Neville Berkowitz

The Art of Great Negotiation begins here

It is my honor to leave this book for my sons, Michael and Jonathan Berkowitz and their generation.

Neville Berkowitz

How to be a Great Negotiator

This book is not offered for sale but is offered for *free to be shared as widely as possible.

-The Author

* for free download visit www.GreatNegotiator.co.za or www.PersonalEmpowerment.co

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How to be a Great Negotiator

ISBN: 978-0-620-59213-0

www.GreatNegotiator.co.za www.PersonalEmpowerment.co

First edition - December 2013

Set in 11pt on 14pt Futura BT by A Novel Idea Desktop Publishing cc

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Preface and Acknowledgments

A note from the author

When my son Jonathan was in his final year of school he said he wanted to do a B.Comm and thereafter an MBA and join me in my business which I started in 1977.

Few things can make a father prouder than hearing that.

I said that I would write him a book about negotiations because there was no way a university course could cover the practical side of negotiations with its nuances, subtleties, eyeball to eyeball power plays, and so many other things that a great negotiator has to learn.

Once the first draft of **How to be a Great Negotiator** was written, Jonathan read it and said, "Dad, this is too good to be confined to me, let's share it with the world".

That was my proudest moment!

This book has been refined and polished by my Development Editor, Doug Childers (<u>dougchilders.com</u>) of California, USA. As with my other books, Doug's "magic" is what you are reading now.

Kele Scheppers, Social Media Manager of the Neville Berkowitz Group, is an amazing Editor and she is responsible for putting the final touches and getting this book into its publishable form.

Nina Atkinson of A Novel Idea Desktop Publishing, is responsible for the design, layout and final form of this book and, once again, she has done a great job.

The final acknowledgment goes to the many, many people locally in South Africa and in the seventeen countries on five continents where I established *Global Associates*, with whom I have had the honor and pleasure of negotiating over the past 40 plus years.

They taught me their skills and many of those lessons are contained in this book, **How to be a Great Negotiator**. I trust you can benefit from this accumulated information, knowledge and wisdom.

I have decided to make this book available free of charge as an e-book on www.GreatNegotiator.co.za.

Neville Berkowitz Johannesburg South Africa December 2013.

SECTION 1

Characteristic Traits of a Great Negotiator

The author's introduction to Section 1

After 40 years of experience as a negotiator, I have identified distinguishing characteristic traits that are common to great negotiators.

The 132 characteristic traits listed below, in alphabetical order, will give you a solid grounding as you evolve into the great negotiator that is already inherently within you.

1	Adaptability	16	Chutzpah	33	Courtesy
2	Alternatives and	17	Civility	34	Creativity
	Options	18	Clarity	35	Credibility
3	Always Be	19	Closer	36	Decisiveness
	Negotiating	20	Comfortable in	37	Detail
4	Analysis		Your Own Skin	38	Discipline
5	Appearance	21	Commitment	39	Ego
6	Arrogance	22	Communication	40	Empathy
7	Asking Questions	23	Compassion	41	Emotions
8	Assertiveness	24	Competitiveness	42	Energy-and-
9	Assumption	25	Compromise		Balance Fitness
10	Attitude	26	Confidence	43	Engage and
11	Beliefs	27	Confidentiality		Involve
12	Building	28	Confrontation	44	Environment
	Relationships	29	Contrasting	45	Ethics
13	Bullies		Options	46	Expectation
14	Calm, Cool, and	30	Control	47	Experiment
	Collected	31	Cooperation	48	Expertise
15	Charisma	32	Courage	49	Eye Contact

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60	Gut Instinct vs.	87	Nonverbal		Self-image
	Gut Reaction	00	Communication		Self-interest
61	Happiness	88	Objectives on		Silence
62 63	Human Moment Humility	89	the Table Optimism	117	Solution-focused
64	Humor	90	Pace and Tone	118	Negotiation Storytelling
65	Impasse	90 91	Passion	119	Strategy
66	Incentives and	92	Patience	120	Structure
00	Trojan Horses	93	Pause	121	Terminology
67	Incremental	94	People Skills	122	Time and Timing
07	Delivery	95	Persistence		Trust
68	Independent and	96	Perspective		Unpredictability
	Credible Experts	97	Persuasion		Value System
69	Influence and	98	Physical		Verbal Confidence
	Persuasion		Appearance		Vision
70	Information	99	Pitching up the		Walking Away
71	Initiative		Ladder		Win/Win
72	Integrity	100	Power		Negotiation
73	Intelligence and	101	Praise	130	Whoops
	Knowledge	102	Present	131	Winning is a Habit
74	Intimidation	103	Presentation Skills	132	X-factor: Visionary
75	Leadership	104	Preparation		Expectations
76 77	Leaving the Room Likeability		Pressure Professionalism		Create a New Reality



1 Adaptability

If you go shooting and the target moves, do you continue to aim where the target was, or do you adjust your aim to where the target is now? If you go into a negotiation with a game plan, and the plan isn't working, do you stick with the plan, or do you improvise a new one?

Adaptability has always been an essential survival skill. It is a key concept in Darwinian Theory; what can't adapt, doesn't survive. Adaptability is also a key concept in military theory; a less powerful but more adaptable or maneuverable army can defeat a more powerful, less adaptable army. The history of evolution and war are filled with examples that bear out both these theories.

Adaptability is also an invaluable skill in business and negotiation. Businesses that can't adapt in a changing economic or technological environment are not likely to succeed.

A negotiator who lacks adaptability will achieve limited success, at best. Adaptability allows you to make essential adjustments and course corrections in response to unexpected events or changing conditions, and find a new balance in the often shifting terrain of a negotiation.

The acronym "BATNA" — "Best Alternative To a Negotiated Agreement" — has been used for decades now in negotiation literature. It could also be called "BANA" "Best Adaptability in Negotiating an Agreement." Adaptability is an essential backup to preparation and good strategy. Without adaptability, you cannot become a great negotiator.

Are you adapting to the changes in your business' economic and technological environment?

- an essential business survival skill/key concept of Darwinian Theory
- allows for adjustments and course corrections in response to unexpected events or changing conditions
- BATNA = acrononym for Best Alternative to a Negotiated Agreement → it could be adapted to BANA = Best Adapatibility in Negotiating an Agreement
- an essential backup to preparation and good strategy

Alternatives and Options

The power of alternative choice is a tool to be used by both the buyer and seller. A buyer should always look for alternative goods or services, and have other options during a negotiation. This helps him or her to not be needlessly restricted or emotionally involved in a purchase.

When a negotiation is drawing to a close and the seller tries to close the deal and lock you into a commitment you are not ready to make, sidestep and say, "Thank you, but I have a couple of other options I need to investigate before I decide." This gives you the time and space you need to consider; and it will often induce a seller to make new concessions to sweeten the deal, like lowering the price, or throwing in accessories or services that add value.

As the seller, you can use this tactic in reverse by saying, "We only have one left at this price but I have someone else very interested, so I guess it will have to be 'first come, first served."

Another example for a seller is to add a further option or options to the goods or services, making it more difficult for the purchaser to make direct comparisons. Quite often, a small tangible product a person can hold in his or her hand as an additional option is a clincher, as people are loathe to give something back that they are holding and for which they have assumed "ownership."

The power of alternative choice must be used judiciously to avoid damaging your credibility and your reputation.

- gives buyer options to alternative goods/ services inducing seller to sweeten the deal
- makes available a more tactical approach for the seller to include further competitive goods/services that cannot be compared to an alternative option
- to be used judiciously to ensure credibility/ reputation

3 Always Be Negotiating

Every time you want something from someone or he or she wants something from you, you are negotiating. Every time you want—or don't want to do something, and it's going to cost you time, money, energy, or discomfort, you negotiate with yourself and, at times, with your conscience. Have you ever gone back and forth, deciding whether to make a purchase or not, whether to tell the truth or make up an excuse, whether to get up tired when the alarm rings or lie in bed a few minutes more and start the day late? That was you negotiating with yourself. And when you made your decision, you were closing the deal.

In sales seminars one learns to "ABC" – "Always Be Closing." In negotiations, it's "ABN" – "Always Be Negotiating." To become a

good, even a great, negotiator, it helps to become aware of how often you are negotiating with yourself and with others, and to become comfortable with the fact that negotiating is a part of daily life for everyone.

let's recap:

- you are constantly negotiating whether with yourself or with someone wanting something from you; or you from them
- you are always negotiating with your conscience and your decision is the closing the deal
- in sales the acronym ABC = Always Be Closing/in negotiation ABN = Always Be Negotiating
- become aware of how often you negotiate with yourself and others

Would the outcome allow you to achieve the acceptable bottom-line level?

4 Analysis

The ability to analyze and assess the opportunity you want to negotiate, or are in the process of negotiating, or have concluded negotiating, will enhance your awareness of relevant factors and increase your success rate.

In the preparation stages of negotiation, the ability to analyze the likely initial positions of each party prior to negotiations is based on research, information, knowledge, intuition, and certain judgments and safe assumptions. Prior to commencing the negotiation process, it is important to analyze what would constitute an acceptable outcome for you, as well

as your bottom-line acceptance level. During the negotiation process, your ability to continually assess the flow of the process is based on your continual analysis against your bottom-line and acceptable outcome levels. If this continual assessment process shows that your desired outcome seems improbable, ask for a pause in the negotiations. You can leave to confer with a higher authority (your boss—real or imagined), or suggest a break for refreshment on neutral ground.

During the pause, you can analyze what has gone wrong with your initial

expectations and creatively consider your options. Quite often these pauses place your creativity under pressure so that you can "pop" out a solution to get your negotiations back on track. Ideally, you can come up with an ingenious idea to create a win/ win scenario. But beware of "analysis paralysis." Analysis is a tool that can become a trap. Use it wisely when required, but don't let it dominate the process or negotiations can bog down. Analysis must be partnered with intuition in order to stay attuned to the flow and process of the negotiations at hand. And often analysis is best applied after the negotiation is over, for self-assessment and improvement.

let's recap:

- ability to analyze and assess opportunities you want to/in the process of/have concluded negotiating will enhance your awareness of all, relevant factors and increases your success rate
- during preparation stages, research/information/knowledge/ intuition assists in recognizing the initial positions of all parties and helps analyze an acceptable outcome
- continually assessing the process flow during negotiation is based on continual analysis of the bottom-line/acceptable outcome
- an improbable outcome should allow you the space/time to confer with a higher authority/or allow for a short break/pause
- creatively consider other options but be wary of analysis paralysis
- analysis should wisely be partnered with intuition and not become a trap dominating the process

Initial impressions create initial perceptions.

5 Appearance

Impressions and perceptions are quickly formed, and do not easily change. So, when negotiating, it's important to be suitably presentable from the start. As a negotiator,

your appearance should always be immaculate, unless circumstances clearly justify otherwise, as might be the case of a construction worker making a bid on site.

In formal meetings, your clothes should be better than the people you are meeting with, but only marginally so, in order not to make them uncomfortable. A neat hairstyle, unexcessive use of cologne or perfume, neatly trimmed facial hair (if you have it), clean manicured nails, etc., are the order of the day. Shoes and stockinas should be in good condition and presentable. Handbags, briefcases, and laptop bags should be in keeping with the target market - neither shabby nor too luxurious. People tend to like and trust others with whom they share values, beliefs, mannerisms, and appearances. Birds of a feather do tend to flock together. Visible tattoos or unconventional body piercinas can create subtle barriers of apprehension or even mistrust in those with piercings and tattoos.

Such apprehensions must be overcome if negotiations are to proceed to a successful conclusion. If you've got them (tattoos and piercings) and you can't hide them, your trustworthy presence and your professional presentation will have to outshine them.

Cell phones should be turned off or set on vibrate to show respect and avoid needless interruptions. If you absolutely must take calls during a meeting, make it known beforehand and offer sincere and respectful apologies before answering any calls that come. A simple "I'm really sorry -I have to take this call; it's important," assures the person that the matter truly is important enough to justify the interruption. And it should be. Taking random, nonessential calls during meetings is unprofessional and immature, and indicates your lack of priorities and ignorance of respectful protocol.

let's recap:

- perceptions are formed from initial impressions and are not easily changed
- be suitably presentable from the start
 i.e. immaculate appearance/marginally
 better appearance in outfit than others/neat
 hairstyle; be in trend with the target market
 but not overly so
- people trust others with whom they share values/mannerisms/appearances
- show respect by avoiding needless interruptions, i.e. taking unnecessary calls shows immaturity/ignorance and lack of respect for protocol
- should the interruption be important make sincere apologies – this justifies the importance of the interruption

The time men spend in trying to impress others they could spend in doing the things by which others would be impressed.

Frank Romer Pierson 1925–2012

6 Arrogance

A surefire way to upset a negotiation and lose friends, respect, and clients, is to display arrogance or rudeness to the other party. The idea that such behavior puts you in a "power position" is woefully misguided. All negotiations are relationships, and all successful relationships operate on fundamental principles of mutual consideration, respect, and positive intentions. A strategy of arrogance, or holding to a superior position to try to make the other party feel inferior in order to gain the upper hand, is a bad gambit. It's a win/lose strategy based in underlying weakness, insecurity, and immaturity.

It creates needless mistrust and ill will, which is bad for business in the short-and long-term.

If you arrogantly try to establish or exploit an advantageous power base, you may win the short-term battle, but you turn business into war. And war is far more costly than profitable in the long-term. No one likes an arrogant person. And no paying customer or client will be loyal to one.

let's recap:

- arrogance and rudeness are surefire ways to lose the respect of peers and potential clients
- all negotiations are relationships
- the fundamental principles of mutual consideration/respect and positive intentions create successful relationships
- do not turn business into war by establishing or exploiting an advantageous power base
- no paying customer or client will be loyal to an arrogant person

7 Asking Questions

To understand the other party, to discover what is possible, and move a negotiation forward to a successful outcome, you must ask questions. Ideally, you can begin with open-ended questions and move the negotiation forward with ques-

tions focused more to the point. You can use phrases like: "tell me about," "please explain," "can you describe," "tell me if I understand correctly," "help me to understand," etc.

Ask questions sincerely and listen intently to the answers, taking notes

if helpful. This shows the other party that you are genuinely interested in their interests, needs, and viewpoint in the negotiation. Asking meaningful questions and listening to the answers builds bridges and bonds in a negotiation.

Your eight best friends in any negotiations are: Why, Who, What, Where, When, Will, How, and If! To be a great negotiator, it is imperative to learn as much as possible about the other party and their position vis-a-vis the negotiations, and, most importantly, their underlying motives in the negotiation. People are not merely trying to get something as cheaply as possible. They want particular things, services, or products for particular personal reasons. Getting what they want cheaply is a secondary motive. But they are unlikely to present all the personal or essential information to you on a platter. To be a great negotiator, you must learn how to cordially elicit this information from the other party, to draw them out with openended or conversational questions. A great negotiator understands conversational dynamics and consciously crafts open-ended questions that elicit a friendly flow of information. A great negotiator understands that asking questions and eliciting meaningful conversational exchanges establishes a rapport with the other party, including the nonverbal connection, and develops mutual commitment between the parties.

To begin with, know what your objective is and prepare questions in advance which will lead the conversation toward that objective. Write down your thought-through questions and the order in which they should be asked. You may follow this map point by point, but don't use it as a rigid script. Be flexible and able to improvise in the moment as needed. But knowing the questions beforehand is knowing the essential territory of the conversation. It will help you to control the negotiation process and pace.

A great negotiator not only asks What, When, Who, and Where, but also asks How, Will, and If. A great negotiator knows the most important question is Why and, at the appropriate time, knows when and how to ask it because he or she is really present, really listening with full attention. Once you establish Why, then What, When, Who, Where, and How fall into place far more easily. Will and If could become redundant thereafter as they are to be used to provide alternatives but if you know Why then alternatives may become unnecessary.

When negotiating, every question must be relevant and substantive—even vital. This will make the conversation meaningful for the other party. Few people will allow an endless stream of questions to be asked of them. And secondary or nonessential questions will show that

you aren't very good at your job. A common exception to this rule is to ask the other party for their opinion on a particular matter in which they may be knowledgeable. People love to give their opinions!

It can be helpful to take notes while the other person is speaking, as it legitimizes the negotiation and enables you to control the process and pace of the negotiation. And never interrupt the other person when he or she is answering your questions. Each question must contain one subject and be asked as simply and clearly as possible. Address complex matters with a series of questions, framed like a pyramid on its side, with a broad base and coming to a point.

First, pose a **broad** question; then, using information and words from this answer, ask increasingly **narrower follow-up questions**. After gleaning information and clarity from

these answers, ask a **final question** to establish and clarify exactly what you, and perhaps the other person, need to know.

The timing of a question is vital. Asking the right question at the right time can move a negotiation smoothly forward to a successful conclusion. Asking the wrong question at the wrong time can undermine or sabotage a negotiation that had seemed promising. A badly timed or foolish question—for example, "Besides that, Mrs. Lincoln, did you enjoy the play?"—can sink a negotiation on the spot.

Wherever possible, avoid closeended questions requiring a yes or no answer right until the end when you ask the person if he or she would like to make the purchase, sign the contract, close the deal etc. You can always lead into this "closing line" with the question, "So, do you have any more questions?"

