotiation style, and why?
5. How do you determine the line between assertive negotiation and aggressive manipulation in terms of ethics?
6. In your opinion, which negotiation tactic requires the highest level of skill to execute successfully?



7. In what situations do you think emotional appeals can be a powerful and legitimate negotiation strategy?
8. Are there cultural differences in what is considered an ethical negotiation tactic? How might perceptions of ethics vary across cultures?



4. Read the scenarios below. How would you approach each scenario? Which negotiation tactic would you use?

1. Scenario 1: Salary Negotiation

- *You are in discussions with a potential employer about your salary for a new job. The employer has offered a figure that is below your expectations. How would you negotiate?*

2. Scenario 2: Project Collaboration

- *You are working on a team project where collaboration with another department is necessary. However, there is a disagreement on resource allocation. Which negotiation tactic would you use?*

3. Scenario 3: Vendor Agreement

- *You are negotiating a contract with a vendor for your business. The vendor is pushing for a higher price than you anticipated. Which negotiation tactic would you use?*



4. Scenario 4: Workplace Conflict

- *There is a conflict within your team, and it's affecting the work environment. As a team lead, you need to negotiate a resolution. How would you approach the negotiation to address the conflict and maintain team cohesion?*

5. Scenario 5: Cross-Cultural Collaboration

- *You are negotiating a partnership with a company from a different cultural background. Different expectations and communication styles are causing challenges. How would you navigate this negotiation to bridge cultural gaps and reach a successful collaboration?*



5. Read the text below and answer the following questions.

You know, over the years, I've found a little trick that's been quite handy in negotiations. It's like having a secret weapon in your arsenal. Let me share it with you. You see, negotiations often involve a delicate dance of information exchange. Now, we all know the importance of being well-prepared with facts and figures, but here's the kicker – sometimes, it pays off to strategically reveal your information in increments.

Instead of laying all your cards on the table at once, consider a phased approach. Share just enough to pique their interest and keep the conversation flowing. It's like unfolding a captivating story; you reveal a bit, leaving them curious for more. This not only maintains a sense of control but also encourages reciprocity.

Think of it as a chess game. You make a move, see how they respond, and adjust your strategy accordingly. It's about creating a dynamic flow, a back-and-forth that keeps everyone engaged. Trust me; it adds a layer of intrigue and can lead to more favourable outcomes. They get a piece of the puzzle, and you get to guide the narrative.



1. What is the advice given in the script regarding information exchange in negotiations? *The script suggests strategically revealing information in increments during negotiations, creating a phased approach for a more engaging and controlled exchange.*
2. How does the speaker compare the negotiation tactic to a chess game? Do you agree with the analogy? *The speaker likens the negotiation tactic to a chess game, where moves are made, responses observed, and strategies adjusted accordingly. The analogy emphasizes creating a dynamic and engaging flow in negotiations.*
3. What are your thoughts on the idea of strategically revealing information in negotiations? Do you think it's a useful tactic? Why or why not? *The idea of strategically revealing information is seen as a useful tactic to maintain control, encourage reciprocity, and lead to more favorable outcomes.*
4. In your experience, do negotiators often consider strategic disclosure of information, or is it a less common approach?
5. What potential risks or challenges do you see in using the suggested negotiation tactic, and how might they be mitigated? *Potential risks include misinterpretation or the other party withholding information. Mitigation involves clear communication, trust-building, and adapting the approach based on the responses received.*



6. You are going to watch a video which will include the following vocabulary. Match the words to their definitions.

aspiration	7	domination	8	unison	2
rationale	4	defensive pessimism	3	emotional distancing	9
to anticipate	5	assertiveness	6	missteps	1

1. Actions considered mistakes or errors.
2. Complete agreement or harmony.
3. Prepare for potential negative outcomes.
4. Logical basis or justification for a decision.
5. Foresee future events based on current information.
6. Confidently express thoughts and needs.
7. Strong desire for significant achievement.
8. Exercise control or influence forcefully.
9. Detach emotionally as a coping mechanism.