- asking questions gives you the opportunity to understand the other party and move the negotiation process forward
- begin with open-ended questions and then focus questions more to the point
- questions should be sincere; listening with intent shows the party your genuine interest
- Why. Who. What. When. Will. How. If. You are establishing a rapport and a nonverbal connection with the other party
- know what your objective is in order to prepare questions that will lead conversation toward it
- be prepared to be flexible and not rigid/improvise questions if necessary
- each question is to contain one subject and to be asked as simply as possible
- 1st pose a broad question then ask narrower questions from these answers/glean information and establish a final question and clarity for what both parties need to know
- avoid close-ended questions that require a yes or a no answer until the end, i.e. "so, do you have any more questions?"

8 Assertiveness

Being assertive shows your commitment and confidence in yourself and in your position in the negotiation process. Such assertiveness is a decisive force in any negotiation process. It draws people forward with you toward a mutually rewarding outcome. J.W. von Goethe wrote, "Until one is committed, there is hesitancy, the chance to draw back, always ineffectiveness.... Boldness has genius, power, and magic in it."

The self confident directness of your focus, your belief in yourself, and your commitment to a desired outcome creates this kind of assertiveness. However, a word of caution: Make sure your assertiveness does not cross the line and become its unhealthy, self-sabotaging twin – arrogance.

If you are not naturally confident, bold, self-assured, and direct, then recall some character—from your own experience, a movie, book, or from history—who embodied those characteristics. Use that character as a model to emulate, without straying too far from your own natural character.

let's recap:

- assertiveness is a decisive force in negotiation and shows your commitment and confidence
- J.W. von Goethe: ". ... Boldness has genius, power, and magic in it."
- ensure assertiveness doesn't cross the line into arrogance
- emulate bold and self-assured traits from characters in movies or books with whom you related without straying too far from your own natural character

9 Assumption

During any negotiation, be aware that you are often making guesswork assumptions that may or may not be correct. Things can go awry when you imagine your assumptions are facts instead of working hypotheses.

You never know with certainty or in detail the motivations and intentions of the other party. Sometimes people disguise their real motivations and intentions, leading you down the proverbial "garden path." And sometimes people aren't fully aware of their own complex motivations. If you want to understand their undisclosed motivations and intentions, you need to do some on-the-spot conversational research.

A common negotiating mistake is to project your own reference points,

preferences, and thought processes onto the other party. It helps to remember that any negotiation is like a poker game. Great negotiators, like good poker players, know how to read people. They understand the subtle body language by which people express their feelings and reveal their hands. (The later section on body language will teach you how to do this.) Great negotiators know which cards have been played and. through a combination of experience, intuition, and calculation, they are able to determine the other player's hand

A great negotiator does not cling to assumptions as if they were facts because he or she knows a negotiotion process is fluid, and more is always being revealed. So, a great negotiator is refining assumptions throughout the process in the light of new data revealed through ongoing observation, asking questions, listening carefully, assessing data, and observing verbal and nonverbal cues, all of which reveal the other party's hidden motivation and intentions.

We all make assumptions all the time, almost exclusively from our own biased viewpoint. We tend to believe, or at least to behave, as if our assumptions are facts. And this is where the folly of assumptions occurs. As the old saying goes, "When I assume, I make an ass out of you and me." ("Ass-u-me") Always remember that your assumptions are only guesses

based on very personal and subjective probability ratings in your mind. If it were a known fact, it would not be an assumption.

Remember, beliefs are ingrained assumptions, and assumptions are guesswork based on current relative knowledge, information, and experience. Tomorrow, or in a week, a month, a year, your knowledge, information, and experience will change and hopefully refine your assumptions and operating protocols, and make you an even better negotiator than you are today.

Do you know the facts or is the information at hand merely based on your personal assumptions?

- be aware of your guesswork/ assumptions, things may go wrong if you assume your guesswork is indeed fact
- people can disguise their real motivations or may not even be certain of their own motivations
- do not project your own reference points, know how to read people
- great negotiators do not cling to assumptions but are constantly refining assumptions throughout the process through observation, asking questions, listening intently and assessing data; observing verbal and nonverbal cues
- remember that your guesswork is based on very personal and subjective probability rating in your mind/beliefs and are ingrained assumptions

10 Attitude

The old saying that "attitude is everything" applies to the art of negotiation. Genuinely positive attitudes not only give the impression of power and confidence, they are expressions of power and confidence that make a huge difference in a negotiation. Needless to say, negative, pessimistic, uncooperative, or unhappy attitudes give an impression of weakness and incompetence, and can seriously damage a negotiation.

Your attitude in a negotiation must serve the objectives you hope to achieve, or else it may derail them. Your objective in a negotiation is concerned primarily with improving your interests and, secondarily, with improving the interests of the other party—or, at the very least, ensuring your interests are not diminished.

let's recap:

- positive attitudes give the impression of power and confidence/and are expressions of power and confidence in negotiation
- your attitude must serve the objective you wish to achieve/else it may derail the negotiation completely
- ideal attitude → courteous, respectful, firm and fair-minded
- it is not what you do or say, it is HOW you do it or say it
- your attitude is a derivative from your basic integrity/maturity/character/confidence and degree of negotiation skill and experience
- you cannot control all aspects of a negotiation but you can control your attitude; the essential communication behind your words which establishes the basis of your relationship

An ideal attitude is courteous and respectful, firm yet fair-minded, from the beginning to the end of the negotiation. Your attitude is not what you do or say, but rather how you do it and say it. A genuinely positive, optimistic, can-do attitude is a persuasive force in any negotiation. An attitude of cooperation, understanding, empathy, and compassion develops a bond of trust and goodwill with the other party that allows a negotiation to proceed on friendly terms. An attitude of firm resolve, unwavering commitment, initiative, and fair-mindedness gives an impression of leadership and authority that inspires confidence and cooperation in the other party.

Your attitude in a negotiation derives from your basic integrity, maturity, or lack thereof; from your basic character, or lack thereof; from your basic confidence and power, or lack thereof; and from your degree of negotiation skill and experience.

You cannot consistently control all the aspects of a negotiation. But you can consistently control your attitude. Your attitude speaks louder than your words. It is your essential communication behind your words. It establishes the basis of your relationship with the other party. And it sets the tone and influences the outcome of every negotiation.



11 Beliefs

Belief precedes attitude; attitude precedes behavior; behavior precedes objectives; and objectives precede action. Action springs from a desire to attain success (as you define it). When any two parties enter into a negotiation, all the above factors apply equally to both.

Beliefs can be positive or negative, can work for you or against you. In a nutshell, what you believe influences and sometimes determines the outcome of your negotiations. A well-founded positive belief in your ultimate success, and in your strategy for attaining it, is an important aspect of any negotiation.

A belief is an assumption that has penetrated your subconscious mind and become part of your operating protocol in a particular area. However, difficulties can ensue when a belief becomes entrenched, as it can prevent you from seeing objectively and responding effectively to a factor which may not conform with your belief. And this can disrupt and derail a negotiation in progress.

- belief > attitude > behavior > objectives > action
- beliefs are either positive or negative and can work either for you or against you, i.e. what you believe influences/ can determine the outcome of negotiations
- well-founded positive beliefs in your success and strategy for attaining it is an important aspect of any negotiation
- when a belief becomes entrenched, this can prevent you from seeing/ responding effectively within a negotiation in progress

12 Building Relationships

Every negotiation is a relationship. Understanding this helps you avoid turning a negotiation into a contest, a battle of wills, a conflict, a war. The key to a successful relationship is mutual respect, trust, honesty, positive intentions, and a give-and-take attitude. The fruits of a successful relationship are mutual enjoyment, benefit, appreciation, gratitude, and loyalty.

Whether a negotiation is a one-time deal or purchase, or an ongoing business association, applying these relationship principles is the surest route to a win/win outcome that leaves both parties feeling good about the resolution and each other.

The idea of negotiation as an adversarial encounter, instead of a mutually beneficial relationship, fosters a pillage-and-plunder mentality where both parties try to grab all they can at each other's expense. This turns a potentially beneficial and satisfying exchange into a tense win/lose proposition. It creates needless mistrust, frustration, and resentment that jeopardizes and frequently diminishes the outcome for both parties.

Since the saying "what goes around comes around," applies to both business and to life, the Golden Rule "Do Unto Others As You Would Like Done Unto You", is the ideal basis for all relationships, including business relationships.

Understanding negotiation as a process in relationship building makes you a better negotiator in all areas of life. And it allows you to create more successful, mutually profitable shortand long-term business relationships.

As clients or associates become increasingly successful, or are promoted up the organizational ladder, they will remember you as someone they like, trust, and can rely upon. And this produces a sterling bonus that pays dividends over time: loyalty. The pot of gold at the end of any particular negotiation is less valuable than the pot of gold that is the ultimate fruit of a mutually beneficial long-term business relationship.

- every negotiation is a relationship
- key to every relationship is mutual respect, trust, honesty, intentions that are positive and a give-take attitude
- applying these relationship principles is the surest route to a win/win outcome
- negotiation should not be misconstrued as an adversarial encounter as this will only foster pillage-and-plunder mentality between the parties
- "do unto others as you would like done unto you" forms the ideal basis for all relationships

13 Bullies

There are negotiators who are abusive, manipulative, intimidating, and demanding. They are called bullies. We all come across bullies from time to time. Bullies who have power or authority often use it to try to control, dominate, and manipulate others to serve their own agendas. They are generally not worth negotiating with. But sometimes you either choose to continue negotiating with a bully because you want what the bully has, or you want to sell the bully what he wants; and sometimes you have no choice but to deal with a negotiating bully—for instance, in litigation or mediation. In either case, it helps to understand what makes bullies tick, and to know how to handle them.

Psychologically, every bully has a scared little person inside for which bullying behavior is an overcompensation, an attempt to deny or repress the fears the person is afraid to face that usually go back to childhood trauma, neglect, or abuse. Bullying is always a symptom of deep unresolved psychological wounding. Knowing this helps you to understand a bully better, and even have empathy for him or her.

A negotiating bully often will not reveal him- or herself until the negotiation is in process. Before then, he or she may smile, shake your hand in a friendly manner, and pretend to be friendly. But, once the negotiation is started, and there is something at stake, the bully will gradually or suddenly come out from behind the social mask and be his or her ruthless, coercive, abusive self. At that point, it is time to acknowledge to yourself what is happening, and to decide whether or not it is worth proceeding. Is the bully so unpleasant that you're willing to walk away from the negotiation without getting what you want? Is the bully so uncooperative that there is simply no chance of reaching a fair and satisfactory outcome? These are matters you must consider.

It's important not to argue with a bully, which simply plays into that person's hand. A bully loves to argue and vent his or her abusive nature. Simply listen with a half-smile on your face and let the bully run on. Eventually the person may run out of steam, realizing these tactics have gotten him or her nowhere. Or you can even feed the bully's ego a bit so that he or she feels respected and validated, which may make him or her more friendly and cooperative. But, if you decide to end the negotiation, you can do it either abruptly or diplomatically. If the bully represents a company you may still want to do business with, or if you share associates in common with the bully, then a diplomatic ending is best. If there are no such entanalements and you know you don't want to do business with this person in the future, an abrupt—though not hostile or disrespectful—ending is fine. It can be as simple as saying, "It's clear to me we're not going to be able to work together on this, so let's call it a day." Sometimes this will actually get the bully to back down and become conciliatory, so that the negotiation can proceed to a satisfactory conclusion.

If you find yourself negotiating with an abusive bully who uses anger as a tactic, you need to assess how important this negotiation is for you, and decide whether you can afford to walk away with nothing but your self-respect. If you can't afford to walk away financially, you need to ensure that your dependence on this person is reduced as soon as is practically possible.

Being willing to walk away with nothing from a negotiation with a bully breaks any power that person might think he or she has over you. In a negotiation a bully is depending on you needing the deal more than he or she does. Being willing to

He who establishes his argument by noise and command shows that his reason is weak.

MICHEL EYQUEM DE MONTAIGNE 1533–1592 walk away with nothing on principle shows the strength and character the bully depends on you not having, and which the bully probably lacks. Remember that the bully either needs or desires whatever goods or services you are offering, or needs to sell you what he or she is offering; otherwise he or she would not be negotiating with you in the first place.

- people are seen as bullies when they are abusive, manipulative, intimidating and demanding
- know what makes a bully tick; and know how to handle them
- it is vital to know that bullying is a symptom of deep unresolved psychological wounding
- once a negotiating bully reveals him/herself, it is time then to acknowledge to yourself what is happening at that point and to decide whether to proceed with the negotiation or not
- it's best to then end the negotiation either abruptly or diplomatically, should "feeding" the bully's ego get you nowhere
- it's best for a diplomatic ending if your company still does business with other associaties within the bully's company
- if anger is the bully's ammunition it would be important for you to decide to walk away with your self-respect intact/if financial constraints won't allow you to walk away from the negotiation, ensure your dependence on this person is reduced as soon as possible
- being able to walk away with nothing shows on principle your strength and character which the bully would most probably not have accounted for



14 Calm, Cool, and Collected

To be a great negotiator requires more than bargaining skills. You must be calm, cool, and collected. This means you must develop the ability to relax under pressure. You must cultivate a balance of mind and focus of will that allows you to act and respond firmly and decisively with clear intention, instead of reacting impulsively with emotion.

Are you present and balanced in current negotiation processes?

When you are present, balanced, flexible, and clearheaded, you can grasp opportunities and deflect attacks with equal poise. And, even if you are caught off-guard, you will respond intuitively and effectively in the moment. You will be unflappable, nimble, and positively opportunistic.

let's recap:

- you must have the ability to relax under pressure
- you must cultivate a balance of mind and focus of will, that allows you to act and respond firmly with clear intention
- being present allows you to grasp the opportunities and deflect attacks with poise

15 Charisma

Charisma is the essence of persuasive power. It has the natural authority of conviction and often, though not always, the moral authority of inspired vision. Charisma at its worst is persuasive power that draws out the lowest, the darkest, and the worst in those on whom it exerts its influence. Think of Adolf Hitler and Charles Manson. At its best, charisma combines passion, enthu-

siasm, optimism, vision, and spiritual inspiration. Its mysterious quality empowers, motivates, persuades, and inspires others who, as a result, will tend to like, believe in, and trust you; who will be inspired to commit to your vision; join your team; and follow your lead. Such charisma creates a can-do attitude that draws out the very best in others, that uplifts and motivates their spirits.

It is possible to cultivate and develop the personal qualities that make up charisma, and become a charismatic person. So, what are the qualities of a charismatic person? Charismatic people tend to be uncommonly present, aware, alive in the moment, and connected to the people they are with. They also tend to be vision-driven, in tune with meaningful goals and objectives, and connected to their inner selves. They tend to treat the person in front of them as important, interesting, and worthy of attention. By being fully present, they tend to connect deeply to others, and to uplift and inspire others to be and do the very best that they can. Their verbal communication skills are secondary to their nonverbal communication skills. Their presence projects a tangible sense of warmth, caring, and regard that may border on affection or even love.

It should be becoming clear that a great negotiator must possess a greater than average degree of emotional, psychological, and even spiritual maturity. So, to become a great negotiator necessarily entails developing one's mind, emotions, and spirit. And this produces the mysterious quality of character and presence we call charisma.

But **fools' gold charisma** is often taught as a sales technique and used as a tool of negotiation. When a negotiator smiles, looks in your eyes, and uses your first name perhaps a

bit too much, or touches your arm or shoulder and seems overly friendly or agreeable or flattering, and you notice yourself feeling a bit uneasy, that person is probably "working" you: buttering you up as a negotiating tactic. Great negotiators don't have to fake enthusiasm and friendliness because they are genuinely enthusiastic, present, and friendly. And if you are relaxed, present, and in touch with yourself, you'll be able to spot phoniness and manipulation when they appear.

Some people are born with charisma; some people develop it; and some people will never have it. Yet a large part of charisma is attitudinal, and can be developed. Charisma manifests differently in different personalities. It may look like enthusiasm, or passion, or conviction that excites or inspires others. Or it may look like quiet self-confidence and self-assuredness that create an undeniable authority which others instinctively respect and are drawn to. But whatever form charisma takes, its energy lights up the one who has it, and motivates, inspires, and empowers those who witness it. For these reasons, charisma is the highest form of influence.

Do you have that charismatic charm?

let's recap:

- charisma is the essence of persuasive power/a natural authority of conviction
- at it's worst, charisma is a persuasive power
- charisma can persuade and inspire; those inspired will commit to your vision and your team
- qualities of a charismatic person include being present, aware, alive in the moment and connected
- these people are vision-driven and in tune with their goals and objectives
- the presence of a charismatic person projects a tangible sense of warmth and caring
- a great negotiatior must thus possess a greater than average degree of emotional/psychological and spiritual maturity
- charisma is attitudinal and can be developed over time
- it is by far the highest form of influence

16 Chutzpah

"Chutzpah," a Yiddish word, means gall, brazen nerve, effrontery, audacity. Leo Rosen, in *The Joys of Yiddish*, defines "chutzpah" as "that quality enshrined in a man, who, having killed his mother and father, throws himself on the mercy of the court because he is an orphan."

Chutzpah can work for or against you in a negotiation. Like a sharp sword, it can sever trust at the wrong moment and, at the right moment it can be a deal-making stroke of genius. Chutzpah is best used as a strategy of last resort, when all seems lost, or when you have nothing to lose. At the eleventh hour, when an impasse is reached and neither side will give, chutzpah—as in an impu-

dent, audacious remark—can break the tension and create laughter or a delightful dismay that gets things moving again, and gets the parties over the finish line.

let's recap:

- gall, brazen nerve, effrontery, audacious
- can work for or against you in negotiation
- used as a strategy of last resort
- can possibly break the tension and create laughter or delightful dismay to get a negotiation process on the go again

Tread carefully in this regard. Think before you speak ...

17 Civility

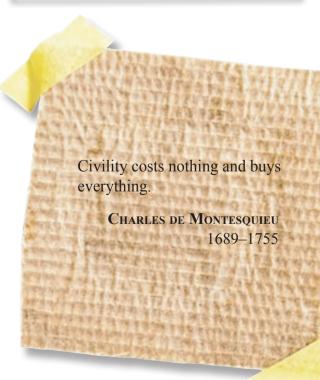
Civility implies respectful approval in any encounter or negotiation between two parties. The root of civility, or cordial respect shown to others on principle, is dignity, or self-respect.

Losing your temper, using foul language, bad-mouthing someone involved in or outside the negotiations, bullying, intimidating, making threats, or breaking confidence and trust, all show a lack of dignity, self-control, and maturity. Such displays are often intended to give you more power in a negotiation. But, in fact, they weaken your negotiation position by placing you on lower moral ground. They diminish your authority and your reputation, and reflect poorly on any entities you may represent.

Negotiation is, at its essence, a game played for mutual stakes in a relational context. Civility is the most basic protocol to help both parties achieve the ideal outcome of a win/win solution. When you abandon civility, you often sabotage your greater goal for a petty victory in the moment. Any apparent gains from explosions of incivility are often short-lived and costly in long-term effects. Incivility is simply bad business.

Very seldom do life or death, solvency or insolvency, hang on the outcome of a negotiation. But even when they do, civility (perhaps combined with chutzpah) is the best road to a positive outcome. And if the worst-case outcome—the loss of something valuable, important, or vital to your personal or financial well-being—seems inevitable, incivility will rarely change the outcome.

- respectful approval in any encounter between two parties/the root of civility lies in dignity or self-respect
- be wary of losing your temper/bad-mouthing/ bullying/intimidating/threatening – these all show traits of immaturity and lack of self-control and respect
- it is the most basic protocol to assist both parties in achieving the ideal win/win outcome/if civility is abandoned this goal is then sabotaged
- incivility is purely bad business



18 Clarity

Clarity, being clear and succinct, is important when negotiating. Clarity helps you conceive and present your case step-by-step, logically, convincingly, and eloquently. If "brevity is the soul of wit," clarity is the soul of brevity. It allows you to choose words with precision, to say more with less. It allows you to deliver a well-timed message perfectly suited to the other party. It allows you to ensure that what you say is precisely what you mean, and exactly what they hear.

let's recap:

- allows you to choose words of precision, i.e. to say more with less
- it ensures the other party that what you say is precisely what you mean and exactly what they want to hear
- you need to inspire confidence in the other party and this is done by articulating essential details and their implications
- it is a skillful quality of presence, awareness, attention and intelligence developed over time

Clarity helps you avoid inept communication, fuzzy thinking, and "mumbo jumbo" jargon that create misunderstandings and mistrust. It helps you to articulate essential details and their implications, which inspires confidence in the other party. It allows you to be direct, clear, and simple, not only in what you say, but in how you say it, in your facial expressions and body language.

Clarity is not something you are born with, or that you get in college, or at a business seminar. It is not a technique you can learn in a weekend, or even a few weeks. It is a skillful quality of presence, awareness, attention, and intelligence that you develop with practice over time. It is a fruit of your long-term commitment to pay attention to life, to be present, to learn and grow through experience, and fulfill your human potential.

19 Closer

A negotiation is not concluded until it is closed by a Closer, with the necessary paperwork signed and the financial obligations finalized. Anyone can open a door and engage in a negotiation. Anyone can keep the communication going, leading towards the finish line. But only a Closer can close a negotiation.

Until you are a Closer, you are not a good negotiator, let alone a great one. Yet when you study the literature on negotiations, you will find a paucity of information on how to be a Closer.

Being a Closer is more akin to salesmanship than to negotiation. But a good or great negotiator knows how to close. Closing begins with a positive, optimistic state of mind that nonverbally transmits the message, in a subtle but persistent manner that we are here to close the negotiation now.

When all the preparation and groundwork has been done correctly, walking over the finish line together, hand in hand, should be a formality, providing the trigger has been found, and confidence to pull the trigger is there. This "trigger" is set when three factors line up. These are:

- You know the other party's key needs or goals in the deal.
- You know that your offer in the negotiation meets those needs or serves those goals.
- You know that they also now know or believe this to be the case.

Are you a great Closer?

When these three factors converge and you sense that the time is right, the next step is to confidently make the close. It can be as simple as saying pleasantly, "Well, I think we've got a deal." You can look them in the eye with a smile and put your right hand forward to shake hands. After that it's a simple practical matter of attending to the paperwork and the financial details.

Closing is no more mysterious or complicated than this. There are many closing techniques you can learn, but they all depend on these three "trigger" factors, and on you having the confidence to close the deal when the time comes. If your fear of rejection is unmanageable, then get out of the frontline of negotiations. The success, and failure, experienced in negotiations usually happens at being able to, or not being able to, state the closing line and finalize the deal thereafter. A great negotiator is a great closer.

- a negotiation is concluded once a Closer, closes it with the necessary paperwork signed and financial obligations finalized
- only a Closer can close a negotiation
- laction closing begins with a positive and optimistic state of mind, nonverbally transmitting the message in a subtle persistent manner
- three key factors for closing: knowing the other party's key needs; your offer meets their needs and serves your goals; you know that your client knows this or believes this to be the case
- when the three factors converge, and the time is right the next step would be to close
- a great negotiator is a great closer
- if you fear rejection and it is unmanageable, then get out of the frontline of negotiations.

20 Comfortable in Your Own Skin

Do you trust your ability to deal with what life brings you? Do you have a poise that comes from a well-founded self-esteem? Do you possess the qualities of character that you admire in others? Do you genuinely like and feel good about who you are? These are the things that make you comfortable in your own skin.

Being comfortable in your own skin is a vital asset in any negotiation. Such comfort within puts others at ease and inspires trust. And it enables you to respond to acceptance, rejection, and unexpected developments with equal poise. The more comfortable you are in your own skin, the less reactive, defensive, and uptight you are likely to be.

Being comfortable in your own skin makes it easier for you to analyze yourself and your circumstances objectively, learn from difficult experiences, and make necessary adjustments that move you toward your goals.

Being comfortable in your own skin gives you greater confidence and latitude in any negotiation. It makes you more comfortable with others and them more comfortable with you. It allows you to depart from rigid formality and engage in more relaxed and spontaneous interplay. This makes the negotiation process

smoother, more enjoyable, and often leads to greater mutual openness and good will. This allows you to be candid in addressing and resolving difficult or sensitive issues that may arise. And the bond established in a positive negotiation gives you the confidence to go back to the other party, if necessary, to address and resolve unforeseen issues that may arise after completing the initial negotiation.

These are some of the benefits of being comfortable in your own skin. So, if you're not comfortable with yourself yet, learn how to get comfortable—if you want to get ahead in life.

- a vital assest in negotiation as it puts others at ease and inspires trust
- it enables you to respond to acceptance, rejection and unexpected developments with equal poise
- the more comfortable you are in your own skin, the less reactive, defensive and uptight you are likely to be
- it allows you to learn objectively from difficult experiences and make necessary adjustments to move forward and achieve your goals
- the bond established in a positive negotiation gives you the confidence to go back to a party and to address unforeseen issues that may arise
- to get ahead in life, learn how to get comfortable in your own skin

21 Commitment

It's said that a breakfast of bacon and eggs demonstrates a partial commitment from the chicken, but a total commitment from the pig! More negotiations are lost through lack of commitment and persistence than for any other reason. Commitment and persistence are, respectively, power chosen decisively, and power applied over time.

Many people are cautious, fearful, or tentative in bargaining and in life. In the trenches, when they're feeling the pressure, they don't know how to stand firm, make demands, call the other party's bluff, "ask for the order," or close a deal. Some give up at the first twinge of their own fear and lack of confidence. Fear of failure or rejection may loom so large that failing without trying seems preferable to risking failure. Such anxiety is the anticipation of failure. Commitment prior to effort is the antidote to anxiety based fear, and commitment

over time is the engine of success for any meaningful goal you hope to accomplish in any field. This committed approach has kept many at the table and still in the game, finessing and probing to improve their position and "snatch victory from the jaws of defeat." This commitment to persist continually pushing aside fear or any other emotion that tells you to give up when things get hard, is a power that will often break through and overcome obstacles the world and the other party in a negotiation put between you and your goals. Commitment is a 100% effort.

What counts is not necessarily the size of the dog in the fight, but the size of the fight in the dog.

Mark Twain 1835–1910

let's recap:

- negotiations are mostly lost due to a lack of commitment and persistence
- these are applied decisively and applied over time
- most people are cautious, fearful or tentative of bargaining
- fear of failure or rejection may loom so large that failing without trying seems preferable to risking failure
- commitment prior to effort is the antidote to anxiety based fear; it is the engine of success for any meaningful goal you wish to accomplish
- the commitment to persist pushes aside fear or emotion and tells you to not give up when the going gets tough – this is a power that will often break through any obstacle

22 Communication

According to well-documented research on verbal and nonverbal communication, spoken words constitute less than twenty percent of any communication process; fifty to seventy percent occurs through body language, and ten to twenty-plus percent occurs via intuition, or nonverbal, nonphysical, extrasensory communication.

In a nutshell, your gestures, your attitudes, and your being communicate far more than your spoken words. And when these various communication streams are incongruent, or even contradictory, confusion may result.

Has someone ever told you, "I'm having fun," with his or her mouth, while that person's facial expression and body language said, "I'm bored"? Or "I'm fine," when the person's tone, expression, and body language said, "I'm angry," or "I'm sad," or "I'm scared"? Have you ever communicated in this fragmented or contradictory way?

In any negotiation, what you say and the congruency of your overall communication reveal your level of integrity and determine the degree of trust, or mistrust, that you inspire. If you say the correct words to indicate friendliness, honesty, and goodwill, but you seem cold, aloof, shifty, distracted, manipulative, or greedy—or if your poor reputation has preceded you—what might have

been a simple or friendly negotiation may deteriorate into an awkward, mistrustful, or unpleasant encounter that leaves a bad aftertaste in everyone's mouths.

Communication is, as we have seen, both verbal and nonverbal. A later section in this book deals with nonverbal communication in-depth. But let's take a closer look at verbal communication here.

Words have inherent meanings, but they only have power to the degree that they are effectively used. It's not only what you say but how you say it. The right combination of words spoken in just the right way can convey deep insight, humor, irony, passion, excitement etc. They can soothe or disturb, wound or heal, flatter or offend, confuse or clarify. They can motivate, inspire, terrify, amaze, and conjure images or a vision in the minds of listeners. Mark Twain wrote that "the difference between the right word and almost the right word is the difference between lightning and a lightning bug."

Below are some key elements to consider in terms of the art of effective verbal communication:

Choose your words carefully. Precision is key. As Mark Twain knew, the right words are essential for the most powerful expression of the meaning you want to convey.

Keep an eye on your body language.

- Verbal economy: Keep it as simple as possible. Meanings can get lost in an avalanche of unnecessary words. Say what you mean as best you can and, when you've made your essential points, stop talking.
- The sincerity, clarity, and conviction with which your words are spoken magnify their meaning and serve your purposes.
- The quality and timbre of your voice can be a pleasing accompaniment to your message. You can improve the quality of your voice with practice.
- Perfect the enunciation, articulation, and emphasis of the words.
- Monitor the pace and rhythm of your delivery. Speaking too fast with too few pauses can make people uneasy or nervous. Speaking too slow, with too many pauses, can make them bored or impatient. Find the right pace and tone for you and for your audience in which to deliver your words.
- The pitch and volume of your voice are also important. You can project confidence and passion without being too loud. You can project thoughtfulness or sympathy without being too soft.
- Musicians say that half the melody is in the rhythm of the notes and the pauses between the notes. The same is true of

- speaking. Notice the rhythm and pace of your speech, and learn to pause in appropriate places to let your words sink in or to add emphasis.
- Avoid irritating vocal fillers like "like," "um," "err," and "uh." And notice any verbal tics or oft-repeated words or phrases you may use that others may notice.
- At times, emotively charged words, tones, diction, pace, and pauses can be used as a call to action. Dynamically spoken action words and phrases, generally prefaced with "let's" and qualified with a powerful "because," can instill a sense of urgency that inspires and motivates others to action. Linking your ideas or agenda to a greater purpose that your listeners may find compelling can often bring them over to your side.
- To persuade others, you should assume that they want to be led by you and your choice of language should be responsible, confident, and assertive. For example, use "when" rather than "if" and "we will" rather than "maybe." Persuaders are doers, even if it means that they manage others to actually do what needs to be done. Persuaders say, "We will get this done by such-and-such a date," or "I'll personally ensure that X, Y, or Z will call you today on that issue."

- When speaking with people outside your specialized field, minimize or avoid using industry-related acronyms, jargon, or language laced with technical terms. These make it hard for them to understand and follow your points, and you may lose your audience. Industry-speak is best reserved for insiders only.
- Avoid using profanity, overly casual speech or slang, or deriding your competition with petty or contemptuous attitudes or language.
- Use encouraging, inclusive words, personalizing the audience with "we," "us," "our," and "you and I." When talking directly to one or more individuals, use their names and make them feel included in your team and your vision.
- To be inclusive when persuading, use "and" rather than "but" and "let's" rather than "you must." Carry them along with your passion and enthusiasm. Most people want to be benignly led, and benign leaders are in short supply.
- Avoid unclear, obscure, pretentious, or abstract words and language, as you will lose your listeners' attention through lack of understanding or loss of rapport. Simple clarity is the soul of eloquence.

- Do not lecture or talk down to your listeners from a "superior" position. No one likes a pompous, pretentious, arrogant knowit-all.
- Never attack, antagonize, or personalize a disagreement, or you will escalate it into an unpleasant, unproductive, even bitter argument, or an outright rupture. Use your words to genuinely explore and challenge concepts rather than people personally. Inflammatory and provocative words may feel briefly "satisfying," but they can destroy in moments plans, relationships, and potential you've worked weeks, months, or even years to develop. Always remember that the tonque can cut sharper than the sword and be remembered forever.
- Some words create barriers to action, and some words facilitate or induce action. For example, people feel intimidated by contracts, lawyers, and small print. Saying, "Are you ready to sign the contract?" has an intimidating finality that may stimulate subtle apprehension or resistance in the other. But introducing the contract with, "So, here's the necessary paperwork; why don't we look it over?" sounds much more relaxed and less intimidating. While "looking it over" together you can casually

point out the places where they "sign the contract." And you can usher them through any residual reluctance to sign by saying in a helpful way, "You'll need to press hard since there are three copies underneath." In the same way it helps to refer to objections and problems as "areas of concern." The idea is to find suitable euphemisms to replace charged words and describe intimidating issues and potential obstacles.

- When presenting numbers and percentages, prefacing them with the words "more than," "almost," and "as much as," makes them sound more impressive. When you want to diminish or play down the import of numbers and percentages, preface them with words such as "fewer than," "no more than," "under," and "even less than."
- Two words every good negotiator and advertiser knows to use frequently, besides the other party's name, are "free" and "now." Other words that grab attention and motivate action include: benefit, children, easy, fun, guarantee, health, immediate, improve, love, results guaranteed, save money, feel better, safe, scientifically proven, you, your, and yours.

You can practice and improve all the elements of dynamic, articulate, persuasive speech. Record yourself speaking, then listen to and study how you sound, and make specific adjustments and changes in your speaking tone, pace, inflections, and delivery. Practice speaking to improve and refine these elements until they become your natural and comfortable speaking style. Increase your vocabulary with selective reading designed to challenge and expand your current vocabulary. Study various speakers who are at the top of their fields, and practice and apply things you hear in them that impress and inspire you.

Learn to use words to paint pictures in your listeners' minds, to allow them to vicariously share your experiences and insights. Whenever possible try to engage all the five senses of sight, smell, taste, touch, and hearing to create this vision and for the listener to experience all the sensations. They must see it, smell it, taste it, feel it, and hear it as vividly as possible, so that they participate in whatever you want them to do.

Your ability to communicate clearly, knowledgeably, honestly, compellingly, confidently, and respectfully will put you in the coveted category of great negotiators.

Listen to others as well. Communication is a two-way process.

let's recap:

- research shows that spoken words constitute less than 20% of any communication process; 50%–70% occurs through body language; and 10–20% occurs through intuition or extrasensory communication
- your gestures, your attitudes and being, communicate far more than spoken words
- what you say in any negotiation and the congruency with which you say it often reveals your level of integrity; it determines the degree of trust that the other party can invest in you
- words have inherent meanings but are only powerful to the degree to which they are effectively used
- the right combination of words coupled with just the right way in which to say it conveys deeper meanings such as insight, humour, irony etc.
- they can either soothe or disturb, wound or heal
- key elements for effective communication:
 - choosing words carefully
 - keep it simple
 - improve the quality of your voice; perfect enunciation
 - monitor the pace and rhythm; pitch and volume of your voice are important
 - learn to pause in appropriate places
 - avoid irritating vocal fillers
 - dynamically spoken action words such as "let's" and "because" instill a sense of urgency and inspires and motivates
 - in order to persuade others, you need to assume they want to be led by you
 - no industry-related acronyms, keep it for the office
 - personalize with the audience
- record yourself speaking; then listen; study how you sound
- make adjustments in your speaking tone; pace; inflections and delivery
- refine these elements if they do not sound correct; they must become your natural and comfortable speaking style
- expand your vocabulary with selective reading designed to challenge and expand your mind
- learn to use words to paint pictures in your listeners' minds
- engage where possible, all five sense of sight, smell, taste, touch and hearing to create a vision for the listener to experience and participate in whatever it is that you want them to do

Areas for you to work on:

1. Speak simply. Don't talk
superfluously.

2. Watch your tone, pace and
pitch.
3. Speak confidently - but not
too loudly or softly.
4. Be encouraging, inclusive and
positive.
5. Choose your words carefully.