7. Watch the video *3 steps to getting what you want in a negotiation*¹ and answer the questions below.

1. What metaphor does the speaker use to describe negotiations at the start of the talk? *The speaker uses the metaphor of a dance to describe negotiations.*
2. According to the speaker, why do negotiations often fail when approached with a confrontational mindset? *Negotiations fail when approached confrontationally because it doesn't foster a relationship; negotiation is not about dominating.*
3. In the context of negotiating for a new job, why does the speaker advise against using past salary as a yardstick? *Using past salary as a yardstick is discouraged because it may lead to asking for too much or too little; instead, research the industry's salary range.*
4. Why does the speaker emphasize the importance of doing thorough research before a negotiation? *Thorough research is emphasized to ensure realistic expectations, provide a solid rationale, and build the other party's respect.*
5. In your view, how important is emotional distancing in negotiation, as mentioned by the speaker? *Emotional distancing is important to manage complex feelings and be less attached to specific outcomes, facilitating a more effective negotiation process.*
6. Do you think defensive pessimism is a useful mindset in negotiations? Why or why not? *Defensive pessimism is seen as useful because it prepares negotiators for obstacles and failures, directing energy toward overcoming challenges rather than dwelling on potential setback.*

¹ https://www.youtube.com/watch?v=Z3HJCQJ2Lmo&ab_channel=TED

Useful phrases

Setting the Stage for Collaboration:

- Let's approach this negotiation as a collaborative effort.
- Our goal is to find common ground for a win-win outcome.
- I believe we can work together to achieve mutual benefits.

Research and Preparation:

- Based on my research, I've identified...
- I've thoroughly reviewed our company policies on...
- I've gathered data to support my proposal, showing...

Expressing Aspiration:

- My aspiration is to contribute significantly to...
- I'm seeking a salary that reflects the value I bring to the organization.
- I want to achieve X and Y goals, and this request aligns with those ambitions.

Managing Emotions:

- I appreciate your perspective, and I'm open to finding solutions that work for both of us.
- Let's approach this discussion with a level head and a focus on our common goals.
- I understand that negotiations can be emotional, and I'm committed to maintaining a constructive dialogue.

Defensive Pessimism and Overcoming Obstacles:

- While obstacles are likely, I've considered strategies to overcome them.
- I acknowledge potential challenges and have thought about ways to address them.
- Let's be proactive in addressing any hurdles we might encounter during this negotiation.

Closing the Negotiation:

- I believe this proposal will contribute to the overall success of our team.
- Can we reach an agreement that benefits both parties?
- I'm open to further discussion or negotiation points if needed.



8. Work in pairs and role-play the scenarios below using the useful phrases on the previous page.

Scenario 1: Salary Negotiation for a New Job

Student A (Job Candidate)

- You are interviewing for a new job and have been offered a position. The initial salary offer is lower than your expectations.
- Goal: Negotiate for a higher salary using phrases related to expressing aspiration and research.



Student B (HR Representative)

- You are the HR representative responsible for discussing the job offer with the candidate.
- Goal: Collaboratively find a salary that aligns with the candidate's aspirations and company policies.

Scenario 2: Remote Work Request

Student A (Employee)

- You have been working in the office but need to care for an aging parent and want the flexibility to work from home.
- Goal: Negotiate for a remote work arrangement using phrases related to research, expressing aspirations, and managing emotions.

Student B (Supervisor)

- You are the supervisor responsible for evaluating and approving requests for remote work.
- Goal: Collaboratively find a solution that meets the employee's needs while considering company policies.

Scenario 3: Project Resource Allocation

Student A (Project Manager)

- You are managing a project and need additional resources to ensure its success.
- Goal: Negotiate for additional resources using phrases related to expressing aspiration, research, and collaborative effort.

Student B (Team Lead)

- You are the team lead responsible for allocating resources and managing the team's workload.
- Goal: Collaboratively find a solution that supports the success of the project and the well-being of the team.