23 Compassion

While it may be immediately profitable, it is inadvisable to take extreme advantage of another's weakness in a negotiation. There are ethical/moral principles higher than the bottom line in business. If there weren't, piracy would be a legitimate business enterprise. The application of such principles serves our best interests in business and in life. Compassion is one such principle.

For example, if, in a negotiation, you realize the other party is disadvantaged by illness, or a state of duress, it is better and wiser to respond like a fellow human being rather than as a shark during a feeding frenzy. At such times compassion, or understanding sympathy, is worth its weight in gold. (Why do you think it's called the Golden Rule?)

let's recap:

- one shouldn't take advantage of another's weakness/there are ethical and moral principles that should be followed at all times; one of these being compassion
- compassion is seen as the Golden Rule
- it is the noblest human response to suffering
- compassion = smart business
- the consistent principles you apply in business and in life – you accrue a sort of spiritual credit that pays dividends at unexpected times
- by being compassionate you become the person others like, trust and want to do business with

Compassion, perhaps the noblest human response to suffering, invokes the highest human emotions of admiration and gratitude in those to whom it is directed. This is true in all situations, including negotiations.

Obviously, compassion should not prevent you from dynamic negotiating in order to achieve your financial objectives. Compassion is simply a healthy counterbalance to a predatory, "go-for-the-jugular" business approach that seeks immediate profits at the cost of long-term benefits and harmonious business relationships.

If what goes around really comes around, then compassion is simply smart business. In the ever-shifting world of negotiations, sometimes you have the "power" and sometimes they do. The principles you apply consistently in business and life work for you whether you're aware of it or not. You accrue a kind of spiritual credit that pays dividends, at times unexpectedly, and in surprising ways.

By practicing compassion in your business dealings, you become the kind of person others like, trust, and want to do business with. And don't be surprised if your business relationships evolve into personal friendships.

Are you just after the bottom line? Or are you compassionate in treating the other party with respect?

24 Competitiveness

Compassion, while important, is a poor substitute for healthy competitiveness. To be a great negotiator, you must think like a winner, and have a genuine, old-fashioned competitive streak. You must recognize negotiation as a "game" with real stakes to be played fully, fairly, even creatively, and enjoyed like any other.

You create a competitive advantage for yourself by fully preparing, doing your homework in advance, and showing up primed and ready. You can display your competitive advantage during the negotiations at the right moment, but without an arrogant, abusive, or bullying manner that may backfire.

As a competitive negotiatior, you are fully committed to achieving your primary objectives, and you do your best to negotiate the best deal you can get for yourself. But, as a mature negotiator, you also recognize the legitimacy of the other party's needs. And you understand and accept that a win/win outcome that serves your long-term best interest usually precludes you initially getting everything you want at the other party's expense.

Competitiveness doesn't mean winning is everything, or the only thing. While you can and must win consistently to be a great negotiator and a successful business person,

you don't have to annihilate the other party, make them lose all around, deprive them of any benefit, and leave a bitter taste in their mouths. A "winat-any-cost" attitude is the father of all "Pyrrhic victories" and makes you a loser in the long run.

Negotiation, by definition, is not war. It is a means of seeking a resolution that reasonably satisfies the apparently conflicting needs and wishes of all parties. To approach negotiation as war undermines the very intent of negotiation. It diminishes you as a negotiator and a human being, and turns potential associates and allies into enemies.

You can be a competitive negotiator and win without antagonizing, demolishing, and alienating the other party, and creating needless ill will. You can keep a competitive eye on the immediate prize, and a wise eye on those ethics and principles of fairness and basic human decency that create win/win outcomes, support your long-term success as a negotiator, and promote long-term business relationships.

You can't make your candle glow brighter by blowing out the other person's candle.

Anonymous

let's recap:

- think like a winner
- recognize negotiation as a "game" with stakes to be played fully and fairly
- being fully prepared, doing your "homework" in advance and showing up primed and ready will give you the competitive advantage
- a great negotiator is fully committed to achieving primary objectives and the best deals but as a mature negotiator, you recognize the legitimacy of the other party's needs
- a win/win outcome serving your long-term interest precludes you from getting everything you want at the onset and to the other party's expense
- negotiation: a means of seeking resolution that reasonably satisfies the conflicting needs and wishes of all parties
- keep a competitive eye on the immediate prize and a wise eye on the ethics and principles of fairness and human decency.

25 Compromise

Compromise is an essential part of negotiation. It is the dynamic interplay, the moving of chess pieces, that occurs in any negotiation. A shrewd or artful compromiser is generally a great negotiator.

Seldom do one or both parties receive exactly what they want at the outset or even the closure of their negotiations. Many a negotiation ends up as a compromise in order to keep the peace and maintain a relationship. But compromise is often an easy way out and thus, before settling on a compromise, a great negotiator looks for another way—perhaps a more collaborative approach—to increase the size of the pie and get a better win/win result. If that isn't achievable, the next best thing is to settle for a compromise.

Compromise midwives an acceptable deal from two seemingly incom-

patible wish-lists. It facilitates a win/ win solution, with a reasonable mutual benefit and an acceptable mutual downside or loss between the two parties.

It is always best to get the other party to suggest the first compromise. Whether their offer is generous, conservative, or stingy, it reveals their negotiating disposition, and gives you a ballpark figure that allows you to make an informed and strategic counteroffer. If they start out with too high a demand or too low an offer, a compromise would mean that they win and you lose. If they offer a "small give" as a compromise, you can make an equidistant counteroffer. This "inchby-inch toward the middle" method is a common compromise strategy, though there may be complex variables in a deal that can be tweaked and adapted as compromise counteroffers.

Knowing your bottom line—what you're willing and unwilling to accept—and being willing to leave the table with no regrets and no deal strengthens your compromise position from the start.

When a compromise is satisfactory to you, try to make the last concession, or to give a little extra at the end. This gives the other party the illusion that they "won." It reinforces their willingness to finalize the necessary agreements, and leaves them with a good feeling about you and the deal. And this will work to your favor in any future negotiations you may have with that party down the line.

The most important trip you may take in life is meeting people halfway.

HENRY BOYE 1943–1970

Be a great negotiation: Ask yourself whether there is a more collaborative approach to the negotiation at hand?

let's recap:

- a shrewd or artful compromiser is a great negotiator
- negotiations are seen often as compromise to ensure peace and maintain a relationship; seldom do both parties get what they want
- compromise can be seen as an "easy" way out; a great negotiator always looks for another way
- it midwifes incompatible wish-lists of both parties in order to facilitate a win/win solution with reasonable mutual benefits and downsides for both parties
- it's best to get the other party to suggest the compromise: if too low or too high an offer, they possibly win and you lose
- if it is a compromise of "small give" you can make a similar small "inch-by-inch" toward the middle in return
- knowing your bottom line and objectives from the start, strengthens your compromise position and allows you to leave the table without regrets should your bottom-line not be achieved
- once the compromise is satisfactory, try make a last concession; the other party will consider it as if they have "won".

26 Confidence

Are you comfortable in your own skin? Do you trust yourself, your skills, and your ability to deal effectively with what life brings you? Have you proven yourself capable by thorough testing under real-life conditions? If so, then you have developed a quality or state of mind called confidence, which is different than the cocky arrogance that often masquerades as confidence, covering up deep-rooted insecurities.

True confidence is neither innate nor forced. We are not born with it, and we cannot buy it. But as we develop competence, skill, and even mastery in any area, confidence grows accordingly. As we face and master the challenges and learn the lessons of life, and as we master our own fears, emotions, and reactions, and develop self-discipline, self-control, and self-worth, confidence infuses our presence, our behavior, and our actions. And this confidence attracts, inspires, and influences others.

Confidence in any particular negotiation derives from knowing your product or service in depth, from prior preparation and practice of your negotiation skills and tactics, from having a well-conceived strategic plan for negotiating in general, and this negotiation in particular. Visualization, relaxation, meditation, prayer, and affirmations can also help you prepare, focus, and psych yourself up prior to a negotiation.

Confidence is progressively improved by analyzing each negotiation you do; by identifying what you did right and what you did wrong; by learning from failures and successes; by creating clear goals for improvement in the next negotiations; and by having successful negotiations under your belt as a result of doing all of the above.

Confidence is expressed in your presence, your appearance, your posture; in your initial greeting and overall manner; in your choice of words and tone of voice. It is communicated in your attentive, straightforward glance. It is expressed in your positive body language and expressive gestures. It is a mindset you cultivate and maintain, an energy you exude and conduct in your own unique manner.

How you sit and where you sit at the negotiation table can be important. But real confidence trumps all props, protocols, logistics, seating arrangements etc., in any negotiation. (That said, any props and aids, such as a notepad, pen, laptop, marker board, projector and screen, etc., should be assembled quickly and efficiently, or set up prior to the meeting.)

And finally, there is a deeper confidence of the spirit that comes from using your skills, services, and products to benefit others and contribute value to their lives.

let's recap:

- true confidence is developed over time as competence, skill and mastery grow in a certain area of expertise
- it infuses our presence and behavior attracting and inspiring others
- it is derived from knowing your product or service in depth which is only achieved through prior preparation and practice
- confidence improves as you analyze each negotiation, what you do right and wrong, learning failures and successes and by creating clear goals for improvement
- it is expressed in presence; appearance; posture and from the initial areeting and manner
- ensure all aids and props are set up before a meeting or set up very quickly and efficiently; where you sit and how you sit is also important
- the deeper confidence of spirit comes from using your skills to benefit and add value to the lives of others

27 Confidentiality

Confidentiality is an agreement and a principle of sound business relations that creates trust and facilitates candid dialogue between parties. Respecting confidentiality with regard to secrets or intimacies revealed to you before, during, or after a negotiation is an important component of your integrity and essential for any negotiation.

A mutual agreement of confidentiality relieves the suspicion, fear, and mistrust that can arise when two parties with something to gain and lose meet to make a deal. The absence of confidentiality undermines the negotiating process; a violation of confidentiality can destroy it.

Under no circumstances should you reveal or exploit confidential knowl-

edge during or outside of a negotiation. Your lack of integrity may come back to bite you; and it will disturb the inner calm and confidence that only your integrity provides. Also, the other party may test you by sharing confidential matters, to see how trustworthy you are. Honoring confidences shared with you creates a foundation of mutual trust and respect that serves both short-term negotiations and long-term business relationships.

let's recap:

- confidentiality: a principle of sound business relations creating and facilitating trust and candid dialogue between parties; an important component of integrity
- a mutual agreement of confidentiality relieves suspicions but the absence of it undermines the process
- honoring confidences creates a foundation of mutual trust and respect.

28 Confrontation

Never confront people—always confront issues. When you challenge the other party in a confrontational spirit, you will usually get one of two responses. They will either react defensively or aggressively. Or else they will back down and "lose face," which generally creates resentment and ill will toward you. Either way, when a conflict develops it can prevent the issue at hand from being resolved.

Emotions and egos are the bane of any negotiation process. Issues don't have emotions, and they don't have egos. So it's always better to **confront an issue** with the other party, instead of **confronting the other party about an issue**. You only risk triggering their ego and emotions and jeopardizing the negotiation process.

When a looming or existing problem is presently blocking the path to resolution, you can simply say, in a neutral tone, "How should we deal with this issue?"

Sometimes one has to confront awkward or difficult facts head-on to move a negotiation forward. Reality trumps personal plans and wishful thinking every time. When what you assumed was X turns out to be Y, the discrepancy needs to be acknowledged and addressed.

If the discrepancy is a result of a mistake on their part, tact and diplomacy are essential; confrontation will only create more awkwardness and resistance. If the discrepancy is due to a mistake on your part, the integrity of openly acknowledging your mistake is the best policy for restoring trust and good feeling. Apologizing for your part in a misunderstanding shows maturity and dignity, and will likely increase rather than decrease your stature in the other party's eyes. This should help you reach a compromise based on the current facts.

If the other party becomes confrontational and takes your mistake or the admission of one on your part as an opening to "thrust in the knife," or if you catch them in some dishonesty or lack of integrity, consider that they may not be worth doing business with. Even then, confrontation may or may not be the best option. When a deal is not worth doing, or the other party is not trustworthy, simply walking away from the table may be the wisest option.

As they say, deals are like busses; there's always another one coming around the corner.

STOP! Are you confronting the issue at hand or the other party?

Conflict is the primary engine of creativity and innovation. People don't learn by staring into a mirror; people learn by encouraging difference.

RONALD HEIFETZ 1964–

let's recap:

- always confront issues, never people
- people will react either defensively or aggressively or lose face and have an ill will toward you if challenged
- emotions and egos are the bane of negotiation; issues do not have emotions, it is therefore better to confront the issue and not the other party by saying, "how should we deal with this issue?"
- if discrepancy is a result of a mistake on their part, diplomacy is essential; if the discrepancy is your mistake, acknowledging the mistake shows maturity and dignity
- consider a party not worthy of doing business with, if they use this mistake to "thrust in the knife" or you discover their lack of integrity

29 Contrasting Options

People are trained in sales never to offer only one item, which can elicit an immediate "no" response that can end a negotiation. Always offer two or more options—the blue or the red; a stick shift or an automatic; \$100 cash-down or a \$125 payment-oversix-months plan; a higher-priced or lower-priced model; a new item or a floor demo, or a used, refurbished, or certified pre-owned item; the most valuable, prestigious, or desirable option for the most money, or the lesser but still valuable, prestigious, or desirable alternative, which is a real bargain! Offering a range of contrasting options increases the

possibility of a "yes" and puts more choices, and therefore more distance, in front of a final "no." Variations on contrasting options exist in almost any field of negotiation. Devising contrasting options is a creative matter that must also take bottom-line profit into account; you don't want to give beyond your profit margin.

Beyond a pricing difference, the manner in which the options are presented influences the likely outcome. The **lower-priced option** is often the basic market price for an item of lesser value or quality. You can lower that cost even further and add on extras at an additional cost or,

instead, add on extras without additional cost. It's still a bargain either way, and less than the higher-priced option.

A high/low comparative option is a basic structure. The high or more expensive option is the more prestigious and valuable, and also the least likely choice for the average person. But the high-price choice makes the lower option more appealing and accessible by comparison. Both options should be presented in a positive, even glowing, light. You don't want to present the high option

in a way that demeans or devalues the low option. You simply want the high to make the low seem like a bargain by comparison. Present them both, trusting that those who can afford or are willing to pay for the high will do so; and those who can only afford the low will gladly take advantage of the bargain.

let's recap:

- always offer two or more options as one item may elicit an immediate "no" response
- offering a range of contrasting options increases the possibility of a "yes"
- keep your bottom-line profit into account when devising contrasting options
 - a lower-priced option is often the basic market price for items of lesser value or quality;
 by adding on extras at an additional cost and lowering the price may also make the sale look like a bargain
 - high/low comparitive options are a basic structure of the more expensive option being too prestigious or too valuable, and less likely the option for the average person; thus the high-price choice makes the low-price option seem more appealing
- both options to be showcased in a positive light so that no item seems devalued; make the low seem like a bargain in comparison to the high

30 Control

Control is a tricky concept; something to strive for in a negotiation, yet something unattainable in an absolute sense. Everyone wants to feel like they're in control in a negotiation. But part of a healthy negotiation requires giving up control. No one, not ourselves nor the other party, likes to

be or feel controlled by another. Yet there is a kind of control that can be achieved, that allows you to manage a negotiation process, to keep it on track, and to keep your objectives front and center, moving it toward a profitable outcome. Such control must be exercised artfully; you must not seem

to be controlling, or trying to control, the other party, which might irritate, offend, or alienate them, thereby creating resistance and potential conflict.

Effective control in a negotiation is not dictating or bullving, and creates no conflict. Effective control is about directing the focus and process of a negotiation with an authority that flows from your clarity, preparation, presence, and strength. Creating a perception of power can give you a degree of control, but embodying authentic power gives you more. Qualities like graciousness, dignity, calmness, fairness, presence, and even generosity proceed from and create a perception of authentic power. Here are some ways to achieve control in a negotiation:

- Draw up an agenda beforehand, listing all your essential points in order, and hand it out to the other parties.
- Be fully prepared; be fully present; be relaxed, calm, and confident.
- Sit or stand upright and make direct and engaging eye contact.
- See yourself as the conductor of the negotiation process, with the other party as the orchestra.
- As you come to agreements on each point, calmly write out the agreed-upon details next to each point on your list. (Use an elegant, expensive pen. Like a

- conductor's baton, such a pen is a visible symbol of power and authority.)
- Listen attentively to the other party, summarize what has been agreed upon at each step of the process, and then keep the initiative by introducing the next point. This puts you in the driver's seat and allows you to control the pace, detail, and flow of the negotiation.

But don't be obsessed with the idea of control, or get carried away by your efforts to control, for that is the way to lose control. And don't be rigid, grim, and all business. Relax. Be relational. Finding little moments of humor and goodwill to share with the other party helps you achieve the kind of control we're speaking of here. You can be a dynamic salesman who controls a negotiation and achieves his objectives, and still be a warm and engaging personality. You can control a negotiation in this way, and still achieve a win/win outcome that satisfies both parties.

In the end, controlling a negotiation is not about defeating or outsmarting the other party who is being perceived as an adversary. It is about operating at a level of clarity, focus, and intent that allows you to keep things moving forward on track to a successful conclusion, creating the best achievable outcome for you that is also acceptable to the other party.

let's recap:

- part of healthy negotiation requires giving up control
- a sort of control can be achieved when your objectives are kept front and center, moving toward a profitable outcome
- control is not bullying nor dictating, but directing focus and the process of negotiation with authority
- creating the perception of power gives you control to a certain degree but embodying authentic power gives you more
- graciousness, dignity, calmness, fairness, presence and generosity are a few of the qualities that will create the perception of authentic power
- some of the ways to achieve control:
 - hand out an agenda listing the points to be discussed beforehand
 - be fully prepared, relaxed, calm, confident
 - make direct, engaging eye contact
 - be the "conductor" of your "orchestra"
 - calmly write down agreed-upon lists
 - summarize agreed details and introduce the next point to keep the process moving forward
- do not be rigid or grim or all business
- to control a negotiation is not about defeating or outsmarting an adversary, it's about operating at a level of clarity and focus to achieve a successful conclusion, beneficial for both parties

31 Cooperation

Our spirit of cooperation tends to elicit the same spirit of cooperation from the other party. Imagine starting a negotiation by saying, in one way or another, "What can I do for you so that we can both get what we want?" Does that seem far-fetched?

When you ask someone "What can I do for you?", you elicit a corresponding echo; something within them responds in kind. They will feel like they want to do something for you. It is the same way that a smile instinctively elicits a smile, even between strangers.

"How can I assist you in a way that will ensure we both achieve our objectives in this negotiation?"

If you enter a negotiation in this spirit of cooperation, and genuinely do your best to work things out for them and you, you will likely get the same cooperation. This is how win/win negotiations happen.

Establishing a spirit of mutual cooperation turns potential adversaries into allies. It helps both parties resolve one another's real or imagined worries, insecurities, and fears relative to the outcome of the negotiation. And this is key to establishing personal bonds of mutual trust and respect that can lead to fruitful, long-term business relations.

let's recap:

- spirit of cooperation elicits the same spirit of cooperation from the other party
- this mutual cooperation turns potential adversaries into potential allies
- it resolves both parties' fears and insecurities and establishes personal bonds of mutual trust and respect

32 Courage

The decisive attribute that determines your success as a great negotiator is possessing the courage to ask at the correct time: "Have we now got a deal?" This ability to "ask for the order" is what separates the high-income-earning top negotiator from the technically skilled, educated negotiator who is always "second-chairing."

Another decisive attribute of a great negotiator is the courage to accept rejection, to embrace it, to learn from it, to let it roll off your back and move on to the next negotiation. This quality is strengthened, not weakened, by the "no." Many kinds of courage define a great negotiator. Here are a few more:

- The courage to operate beyond your comfort zone, to ask the tough questions, to press for more information, to sit calm and present in the awkward silences
- The courage to persevere and

- stay on track when the negotiation gets tough and you're feeling the fear
- The courage to fail and try again repeatedly, to keep learning from your mistakes and refining your skill, technique, and character
- The courage to admit your mistakes and learn from them, and not blame anyone or anything else when things fail (Only when you can assume total responsibility for perceived failure can you rightfully take credit for success.)
- The courage to go beyond safe strategies and familiar territory, set your sights higher, accept challenges, and take greater risks for greater rewards
- The courage to hang on and hang tough until the tide turns in your favor
- The courage to walk away from the grand prize if it comes at the

price of your integrity and at the cost of sacrificing your ethical or moral principles

Courage allows you to stretch and grow beyond your fears and limitations, to take on the challenges and calculated risks that allow you to become all you truly can be. Courage is therefore essential to being a great negotiator, and a great human being.

With courage you will dare to take risks, have the strength to be compassionate, and the wisdom to be humble. Courage is the foundation of integrity.

> KESHAVAN NAIR 1932–2002

let's recap:

- determining your success as a great negotiator is possessing the courage to seal the deal or to bring the process to conclusion
- by embracing rejection and learning from it is another attribute of a great negotiator
- defining courage:
 - operating beyond ones comfort zone, asking tough questions
 - persevering and staying on track
 - failing and trying again
 - admitting to mistakes; learning from mistakes
 - going beyond a point of safe strategies and taking greater risks for greater rewards
 - to be able to walk away from a deal should your integrity be challenged
- courage is essential to becoming a great negotiator as it allows you to stretch and grow beyond fears and limitations

33 Courtesy

In medieval Europe, the handshake originated as a gesture shared by two knights to show that neither was holding a weapon. Eventually, this gesture of peaceful intentions became a gesture of common courtesy. The intent of courtesy is to show respect, to demonstrate peaceful intentions, and hopefully to elicit a similar reassuring

response in return. It creates a cordial bond and atmosphere between two or more parties in which fruitful relations can develop. Therefore, courtesy is a prerequisite of any negotiation.

Courtesy is a principle of ideal behavior to be upheld, if possible, under all conditions, regardless of the behavior of others. The highest ideal

of courtesy is the **Golden Rule**. If the other party is aloof, impolite, rude, or insulting toward you, your organization, your product, or service, maintaining courtesy is usually the wisest response. This demonstrates your self-control and strength of character, and gives you the moral authority and power in the situation.

Abandoning the high-ground of courtesy and reacting in kind serves no useful purpose. Retaliation is an act of weakness that has no value. Giving in to petty or retaliative impulses weakens your moral authority as a human being and as a negotiator. The ability to maintain your dignity and composure in any heated encounter is a litmus test of authentic power, and the mark of a mature human being and a great negotiator.

Unfortunately, you will inevitably encounter humans who are less than mature, and negotiators who are less than great. Some negotiators will try to shock, bully, lie, or intimidate in order to throw you off-balance. They may use passive-aggressive and manipulative psychological tactics to try to gain the upper hand.

Such negotiators view the other party as an adversary to be defeated by force or by cunning strategies. In dealing with such people, the best response is to simply be present and calm, with good humor, if possible. Maintaining courtesy and keeping your dignity in such moments keeps you in the power position.

Doing this requires intention, practice, and an expanded, even humorous, perspective. Try visualizing manipulative, disengenuous, or adversarial negotiators as bratty or bullying three-year-olds throwing a tantrum in a sandbox. Recognize lying, bullying, and manipulation as an expression of immaturity, weakness, and fear, and perhaps even a perverse cry for acceptance, respect, and love.

It also helps to see difficult people and unpleasant negotiations as opportunities to develop your character and refine your negotiating skill. If you find yourself losing your temper, wanting to counterattack, consciously relax and pray for calmness and strength. See the troublesome, unhappy person in front of you, be grateful that you are not him or her, and hold a wish for that person's healing and well-being.

If you really apply the above ideas, and practice courtesy in all situations, you will at times experience negotiation turnarounds that seem nothing short of miraculous. Negotiations that seemed dead will come to life, and the final results may exceed your original hopes.

Life necessarily involves a series of negotiations that begin at birth. We negotiate for food, attention, love, security, money, status, power, and more. And the ideal attitude for successful negotiation begins and ends with simple, respectful, and dignified courtesy.

let's recap:

- the handshake is a gesture of courtesy and originated in medieval Europe to ensure neither knights were concealing a weapon; it is seen as a sign of peaceful intentions
- showing respect, demonstrating peaceful intentions and hopefully eliciting a similar reassuring response are the intentions of courtesy
- the highest ideal of courtesy is the Golden Rule; the ideal behavior to uphold however possible, regardless of the behavior of others
- this demonstrates self-control and strength of character; retaliation is an act of weakness that has no value
- visualize manipulative, disingenuous negotiators as bratty three-year-olds throwing a tantrum; recognize lying and bullying
- pray for calm and strength if you find yourself losing your temper; hold a wish of healing and well-being for the person responding out of anger or bullying
- it is possible to experience a turn in negotiations by simply applying courtesy, the ideal attitude for a successful negotiation

34 Creativity

Creativity is the magic wand, the X-factor in almost every field of human endeavor, including negotiation. Creativity is the ignition spark of invention, the soul of strategy, and the wizard of problem-solving. When an impasse is reached in a negotiation, the solution often depends more on creativity than on protocol or personal authority. Creativity is a combination of imagination, inspiration, and possibility. It promotes the resourceful "out-of-the-box" thinking that produces unexpectedly simple, inspired solutions to seemingly insoluble problems.

Consider this powerful example of creativity resolving a tense nego-

tiation impasse. In 1962 the Cuban missile crisis brought the US and the Soviet Union to the brink of nuclear war. The Kennedy administration was trying to negotiate a solution with Soviet Premier Nikita Krushchev to avoid catastrophe. The tense nuclear standoff lasted for thirteen days in which, it was said, "the world held its breath."

At one point, Krushchev sent a personal communiqué to Kennedy with an acceptable offer. It seemed the crisis might be over. But before Kennedy's team had finished drafting a response, a second confrontational communiqué from Krushchev arrived, changing the terms, which

were now completely unacceptable. The impasse seemed insoluble. The possibility of nuclear war seemed closer than ever. No one knew what to do.

After some desperate brainstorming, Kennedy and his advisors came up with a simple and creative idea: Instead of responding to and rejecting Krushchev's second, unacceptable offer, they ignored it completely, as if it had not been received. They simply responded positively to his first acceptable offer. It was a subtle, nonconfrontational, "out-of-the-box" strategy. And it broke the impasse. Negotiations resumed and gradually moved forward to a successful conclusion.

Creativity as a group process is cooperative rather than competitive. The term "brainstorming" implies inspired lightning flashes and creative downpours coming from a collective cloud of intelligence. In the end, it doesn't matter through whom the lightning strikes and the solution appears. Creativity rearranges certain basic assumptions that were blocking the way to reveal new and expanded mental constructs that allow positive and dynamic forward motion.

Part of creativity in any negotiation is not surrendering to present limitations and turning them into dead ends, but instead holding out for another way until it appears in the form of a workable solution. The process of creativity may involve repeated "fail-

ure" but it doesn't involve giving up. From a creative perspective, "failures" are instructive experiments, stepping stones in a process that finally leads to one workable idea, which is all that is needed.

To be creative is to stay open to new ideas and offbeat perspectives, trusting in the subconscious mind to finally "loosen the solution."

Creativity unites patience, commitment, curiosity, persistence, and faith in the pursuit of what is beyond the conscious mind, until what is sought pops into consciousness in a kind of epiphany. There is no better tool to bring to the negotiation table.

let's recap:

- creativity: the magic wand; the ignition spark of invention; soul of strategy; wizard of problem-solving
- it promotes "out-of-the-box" thinking producing simple solutions
- as a group process it is cooperative not competitive
- brainstorming implies "lightning flashes", creative downpours
- it may involve repeated failure, but does not involve giving up
- failures are instructive experiments, stepping stones leading to one workable idea
- stay open to new ideas and offbeat perspectives trusting in the subconcious mind to "loosen the solution"

35 Credibility

Credibility is the backbone of your authority and power in any negotiation, and a necessary foundation upon which to build a successful business. You must establish credibility in every negotiation, and develop it over time by your impeccability in all aspects of your business—from finalizing contracts to prompt follow-through on agreements; offering a high quality of services and products; and providing good follow-up support, as well as being consistent in various other aspects of ongoing business dealings and customer relations.

As a ground rule, don't assume that your credibility is established in the other party's mind at the start of a negotiation. Be willing to demonstrate and earn it in every negotiation, and in all post negotiation follow-up that may occur.

How do you establish credibility from the start? It helps to arrive at the negotiation table with your good reputation preceding you. But if you are an unknown actor, with no credibility or reputation established, you must begin building a sterling reputation and bankable credibility in this negotiation. The integrity of your words, presence, attitude, actions, and motives, and also your clarity, confidence, and competence, fashion your credibility. But your external appearance—your clothes, your manners, your composure, and

Do your products or services stand you in good stead? Are you reliable and efficient? What are you bringing to the table?

the tone, pace, and fluidity of your voice—are also influential factors.

While first impressions are important and can create lasting perceptions, they are not sufficient in and of themselves to establish your credibility. People like dealing with people they like, or with people who seem like themselves. But they prefer dealing with people who have character, people who are competent, and people they can trust. They will judge your ongoing manner, temperament, and the composure you exude and assess whether you are friendly, sociable, and have a sense of humor. But they will also judge your honesty, your expertise, and your overall character.

Your credibility will be measured over time as those with whom you do business assess your competence, your character, your track record, and your proven ability and reliability. Trust that, if you conduct yourself impeccably over time and deliver on your promises, those you do business with will notice and respond with appreciation, respect, and loyalty.

Here are some basic principles to follow to establish credibility on the spot in a meeting, and over time in a developing business relationship.

- Be punctual and organized. Showing up on time and prepared demonstrates your business ethics and basic reliability. It shows that you value your time and theirs.
- Always tell the truth when asked questions, and when touting yourself, your product, or service. The truth eventually rises to the surface. And any lack of truthfulness on your part blows your credibility and creates understandable mistrust in others. People are forgiving of weakness, but they never forgive or forget being lied to in a negotiation or cheated in a deal.
- Keep your word in big matters and small details. Integrity is in the nuances, in dotting the i's and crossing the t's.
- Prize your own integrity above the deal. Say what you mean and mean what you say. Keep your word by following through and delivering on your promises. Holding yourself accountable to a higher standard than just making a profit establishes sterling credibility that will profit you over the long haul.
- Be relatively humble. Don't blow your own horn too loudly by telling too many wonderful things

- about yourself or your company. You can promote yourself, your company, and your product without resorting to hype. Let the other party discover your wonderful achievements, virtuous character, and remarkable skills in the natural course of your negotiations and follow-up business.
- Once vou've established a rapport in a negotiation and the other party is interested in what you're offering, it's time for necessary practical candor. If the services or goods you offer have minor gaps, or potential weaknesses or flaws that you would want to know about if you were on the other side of the table, address them now. This will make the other party raise questions and concerns they might have been reluctant to mention and which might have prevented a deal. Full disclosure up-front is a better principle of business than plausible denial later on. It gives you credibility on the spot, and it will give you credibility over time. This full-disclosure candor also gives credence to your positive claims. And most people will appreciate and even admire your honesty.

All of the above elements build rapport and enhance your credibility. They will make other people trust you, respect you, and feel more comfortable in their selection of your product or services.

let's recap:

- it is the backbone of authority in any negotiation; a foundation upon which to build a successful business
- credibility is developed over time by impeccability in all aspects of your business and being consistent in business dealings
- don't assume credibility is established, be willing to demonstrate and earn it
- the integrity of words, presence, attitude, actions fashion your credibility
- people will deal with people mostly like themselves and with people whom they like but most of all people with a sense of humour and character
- your track record must be one of ability and reliability
- basic principles of establishing credibility:
 - being punctual and organized shows reliability
 - telling the truth
 - keeping your word in big matters and small details
 - placing your integrity above all else and following through and delivering on promises
 - being relatively humble, allow the other party to discover your many hidden achievements and talents
 - once rapport is established, it's then time for practical candor and full disclosure of any detail that was not presented upfront



36 Decisiveness

The time to be decisive in a negotiation generally comes when it's time to "ask for the order" and close the deal, or when you've decided the deal is not acceptable or right for you. Trying to be decisive before you have final clarity is pointless, and can make you seem pushy, cocky, unprofessional, or desperate. And this can compromise

Listen to your gut.

Is this a deal worth
your while?

or sink an otherwise workable and potentially profitable negotiation.

If you are sensing that the deal isn't workable or right for you, but haven't come to final clarity, sit calm and tight, and look to see what's giving you second thoughts. Is it the character of the other party? Is it the less than satisfactory quality of the product or

service? Or are you simply not getting, and not going to get, what you need to make the deal worthwhile? Whatever it is, when your gut gives you a clear "no," it's time to say, "No thanks," and walk away.

If you are inclining towards, or definitely interested in a deal, decisively ask the other party if any points remain unclear or have not been addressed. If the answer is no, the time has come to decisively ask for the order.

Asking "Shall we finalize our agreement?" is generally acceptable. If the other party is more detail-oriented you can ask something like, "What details do you want covered in the 'subject to' clauses of the agreement?" If the other party is reticent or indecisive, try asking, "May I draft an agreement covering the points we have agreed on and get it back to you on Thursday at 2 pm, or does Friday at 10 am suit you better?"

let's recap:

- decisiveness comes when it's time to close the deal, or "ask for the order", or there is a sense that the deal is not workable for you
- do not be decisive if final clarity is not clear
- what would give you second thoughts: the character of other party, the less than satisfactory product; if your gut gives you a clear "no" walk away
- if there is interest in the deal, confirm if any points remain unclear and then proceed decisively in closing the deal

37 Detail

In the final analysis, everything is in the details. Verifiable details make you and your product or service credible. Vague promises and unsubstantiated or exaggerated claims create scepticism about your product or service and undermine your credibility. When presenting your case in a negotiation, always give details with authoritative backup material in a suitably presentable folder. Give them information they can hold in their hands and take with them when they leave.

Verifiable details substantiate claims of product or service virtues and their potential benefits to the listener—claims that might otherwise be considered hype or even false advertising. Positive documented details generate positive pictures and perceptions in the mind of the other party. They will start to envision using your product or service and reaping the pleasures or benefits. Documented details help them create a commercial in their minds that sells them on your product or service.

Remember, in a business negotiation, the other party wants what you have, or at least hopes you have what they're looking for. That is the reason they are sitting across the table negotiating. If they didn't think or at least hope that you have what they want, they would be gone. So your job is to provide the details that show them your product or service meets their needs, fulfills their expectations, satisfies their desires.

If you don't provide positive, verifiable details, they will grow uncomfortable and begin to entertain negative ideas and skeptical thoughts. In their minds they will begin negotiating an exit strategy.

But giving too many details, or giving unimportant details, can also confuse and distract the other party and cloud the negotiation. Secondary or filler details can come later when pen gets put to paper. Until then, simply give salient, positive, accurate details that truthfully show you, your product, or service in the best light. After that, you must trust your product to sell itself.

let's recap:

- verifiable details make you and your product/ service credible
- always present your case by giving authoritative backup material in a presentable folder; this must be information they can take with them
- verifiable details substantiate claims of products and service virtues
- give accurate details and necessary details to secure success in the negotiation, secondary details can be discussed once paperwork is to be completed

38 Discipline

Winners in every arena tend to be confident, skillful, positive, motivated, and resilient. They handle pressure well and respond to challenges and setbacks with creativity and initiative. They don't merely rely on natural talent, competitive instinct, or gambling odds. They practice, plan, and prepare. Winners are disciplined.

Discipline is a bedrock quality that empowers all the above qualities. It develops character and inner strength, and invigorates any skill or virtue we possess in any area of life. Discipline is an essential quality for a winning negotiator.

A great negotiator doesn't simply walk into the room depending on mere confidence or luck. A disciplined negotiator is methodical, strategic, and thoroughly prepared. A great negotiator walks in to the room practiced and ready, having done his or her homework, and not

just for the negotiation at hand. A disciplined negotiator has studied the art, practiced the necessary skills, and cultivated the personal qualities that negotiating requires.

Becoming a great negotiator takes discipline of thought, emotion, attitude and attention. By combining this with sufficient knowledge and practice, you can develop competence and, eventually, mastery as a negotiator. And all this indirectly develops the character,

Nothing gives one person so much advantage over another as to remain cool and unruffled under all circumstances.

Thomas Jefferson 1743–1826 confidence, and inner strength that will make you not only a great negotiator but a quality human being.

let's recap:

- winners handle pressure well and respond to challenges and setbacks with creativity and initiative
- winners practice, plan and prepare, they are disciplined
- being disciplined develops character and is the bedrock quality that empowers the qualities of a winner
- methodical, strategic and thoroughly prepared is the winning combination of a disciplined negotiator
- it is the combination of discipline of thought, emotion, attitude and attention, with sufficient knowledge and practice that will enable you to develop the competence of a great negotiator



39 **Ego**

Ego can play a healthy or an unhealthy role in any negotiation. Ego plays a healthy role when it is based in real self-esteem earned through self-discipline, practical experience, and maturity of

Check your ego at the door!

character. Ego plays an unhealthy role when the above-mentioned qualities are lacking or not developed, and when it is compensating for insecurity, immaturity, and low self-esteem.

Ego is not a substitute for confidence, a wise counselor, or a reliable source of motivation. When you have well-rounded skills and well-founded self-esteem, you don't need to be egotistical. You can be supremely confident, yet have real humility. You can walk softly because you are carrying a big stick.

A great negotiation must learn to master ego, to set it aside. Unmastered ego is a liability, a hindrance to the process and outcome of any negotiation. It diminishes our capacity for self-awareness, and our discernment and empathy with others. It tends to personalize everything, and take everything personally. It creates competition and conflict where neither are necessary, and focuses on winning, to the detriment of the negotiation and the deal. A person under the influence of ego would prefer to win the battle and lose the war, killing the goose that lays the golden eggs.

Great negotiators are not driven by ego. They don't personalize the negotiation, and don't take things personally, even if they are intended that way. They don't react or become offended by negative personal comments directed at them. They never stoop so low as to insult or abuse the other party, even if the other party insults or abuses them.

Great negotiators maintain resolute focus on the imperatives of the deal, and are committed to resolving outstanding issues in a mutually satis-

factory way. If the deal is unacceptable or not possible, they maintain their dignity and walk away—something ego cannot do.

In the early stages of a negotiation, information and knowledge-gathering are critical. This is a good time to observe and assess yourself, to relax and set your ego aside. Then you observe the other party, to see whether they are being egotistic or not.

A great negotiator checks his or her ego with his or her hat and coat outside the negotiating room. A great negotiator is able to set ego aside, especially when it is aggravated or provoked. This requires inner skills not commonly associated with doing business. It requires self-development, commonly associated with spiritual practices like meditation, and self-observation that lead to clear awareness, self-knowledge, and self-control.

Mastering ego requires self-awareness—a capacity to recognize your own ego and set it aside. It requires self-confidence—an ability to relax, be fully present, and effectively engaged in stressful circumstances. It requires self-control—an ability to not react when your emotions have been triggered. All these things allow you to use your ego effectively, instead of letting it run you. They make you more able to observe ego operating in others, and to respond effectively from a place of "non-egotism." And

this gives you a decisive advantage in any negotiation, and in life.

For example, when dealing with someone who is being egotistic, you can ask that person questions about his or her background and prior accomplishments, highlighting their value and importance, or make polite or friendly comments designed to please or appease his or her ego.

This puts that person at ease and increases the likelihood of a successful outcome. Ideally, both parties are aware enough, and mature enough, to set their egos aside and meet in a responsible and cooperative spirit. But this is often not the case. Typically, one or both parties will be operating under the influence of their ego to a greater or lesser degree. So you might as well include the other person's ego in the negotiation in a way that works to your advantage.

let's recap:

- ego is either healthy or unhealthy in negotiation
- when based in real self-esteem, earned through self-discipline, experience and maturity of character – a healthy ego emerges
- insecurity, immaturity and low self-esteem presents itself with an unhealthy ego
- to master one's ego and set it aside during negotiation, makes for a great negotiator
- unmastered ego personalizes everything, creating conflict to the detriment of a negotiation
- great negotiators don't personalize comments; don't stoop low to insult but they do remain focussed on the imperatives of the deal
- mastering ego requires self-awareness, selfconfidence and self-control
- responding in a non-egotistic way gives a decisive advantage
- either way, ego will present itself; work this to your advantage by highlighting the other party's good points or accomplishments

An egotist is not a man who thinks too much of himself, he is a man who thinks too little of other people.

Joseph Fort Newton 1876–1950

40 Empathy

Empathy is the capacity to intuitively understand, share, and feel the feelings and the plight of another. It involves being emotionally present and patient in listening to the other party's verbal and nonverbal messages. It is the root from which spring what are commonly called "people skills." Empathy differs from compassion, which implies a desire to help alleviate pain, loss, and distress in others. Empathy is more about simply being present with another, bonded in sympathetic communion.

Empathy is not weakness. It doesn't make you incapable of negotiating from a position of strength and closing with dynamic confidence. It strengthens your connection to others, giving you a clearer sense of who they are, where they're coming from, what's driving them, and what they hope to gain. It allows you to more clearly read their feelings, thoughts, and concerns. And this makes you a better negotiator.

More than a negotiation tool, empathy is a human quality, like discipline or integrity, that enriches you, influences others, and makes you better at what you do. When you are empathetically connected to someone, they sense and respond to that connection with trust and openness. They will be more likely to look to you for assistance, advice, and guidance.

Empathy is more than a good feeling in a social interaction. Empathy builds a bridge between two parties, sometimes using the material from the walls that initially separated them. It allows you to bond with the other party and find common understandings that lead to mutually satisfactory outcomes. It provides an emotional/spiritual foundation for win/win negotiations.

Empathy is not a mask you wear to fool someone into thinking you care when you don't, in order to exploit his or her trust and vulnerability. A great negotiator never abuses the trust and confidences created through an empathetic connection. For this turns empathy into predatory manipulation, which is not empathy at all, but trickery that will soon be recognized. When another allows you into their hallowed inner ground, even in a negotiation, respect it fully in every way. To do otherwise diminishes you as a negotiator and a human being.

Empathy is the humanity you bring to a negotiation that turns an impersonal transaction into a business relationship. It should be clear by now that to be a great negotiator requires you to be a basically good and decent human being. Excluding humanity from business only makes business inhumane. You end up sacrificing character for profit – never a

worthy trade. Thus, the question, "What would it profit a man to gain the whole world and lose his soul?"

To develop empathy you must develop a genuine interest in others. Part of empathy is curiosity about people, curiosity about the human being behind the social mask or negotiating persona. A great negotiator is genuinely interested in who the other party is and why they want what they want. A great negotiator wants to understand the other party's character, intentions, and motivations, and to see the view from their side of the table.

This curiosity and interest in who the other person is establishes an empathetic bond that makes you a more effective and more appealing negotiator. And this is the key to developing fruitful business relationships that endure long after the negotiation is over.

Always think in terms of what the other person wants.

James Van Fleet 1892–1992

let's recap:

- empathy: to intuitively understand, share and feel feelings of another
- it involves presence and patience and listening to verbal as well as nonverbal messages
- "people skills" originate from empathy
- it differs from compassion, implying a desire to help and alleviate pain, loss and distress in others
- it strengthens your connection with others, it is not a weakness; allows you to read more clearly the feelings and intentions of the other party
- enriches you, influences others and makes you better at negotiating
- being emphatically connected to another, is responded to with trust and openness; it is the humanity you bring to the table; a bridge built between parties
- basically being a good human being will lead you to becoming a great negotiator; never abuse trust and confidences
- to develop empathy, one must develop a genuine interest in others; a curiosity about that human being behind the social, negotiating mask
- empathy helps see the view from the other side of the table
- the empathetic bond established, makes you more effective and more appealing – developing long-term, fruitful relationships

41 **Emotions**

Most people believe they are primarily rational and driven by logic; but few people are. In fact, people are largely emotional (with a pinch of logic thrown in), being primarily driven by their feelings and reactions to things. **Emotions** buy, logic sells. In any negotiation where the stakes are high, people are under pressure. And wherever people are under pressure, emotions will tend to trump logic and drive decisions. In such situations, we may think we are being logical, but usually our logic has become a function of our emotions. This means that we unwittingly use logic to justify our emotional impulses in the moment, rather than following some overarching and rational plan.

Think about it: Most impulsive or emotional decisions and actions are preceded by a seemingly **intelligent thought process** that rationalizes whatever your impulse is telling you to do. You want to do it; you explain or justify to yourself or others why it's okay, or right, or necessary to do it; and then you do it. But, in reality, your emotions were the deciding factor.

As with ego, a great negotiator is able to remain calm under pressure and set his or her emotions aside. This also takes maturity, self-discipline, and self-control. And your ability to manage your own emotions makes you more capable of dealing effectively with the emotional moods and behaviors of the other party.

You manage your emotions the same way you manage your ego; the two are intertwined. When you first sit down at the negotiation table, relax and breathe. Be present to what you are feeling. Calmly observe your environment and the other party. Continue relaxing. Notice any feelings you have about the negotiation or the other party – nervousness, irritation, excitement, frustration, etc.

Now, take a moment to observe and assess the other party, to X-ray them emotionally. Believe it or not, you do this naturally already with your emotional or empathic intuition. You can discern their emotions from their eyes, their facial expressions, their body language. When you observe and tune in to the other party from your calm, relaxed center, you can often sense emotions such as happiness, sadness, anger, admiration, fear, agitation, calmness, greed, friendliness, enmity, neutrality, etc., in varying degrees and shades. This tuning in will give you a sense of their character and how best to deal with them. And, as the negotiation proceeds, more will be revealed through words, actions, and attitudes.

By consciously relaxing and feeling your feelings, you inhabit a calm center of awareness. In this calm center, you are objectively related both to your emotions or feelings and to what is going on around

you. You are able to be fully present, yet detached—aware of the bigger picture, yet focused on your primary objectives.

This calm, centered place of awareness and emotional self-control—not the biggest chair, not the head of the table—is the real power position in any negotiation. When you can maintain a calm center, you can manage and channel your emotions instead of allowing them to run you.

Your ability to maintain a calm emotional center also allows you to respond more effectively to the emotions and behaviors of others when they are unable to manage themselves. You can adjust your approach to their emotional state. You can even alter the mood in the room, making it calmer, happier, livelier, or more serious, according to the need of the moment. This increases your chances of a successful negotiation.

Emotional self-control involves not taking anything personally. By taking things personally, you invite your reactive emotions into the negotiation and mingle them with the issues at stake. In doing so, you give up the power position and jeopardize the negotiation.

Losing emotional control in a negotiation is generally a fight-or-flight adrenaline response to stress, frustration, anger, or fear. This physiological response sends blood from your

brain to your extremities to provide for extreme physical action. But this isn't useful in a negotiation, where you need your brain functioning at maximum capacity.

So, find your calm center. Don't allow a negotiation to be driven by your emotions or the other party's. Don't lose your temper, especially if the other party loses theirs. Your uncontrolled reactive emotions only short-circuit you and agitate them. And when a negotiation becomes about emotions instead of issues, you're not actually negotiating any more.

Learn to keep the negotiation on track when the terrain gets rough. If things get heated, remain calm and directly address any unresolved issues or misunderstandings that may have triggered the emotions. You can directly address and diffuse anger with candor and empathy. The general message to convey in word and attitude is "I understand that you're upset. Let's address anything that's bothering you. That's why we're here. We can resolve this so that we both feel good about the outcome."



let's recap:

- most people believe they are rational and driven by logic, few are
- people are largely emotional, driven by their feelings; emotions buy and logic sells; where the stakes are high, people are under pressure
- your emotions are the deciding factor: you want to do it and rationalize this to yourself and others, why it's okay and then you do it
- great negotiation is remaining calm under pressure; this takes maturity, self-discipline and self-control
- managing your emotions makes you more capable of dealing with the emotions of the other party; you manage your emotions like your ego
- observe and assess emotions from their eyes, body language, facial expressions; tune in giving you a sense of character
- inhabit calm throughout, the power position; responding more effectively; adjusting your approach; altering the mood
- address and diffuse emotions with candor and empathy

42 Energy-and-Balance Fitness

How well would your car perform if you put dirty or diluted gas in the fuel tank, never changed the oil or brake fluids, and never had a tune-up? How well could you perform in life if you ate only pizza, hot dogs, and junk food; drank only soda, coffee, and alcohol: and didn't exercise or get enough sleep? Maintaining your energy-and-balance fitness is a lifestyle choice that pays dividends in all aspects of your life over time. Healthy lifestyle choices promote high energy, physical and emotional balance, a general sense of optimism and well-being, and longevity. Unhealthy lifestyle choices result in diminished energy, physical and emotional

imbalance, loss of a sense of wellbeing, and the progressive deterioration and decline of mental faculties and physical health. So maintaining a healthy lifestyle provides an important foundation that indirectly serves you as a negotiator and a human being.

Your energy-and-balance fitness also has a positive effect on others. The natural authority of vitality emanates from energy-and-balance fitness. When you have it, people feel and respond to your strength and presence, and tend to follow your lead. When you don't have it, people sense your imbalance and weakness, and tend to avoid or take advantage of you.

When you lack energy-and-balance fitness, you cannot energize a room or command a negotiation. You lose your persuasiveness and confidence. You cannot get a "yes" when it counts or close with authority. In any negotiation, your energy-and-balance fitness is an important component and an indicator of your chances of success

Maintaining energy-and-balance fitness requires basic self-discipline and healthy lifestyle choices. These include the most basic elements of healthy diet, regular exercise, sufficient sleep, and minimal or no consumption of alcohol, cigarettes, and drugs. Other elements include a healthy love life and supportive friends; intellectual stimulation and personal exploration through study, reading, travel, or creative expression; and spiritual rejuvenation through deep relaxation, meditation, prayer, therapy, contact with nature etc.

A balanced lifestyle that includes the above components boosts your energy level and optimism, and gives you a "PQ" (personality quotient/presence quotient) that will be felt when you enter a room and which will be a compelling force in a negotiation. People are drawn to positive, energetic leaders and tend to agree with and follow them, rather than oppose them.

American oil tycoon J. Paul Getty (1892–1976) has the final word here: "The individual who wants to reach the top in business must appreciate the might of the force of habit, must understand that practices are what create habits. He must be quick to break those habits that can break him, and hasten to adopt those practices that will become the habits that help him achieve the success he desires."

let's recap:

- maintaining energy-and-balance fitness is a lifestyle choice that pays dividends in all aspects of life
- healthy choices promotes energy, physical, emotional balance and a sense of optimism and well-being
- unhealthy choices leads to progressive deterioration and decline of mental faculties and health; healthy habits provide an important foundation and serve you as a great negotiator
- it is has a positive effect on others, emanating a natural authority of vitality; people will feel and respond to your strength or people will sense your imbalance and weakness
- you lose persuasiveness and confidence when lacking energy-and-balance fitness; it is an important component for chances of success
- maintaining a healthy lifestyle requires selfdiscipline and balance of healthy choices, spiritual rejuvenation and personal exploration
- this boosts PQ levels, a compelling force; you are more positive and people are drawn to energetic positive leaders
- keep in mind: the might of the force of habit plays a huge role in wanting to achieve being "top in business"; practices create habits, hasten to adopt practices that become good habits for achieving the ultimate success; be quick to break those habits that can break you

43 Engage and Involve

As a general rule in any negotiation, the more time, thought, and energy the other party has invested in the negotiation process, and the more connected they feel to you and your product or service, the greater their commitment will be to a successful outcome. So, you, as a great negotiator, should find ways to engage and involve the other party, getting them to invest time and energy in the transaction, thus increasing their commitment to that successful outcome. Below is a list of strategies for doing this.

- Begin with a friendly greeting, and then ask easy questions about why they're here, about their needs, what they like, what they want, what they're looking for, etc. This establishes basic rapport. Your questions should be designed to evoke or elicit positive feelings and responses and establish a friendly connection, or to elicit agreement, confirmation, or some form of "yes" response.
- Ask them to come with you ("Let me show you something") and get them to physically follow you. If it's not practical to show them by physically moving them try illustrating something in a written document. Let your tone convey helpfulness, enthusiasm, and authority. Getting them to follow you engages them energetically and puts you in a leadership position.

- When addressing groups, ask questions to elicit an **affirmative answer**, or invite them to respond by raising a hand or nodding their heads. This connects the group and engages them in mutual agreement with you and your ideas, message, or proposal.
- With groups or individuals, ask for their advice or opinions on matters related to the area of negotiation. Eliciting opinions or advice gives others the opportunity to share their knowledge, ideas, and expertise. This draws them into a more active involvement with you and your product or service, and moves a neaotiation closer to a successful conclusion. However, never ask questions of them that you do not know the answer for. You don't want to be blindsided by a tough question and have the negotiations going way off track.
- Describe your product or service in glowing terms, using descriptive and appealing words and tones. Create alluring pictures and scenarios in the mind of the other party that evoke positive feelings about, and a desire for, your product or service. The basic communication is a combination of the product's actual qualities and virtues, and how good it will feel, how much fun they will have,

- how convenient it will be, or how much they will benefit from using this product or service. Remember that we talk in words but think in pictures so allow them to create a picture in their mind of the impression you want them to have of your product, service or goal you have in mind.
- Ask questions designed to get the other party talking about their desire or need for the product, service, or goal you are offering them. When they begin talking about what they need and want relative to your product, service or goal, another level of involvement has occurred.
- Offer a free trial period, a free sample, or some other non-binding way for them to experience and connect to your product or service.
- Include the **sensory** and the sensual wherever possible. Get people connected to you and your product or service through touch. smell and taste. Wearing perfume or cologne subtly and sensually connects you to the other party, even in strictly formal or official situations. Cosmetic representatives may spray perfume on the wrists, or rub lotion on the back of the hands of passersby to establish a sensory/sensual connection. Stores offer food samples to similarly engage and involve potential customers.
- Consider how a luxury car salesman engages and involves a prospective customer and connects that person to the product through sensory experience. He shows them the car, walks them around it, pointing out its various virtues, luxuries, and feats of engineering. Perhaps he gets them to run their hands over the sleek exterior and then opens a door so they can feel and smell the rich leather interior. Perhaps he paints a verbal picture, asking them to imagine riding on the open road. He invites them to get in and relax into the soft calfskin leather seats and hold the leather-wrapped, handcrafted wooden steering wheel. He has him or her turn on the ignition to feel the vibrating hum of a 400 hp engine. Then he invites the customer to take it out for a test drive so he or she can experience its power, engineering, sensuality, prestige, beauty, etc. Getting the other party to touch or hold your product breaks a crucial barrier and opens up new avenues of conversation and negotiation.

Great negotiators learn a variety of ways to engage and involve the other party.

let's recap:

- the more time, thought and energy invested in the process, the more a connection is felt and commitment to the success of the outcome
- a list of strategies to engage for a successful outcome:
 - friendly greeting and easy questions will evoke positive feelings and responses; establish friendly connections
 - get the party to physically follow you, or illustrate from a document; this puts you
 in the leadership position as you energetically engage the other party
 - addressing groups, asking questions, inviting them to respond connects group and allows for mutual agreements of your ideas and proposals
 - ask the other party for advice and opinions; this gives them the opportunity to share knowledge and expertise, allowing for more involvement
 - describe the product in glowing terms, creating alluring pictures and scenarios; we talk in words but think in pictures
 - ask questions to get the other party talking
 - offer free trial periods; non-binding ways to experience your service or product
 - include sensory and sensual elements: get them connected through touch, smell and taste
- it is very important as a great negotiator to learn many ways to engage and involve your audience for a successful conclusion

44 Environment

Environment can be a source of power. This is why home turf is commonly felt to give one an advantage, and why two parties in tense negotiation will often agree to meet on neutral ground.

An environment can be consciously designed to give one a power advantage. Mussolini, the Italian dictator, famously used this tactic. Public officials, foreign dignitaries, and other important personages who came to see him would be ushered through imposing doors into a great room with marble floors. Directly ahead,

at the far end of the room, Mussolini sat in a throne-like chair behind a massive desk, studying or writing some important document. He would ignore the persons walking toward the desk, their footsteps echoing in the room. He would not look up when they arrived, or acknowledge their presence. Finally, he would glance at them and give them permission to sit down in a smaller, less comfortable chair than his own.

Power players know how to design power environments. The classic example in business is the company

boardroom, its center a great table surrounded by solid chairs and walls lined with pictures or portraits of past leaders of the organization. But there are many different ways to create power environments. Churches, temples, cathedrals, and palaces are all power environments designed to impress an individual with a sense

of his or her smallness and insignificance, with humbling effect.

If you have a location where you operate or do business, you can create a power environment that suits your own style, needs, and personality. It can be impressive, elegant, inspiring, or intimidating. It's up to you.

let's recap:

- it can be a source of power; home turf commonly felt to give one advantage, why two parties often agree to meet on neutral ground
- it is conciously designed to give one power advantage, i.e. such as a company boardroom with a great table and solid chairs, past leaders adorning the walls
- different ways of creating power environments, designed to impress an indivual with humbling effect

45 Ethics

Ethics in practice can be boiled down to the gospel injunction, known as **The Golden Rule**, to "do unto others as you would have them do unto you." Or, as Rabbi Hillel says in *Ethics of the Fathers*, "Don't do unto others as you would not like them to do unto you. The rest of the laws are only common sense. Go and study them." A litmus test of ethical action is to ask yourself if you would want someone to do it to you. If the answer is no, it probably isn't ethical.

Your ethical value system is a product of your family upbringing, your social and educational environment, your religious background (if any), and your life experience. It is learned and internalized over time. It can become better or worse depending on the life choices you make, the kind of mentors you find or choose, and the character you develop in life.

For some people, their belief in the law of karma, of cause and effect—
"As you have done unto others, so shall it be done unto you"—keeps them on the straight and narrow, and committed to living an ethical life. But others live by the maxims of "it's only a crime if you are caught," and "the ends justify the means."

Ethics are the foundation of character, self-esteem, personal authority, and confident decision-making. So, great negotiators are ethical people, both on principle, and because it's simply the best way to do business with others. People want to do business with ethical people. And people with a reputation for ethical behavior in any field are highly regarded and often recommended.

To become known for your unethical behavior and actions is to become an "untouchable" in business terms.

No one who is aware of your reputation will want to do business with you, let alone negotiate or even talk to you. Your ethics, or standard of conduct, are the spine of your reputation. Keep it straight, true, and strong, and your business and reputation will prosper.

Ethical religion can be real only to those who are engaged in ceaseless efforts at moral improvement. By moving upward we acquire faith in an upward movement, without limit.

> Felix Adler 1851–1933

let's recap:

- ethical practice comes down to "The Golden Rule"
- when considering doing something, ask "would I want this done to me", a no answer doesn't elicit good ethics
- your ethical values are established through upbringing, social and educational environments, religious backgrounds and life experiences
- it may become either better or worse, depending on your life choices and mentoring you choose in life
- there is the law of karma that is upheld by some as their belief; others live on the straight and narrow without a care
- being an ethical human beings, makes for a great negotiator, simply because it is the best practice in business; people with ethical behavior are highly regarded in their field to do business with
- your standard of conduct is the spine of your reputation

Are you being ethical in all areas of business? Are you "untouchable"? Keep it on the straight and narrow to ensure your reputation remains intact!

46 Expectation

A healthy expectation is a vision of what is possible, desirable, and worth devoting your time and energy to achieve. High expectations are motivating pictures in the mind of a great negotiator.

But expectations are a two-edged sword. On the one hand, it's good to have positive expectations about yourself, your potential, and your future.

let's recap:

- healthy expectations are visions of what is possible and desirable and worth time and effort
- expectations of others or outcomes beyond your control can lead to disappointment and frustration
- you'll experience perennial failure if you have high expectations of yourself but fail to follow through
- you'll likely be a successful underachiever if expectations are set too low, having developed the skills and expertise
- great negotiators set expectations high, fulfill them and accept the outcomes with equanimity

On the other hand, expectations of others, or of outcomes beyond your control, can set you up for disappointment and frustration. Healthy expectations are balanced with detachment.

If you have high expectations of yourself but fail to develop the necessary skills and qualities that lead to success, you will experience frustration and achieve haphazard success at best and, at worst, perennial failure. If you develop the necessary skills and qualities, but set your expectations too low, you will likely be a successful underachiever who never fulfills your potential.

Great negotiators and high earners develop the necessary skills and expertise, set their expectations high, do everything in their power to fulfill them and accept the outcome with equanimity. They are found amongst the elite in every area of human endeavor.

equanimity (noun) mental or emotional stability or composure

47 **Experiment**

As no two negotiations are the same, there is no one cookie-cutter approach to all negotiations. Your strategic skills, your ability to be present and adaptable, and your willingness to experiment and take calculated risks, allow you to navi-

gate the uncharted territory you will encounter in any negotiation.

Experimentation is the path to discovery and innovation. Be willing to experiment in different circumstances, to try different tactics and approaches, to adjust and adapt

your approach in each negotiation. This is how you learn new things, developing and refining a more complete skill-set.

Without experimentation, you will tend do the same thing over and over; and sometimes it will work and sometimes not. You will tend to become rigid, fixed and two-dimensional. A willingness to experiment turns work into creative play. And it develops courage, adaptability, skill and confidence.

It's good to keep a journal of your various negotiations, noting and analyzing your performance and how things went. If you tried anything different, what was the result? Where

applicable, write down any experimental changes in strategy, tactics, and skills. Rate the success of the changed approach. If you don't want to keep a notebook, at least review these things mentally after each negotiation. Debriefing in this way after each negotiation will accelerate your learning curve and skill development as a negotiator.

Whether you're struggling with a learning curve or experiencing consistent success, experimenting will help you to keep learning and growing, tweaking and refining your style and strategies, and mastering the art of negotiation.

let's recap:

- each negotiation requires new tactics and skill, there is no one approach to all
- one needs to be present and adaptable, willing to experiment and take risks;
 experimentation is the path to discovery and innovation
- if not experimenting each time with new strategy and skill, one can become stuck in a rut and two-dimensional
- work can be turned into creative play, be willing to experiment
- keeping a journal will help analyze past experiences/performances, and assist in creating changes in strategy
- **)** debriefing constantly after each deal can accelerate your learning curve and skills

48 Expertise

If you are negotiating about a product or service, the expertise you offer should be first-rate, up-to-date, and of a high industry standard. Expertise is quality "niche knowledge" you possess that empowers others. It is earned and maintained by you

doing your homework and applying your knowledge in an ongoing manner. That is how you become and remain fluent and accomplished—an expert—in your particular area.

Your expertise gives you authority and confidence, and makes you a

better negotiator. And it rises in value in a negotiation when you can show the other party how your product or service meets their essential needs or serves their essential goals.

Developing real expertise in your area about your service or product is essential to being a successful negotiator. Your combination of expertise and performance skills in your niche market increases your value, respect, and authority in a negotiation. In the end, your expertise—or lack of it—is often the decisive factor in a negotiation.

Many people try to succeed in a negotiation with smoke and mirrors, with faux expertise, faking knowledge they don't really have, playing fast and loose with statistics or facts, and making a flashy show of bits and pieces they understand, while hiding and trying to avoid areas of ignorance or incompetence. But this is mere laziness and lack of integrity that will sooner or later work against them.

Doing the diligent work required to gain real expertise will always serve you in the short- and long-term. If possible do things that make your expertise well known, such as give lectures or speeches on the subject, write articles for local and national exposure, etc.

let's recap:

- each negotiation requires new tactics and skill, there is no one approach fit for all
- one needs to be present and adaptable, willing to experiment and take risks; experimentation is the path to discovery and innovation
- if not experimenting each time with new strategy and skill, one can become stuck in a rut and two-dimensional
- work can be turned into creative play, be willing to experiment
- keeping a journal will help analyze past experiences/performances, and assist in creating changes in strategy
- debriefing constantly after each deal can accelerate your learning curve and skills

49 Eye Contact

Eye contact is the most direct and potentially revealing form of contact between two people. Words can deceive, but the eyes, the "mirrors of the soul," uniquely reveal the person behind, looking out. In every culture, eye contact is an essential part of any human encounter.

Every relationship, and every negotiation, involves a subtle dance of eye contact. Making and sustaining good eye contact creates a rapport based in mutual recognition and trust. You don't trust someone who can't look you in the eye. But sustaining good eye contact doesn't mean sustained

or unbroken eye contact. Sustained eye contact, beyond a certain point, is considered invasive, impolite or inappropriate.

Varying the length of eye contact is essential in any encounter. And that is an intuitive matter. But general ground rules do apply. When the other party is talking, your job is responsive listening. Then, a meaningful gaze held for five or ten seconds at a time says "I'm taking in every word": "I'm very interested in what you have to say"; "I like, respect, admire you"; "I feel a good connection with you"; "I feel like you are the important person in the room right now," etc. Literally verbalizing those statements to someone you have only known for minutes wouldn't work. Yet good eve contact can communicate all of that nonverbally in an effective and acceptable manner.

But an unbroken gaze held for fifteen, twenty, or thirty seconds moves into increasingly awkward territory. It becomes staring rather than engaging, invasive rather than connecting. When people feel stared at, they become uncomfortable and self-conscious. They will feel that something is not quite right with you and will begin to form a negative impression of you.

Whether talking or listening, you can briefly break or modify the meaning and intensity of eye-to-eye contact by blinking; by occasion-

ally glancing at the person's mouth or glancing down or away while nodding thoughtfully, or smiling in agreement, amusement or admiration; or by looking at a notepad and jotting notes – but always resuming eye contact once again.

You can express many nuances of attitude and emotion with your eyes. When someone is being difficult, inappropriate or obnoxious, simply averting your eyes or giving a pointed stare expresses disapproval. When someone shares a touching story, or something personal or heartfelt, softening the eyes and face expresses sympathy. When you want to impose your authority in the moment, a firm fixed stare often does the trick. When you want to show humility or remorse. or acknowledge the other person's authority, simply look down with the appropriate expression.

These are all things most of us do naturally. But a good negotiator must be more conscious of these subtleties that affect the tenor of any exchange and the rapport between any two parties.

At the most basic level, good eye contact reflects high self-esteem, while poor eye contact reflects the opposite. And either one creates a corresponding impression about you in the eyes of the other party. For this reason, a good negotiator develops the necessary "skill" of effective eye contact.

What
"message"
are your
eyes
sending?

let's recap:

- it is the most direct and revealing form of contact
- the eyes are "the mirrors of the soul"; making and sustaining eye contact creates rapport in recognition and trust
- sustained eye contact is considered invasive, impolite or inappropriate; general rules apply, your job is responsive listening
- make notes, smile in agreement, glance another way, then resume eye contact showing your interest
- emotional nuances are often expressed with your eyes
- when dealing with a difficult person, avert your eyes or give a pointed stare expressing your disapproval
- most of the nuances we do naturally, but a few tips include:
 - in sharing a touching story, soften the eyes and facial expression
 - a firm, fixed stare can impose authority in the moment
 - when showing humility, look down with the appropriate expression
- as a great negotiator, be concious of these nuances that can affect the tenor of exchange

50 Exiting Gracefully

Let's face it — not every meeting between two parties is a good match. There are going to be certain negotiations where the "vibes" between the parties are so awkward or incompatible that pursuing the negotiation will be futile or counterproductive. When a negotiation isn't workable or has gone off the rails, it is best to terminate it as quickly and diplomatically as possible. Wisdom in such cases is knowing when to pack up your tent and leave. Courage is doing it.

Initiating a graceful exit is like closing a deal without a sale. It takes decisiveness and a willingness to cut your losses and move on. While it's awkward to end a meeting or negotiation that has barely begun, it's even

more awkward to allow the folly to proceed to an unpleasant, unproductive, or even bitter end. So, graceful exit strategies are an essential tool of a good negotiator.

If you're representing only yourself in a negotiation, and not a company, and you know you will not be dealing with the other party again (or vice versa), you can end less diplomatically and more abruptly (though never rudely). You can say something simple and direct, like, "You know, I don't think this is going to work. Shall we just wrap it up and call it a day?"

Or, if it seems best, you can choose to play out a polite charade to bring things to a diplomatic conclusion. "Well, I think I've got enough information. I'll need a little time to think about it and consult my partner/wife/accountant, etc."

If you are representing a company for which a compromised negotiation still holds potential value, you will definitely need to take the diplomatic route. You don't want your words or actions to irreparably damage a negotiation and harm your organization's business interests. In such cases, you can suggest that someone else in your organization, who is "more qualified in this area" and better able to serve the other party's interests, take your place.

Great negotiators are sensitive to a negotiation's potential, or lack thereof. And they are willing and able to make a graceful exit, and move on when it's time to do so.

let's recap:

- not all meetings are a match made in heaven; there may few opportunities where meetings leave a feeling of bad vibes and awkwardness ensues
- negotiation would thus be futile, counterproductive
- initiating a graceful exist is like closing a deal without a sale
- you must be decisive and willing in your actions to cut your losses and move on
- if representing yourself, one can close a bit more abruptly, less diplomatically
- negotiations for one's company, potentially still hold value for your company, best to advise another person to continue negotiations
- be sensitive to negotiation potential, exit gracefully

Exit with poise. Be careful of burning bridges for potential future deals.



51 Fairness

Fairness, like beauty, is in the eye of the beholder. It is an ideal to strive for but also relative and subjective – a matter of perspective. Your sense of what is fair or not is influenced by your cultural and

personal values. Nomads may have a different sense of fairness than farmers. And a pickpocket or a drug dealer probably will have a different sense of fairness than a judge or a preacher.

This matter of fairness is more complicated in cross-cultural or multi-country negotiations. In some countries, your word and a handshake are considered sacrosanct. In other countries, the signed contract and the fine print, rather than what you say or verbally agree to, are all that matters. In some countries, bribery and kickbacks are considered corrupt and are illegal. In other countries they are standard business practices, and to omit them is to take yourself out of the deal.

In any particular negotiation, your concept of fairness must take into consideration whom you are dealing with—their personalities, ethical character and country of origin—in order to understand their perception of what is and is not fair.

In striving for the ideal of fairness, the Golden Rule applies in principle, though it is not always applied in fact. We all know that the law, like life, is not always fair. Yet what matters in the end in a negotiation is that your concept of fairness matches that of the other party. Without this, no agreement can be reached. In practical terms you could say that fairness is whatever two negotiating parties finally agree is fair.

But fairness isn't completely subjective. Exploitation, coercion, and unfairness can be involved even when two parties come to an agreement – for example, where there is an unequal power relationship.

Large corporations and impoverished foreign workers may reach an agreement, and even sign a contract, in which the corporation garees to pay the workers pennies a day. But this cannot really be called fair, despite the contract, because the impoverished. unemployed worker has no power in the negotiation. Or a desperate man may borrow money from a loan shark at an abnormaly high rate of interest, but no one would call such a loan fair. For another example, two negotiating parties cannot decide what is fair to a third party who is not present in the negotiation, especially when the outcome of the negotiation will negatively affect the absent party.

Fairness is an important quality in a great negotiator, and necessary for win/win negotiating. Ultimately, your sense of fairness depends on your ethical character and integrity. If you have these, and they are important to you, then you will do everything in your power to preserve them – and this necessarily includes being fair.

let's recap:

- a matter of perspective, influenced by your cultural and personal values
- complicated in cross-cultural or multicountry negotiations
- in practical terms, fairness is whatever two negotiating parties agree is fair
- exploitation, coercion and unfairness can be involved when two parties come to an agreement

52 Fear

Fear can be a motivating or debilitating force, depending on how you use it. It can manifest as insecurity, self-doubt, anxiety, basic fear, or even panic. And it can result in indecision, confusion, negativity and pessimism that increasingly undermine self-confidence and lower self-esteem.

Everyone experiences fear. Not everyone faces and moves beyond the limits imposed by fear. And fewer still master fear. A great negotiator doesn't let fear control his or her actions, limit opportunities, dictate strategies, or define his or her character.

In business, in a negotiation, and in life, fear often derives from being inexperienced or unprepared and from contemplating the possible loss of work, income, profit, prestige, or simply loss of face in the moment.

But our fear patterns and triggers are usually deeper than these immediate concerns. They are often related to childhood and social conditioning which may include painful, humiliating, or traumatic experiences. Yet, regardless of the causes and roots of fear, you can choose to face and master fear. Here are a few ways to do so:

Thoroughly prepare before an anxiety-provoking event. Preparation can include studying relevant data, figures and other materials; role-playing with a partner or mentor; visualizing or mentally rehearsing difficult scenarios and your responses; and deeply relaxing, releasing fear, and focusing on and trusting in a positive outcome. (Practices like meditation, prayer and conscious relaxation help you to relax and function effectively in stressful situations which can trigger heightened emotional states like fear, anger, surprise, confusion, etc.)

- Consciously cultivate a courageous attitude and engage in challenging activities that give you the opportunity to practice courage in the face of fear. These may include courses or workshops on public speaking, debating, solo performing, etc.; personal breakthrough seminars; challenging physical activities like skiing, martial arts/self-defense, running, parachuting, bungee jumping, etc.
- Utilize therapy. If you experience chronic anxiety or fear, you may want to consider professional therapeutic help in understanding the underlying causes and issues. You can also find workshops and support groups specifically designed to help you address and overcome fear.

Use fear as a motivator.

A simple point to remember when fear comes is that you cannot focus on your fear and act decisively at the same time. It's like the old adage about mountain climbing, "Don't look down till you reach the top." Fear is only debilitating if you focus on fearful feelings and thoughts. Then it can mesmerize you. Focusing on what you're afraid might happen is "looking down."

If you feel fear in a negotiation, physically relax. Put your attention on the person in front of you or on the task at hand. Respond to what

is happening now, listening, speaking, or taking the next simple action. Focus on the step in front of you that will move the negotiation forward, toward the mutual objective. Engage the other party in a practical yet friendly manner. And keep relaxing. Wherever possible breathe deeply to relax and calm you down.

Doing all this positively channels fear and adrenaline into effective action and simple human connection. This turns fear into performance-boosting fuel. This is how you overcome fear in the moment.

let's recap:

- can be motivating or debilitating
- a great negotiator doesn't let fear control his or her actions, limit their opportunities, dictate their strategies or define his or her character
- our fear patterns and triggers are often related to childhood and social conditioning
- a few ways to master fear:
 - thoroughly prepare; role-play; visualize a positive outcome
 - cultivate a courageous attitude
 - utilize therapy for chronic anxiety and fear
- when fear comes, don't focus on it; it's not possible to do so and act decisively; focus on the present, breathe deeply, and then take the next simple action
- transform fear into a performance-enhancing tool; focus on the person in front of you or the task at hand

If you are distressed by anything external, the pain is not due to the thing itself, but to your estimate of it; and this you have the power to revoke at any moment.

MARCUS AURELIUS 121–180

53 Fighting Spirit

When Mark Twain wrote "It's not the size of the dog in a fight, but the size of the fight in the dog!", he was talking about fighting spirit. A fighting spirit is the antidote to fear, and the secret heart of a great negotiator.

Negotiations are often about resolving seemingly conflicting interests and viewpoints between two equally determined parties. Some friction or tension is occasionally involved. This doesn't mean conflict is inevitable, necessary, or useful. Animosity, hostility, bitter arguing, or fighting in a negotiation are counterproductive. And having a true fighting spirit can help you to deal effectively with and, hopefully, avoid needless conflict.

A fighting spirit does not involve being angry, argumentative, confrontational, hostile, or adversarial. All these are ego qualities that work against successful negotiating. They do not come from a fighting spirit, but from fear, insecurity, unresolved anger and emotional immaturity.

A true fighting spirit is courageous and affirmative, rather than angry and reactive. It is an expression of passionate commitment and real selfesteem. It is not "me fighting against you to get whatever I want," but "me standing for, and if necessary, fighting for what I deserve or have earned." If it comes to a fight, you are fully prepared and capable of fighting for

what you believe is right in the situation, without being petty, retaliatory, mean-spirited, or vicious. This makes you a warrior in a negotiation.

A fighting spirit is a warrior's spine. It is a determined "Yes!" to overcoming challenges and setbacks, to developing strength of character, to achieving meaningful goals. It is an unqualified "Yes!" to life that allows you to respond calmly or fiercely (as the moment requires) to confrontation or hostility, to challenges or setbacks. A fighting spirit is both the hurricane's calm eye and its gale-force winds, but is used judiciously and appropriately, never as a mere force of destruction.

A fighting spirit is an attractive force that can surprise and inspire that can turn adversaries into admirers, and even into allies. When the other party senses your fighting spirit in a negotiation, they want to work with you rather than against you, to be your ally rather than your enemy, to be on your team rather than in your crosshairs.

A fighting spirit is commonly associated with great athletes, daredevils, military leaders and war heroes. But Mahatma Gandhi, a pacifist who weighed 120 pounds soaking wet and defeated the British Empire with "soul force," is a supreme example of a fighting spirit. So was Martin Luther King Jr. These two men were among the greatest negotiators who ever lived.

On occasion, when dealing with difficult, uncooperative, or hostile parties, strong and stern sobering words or actions may become necessary. But avoid angry outbursts, accusations, threats, personal criticisms or inflammatory remarks that only reflect your loss of control. When a negotiation becomes mutually adversarial, it has run off the rails, and your fighting spirit has become ego-possessed.

When a negotiation becomes adversarial, it's essential to maintain

a true fighting spirit. Do not focus on the other party as an enemy. This only clouds your awareness and generates negative emotions in yourself. Focus on your commitment to what is right and fair in the given circumstances. Focus on the process that will allow you to resolve divisive issues or conflicting interests and achieve a positive outcome. Remember that a negotiation is not about defeating the other party, but about resolving issues, coming to agreements, and achieving your objectives. A great negotiator knows what the other party considers to be a "win" in their book and strives to achieve that while ensuring that he or she achieves their own objectives as well.

- an expression of passionate commitment and real self-esteem
- the antidote to fear and the secret heart of a great negotiator
- a true fighting spirit is courageous and affirmative, not angry and defensive

let's recap:

 when a negotiation becomes adversarial, focus on your commitment to what is fair in the given circumstances

divisive (adjective)

creating dissension or discord

Make that first impression count.

54 First Impressions

You may have vast expertise in your field. You may be capable and trustworthy. You may even be the answer to the other party's prayers. But that may not be enough to overcome a bad first impression.

The old cliché – you never get a second chance to make a first impression – applies in negotiations and in life. At the beginning of a negotiation, how people perceive you can have a greater overall impact than who you really are. The opening seconds and minutes of any first meeting are key. In that time, the other party will form an impression and perception of you that may affect the negotiation, and perhaps shape the outcome.

From the first eye contact, the other party will be examining and assessing you, to see whether you appear likeable and trustworthy, or not. People generally prefer to do business with someone they like and trust. They will also be assessing your apparent competence and expertise, or lack thereof. But likeability and apparent trustworthiness may be the decisive factors.

So, it's up to you to create that first impression, which may be a lasting impression. Your personal appearance and that of your office are important first-impression factors. If you appear unkempt, untidy, unwashed; if your "style" is overly casual or shows poor taste; if your office is messy, cluttered, or dirty and the furniture is worn out, mismatched, or looks like it came from Goodwill, your credibility is compromised.

You can work on your appearance, your manners, and your style. You can learn to project a quality of calm composure, confidence, and a positive, cheerful attitude. You can modulate your tone of voice, and also the pace and fluidity of your speech. You can design and decorate your office in a professional manner. These are all important elements in creating a good first impression.

But the ideal is that you really are who you are presenting yourself to be, and that the first impression you create is a true one. It is more important that you actually develop

such qualities of character, rather than merely trying to project them.

Let who you are, what you say, and how you act create the impression and the perception of you as a person of intelligence, integrity, dignity and, if possible, warmth and humor. But also let these things be true of you, to a reasonable degree. Otherwise you are merely an actor, or even a con man. And that is not a solid basis from which to negotiate and do business.

A great negotiator knows that first impressions can be developed long before you meet the other party for the first time. By sending them information in advance of your meeting you are able to create the impression of your ability, expertise, your product, service or goal in a way and manner of your choosing. Having a public image that you develop via public relations, advertising, marketing and branding, correctly done, sets the tone and professionalism in advance of shaking their hand for the first time.

First impressions are indelible. Most people don't like to change their mind about something as it threatens them to consider that they may have made a mistake and, if they made a mistake in this instance then maybe they have made it in other instances as well.

let's recap:

- how people perceive you can have a greater impact than who you really are
- people will also assess your apparent competence and expertise, but your likeability and trustworthiness are the deciding factors
- your personal appearance and that of your office will create a lasting impression
- you can work on your appearance, manners and your style; you can learn to project qualities of calm, composure; design and decorate your office in a professional manner
- ideally, you are who you really are when presenting yourself for the first time
- aspire to create a true first impression which reflects the qualities of your character
- creating a public image that is professional will enable you to set the right tone for negotiations; first impressions are indelible

55 Focus

The ability to focus on the task at hand for sustained periods until you achieve your objectives is the hallmark of leaders, winners, and great negotiators in every field of endeavor. Just as a laser condenses and focuses a small amount of energy into a concentrated beam of light particles that can cut through diamonds, so your capacity to focus turns your energy, intention, and presence into a formidable force. A strong, developed focus allows you to remain intelligently, intensely present and conscious, and functioning at maximum capacity. Success in any endeavor requires the capacity for intense sustained focus for extended periods. A great negotiator develops the capacity to maintain a "laser focus" from start to finish and to turn his or her focus on at will.

A powerful focus is a combination of will, intention, and attention fused into a concentrated beam of single-minded awareness. With a clear focus, you can observe, assess, understand, and respond to difficulties or obstacles that may arise in a negotiation. With a strategic focus, you can visualize the outcome before you start, develop a specific negotiation strategy and tactics that will lead to that outcome, and apply your strategy and tactics in the negotiation until the outcome is achieved. A lapse in focus can result in slips and errors that can create a bad impression and sink a negotiation.

An **emotional focus** in negotiation means being fully present, observing and listening to the other party, and observing nuances and subtle shifts

in mood, attitude, and behavior. An alert focus allows you to recognize and quickly redress mistakes, respond to tactics used by the other party to control or derail a negotiation, readjust your strategy and possibly your objectives if necessary, apply just the right pressure at the right moments, and keep the negotiation on track until your goal is achieved.

All these "kinds of focus" are really just applications of focus in different areas. So, how do you develop focus? Again, practices like meditation, visualization, concentration, and disciplined study habits can help you develop a powerful focus. But simply having the intention to develop your focus, while applying yourself in a disciplined way, is the key.

But there is another kind of focus relative to career choices or areas of specialized knowledge that become your area of expertise. The world today is a world of specialization. Generalists are useful but specialists are essential, and are the big earners in their fields, as is commonly seen in the difference between the incomes of general practitioner doctors and specialist doctors, the latter earning more than twice as much as the former. So focusing on a specific area or field of knowledge in order to gain specialized expertise will also make you a better negotiator in your field as the respect for your position is heightened.

let's recap:

- a combination of will, intention and attention
- your ability to focus will determine the extent of your success in negotiations
- clear focus, strategic focus and emotional focus can all be developed by applying yourself in a disciplined way
- individuals who develop expertise in a specialised area will become better negotiators in their field

Concentrate your energies, your thoughts and your capital. The wise man puts all his eggs in one basket and watches the basket.

Andrew Carnegie 1835–1919

56 Fundamental Interests

In the initial phases of a negotiation, you must first establish the other party's basic need: what they want that you have or can help them obtain, the practical or obvious reason they have come to you or you have gone to them. It's fine to begin with friendly talk, to establish rapport, but until you establish their basic need, the negotiation cannot truly begin or proceed in a meaningful direction. The simplest way of doing this is by asking them directly, "So, how can I help you?"

Once they tell you their basic need—what they want—it's up to you to discover their fundamental interests: the inner, character-revealing "why" behind the basic need. These may be emotional or psychological factors, or the unique circumstances behind their basic need. When you know the other party's fundamental interests—the "why" behind the "what"—you have your finger on the pulse of the negotiation, and you can negotiate more effectively.

For example, say the other party has come to your store to buy a new stereo. The stereo is the "what," the basic need. But you need to know the "why" behind it. Are they passionate audiophiles, true connoisseurs? Is this stereo a reflection of their self-image, as important to them in terms of status as in sound quality? Are they

buying the stereo as a birthday gift for their teenager? Are they simply seeking the best quality system they can afford within a limited budget? With the connoisseur, the fundamental interests are quality, passion and image. With the parent, it's pleasing a teenager. With the third party, it's budget, and then quality.

Or suppose you're a car dealer and a man comes in to buy a new car. Is he married with two children and looking for a reliable, roomy family car? Is he looking for a sturdy, affordable work truck for his newly started landscaping business? Is he a divorced middle-aged man seeking his dream car—Viagra on wheels—to help him recapture a sense of power and youth?

By listening and observing intently and asking the right questions, you start to understand the "why" of the negotiation, which is the fundamental interests behind the basic need. Knowing the "why" illuminates the "what," allowing you to address it more specifically and effectively in the negotiation. When you understand the "why," you can better direct the negotiation in a more nuanced and subtle way. You may substitute the "what" the other party thought they wanted for something better or more suitable that they didn't know

was available. And this is a win/win solution.

When you can meet both the basic need and the fundamental interests, a successful outcome is virtually guaranteed. So, a great negotiator always listens and observes attentively and asks questions in order to learn the "why" behind the "what."

let's recap:

- fundamental interests are the inner, characterrevealing, "why" reasoning behind a basic need
- investigate beyond what the other party needs by considering WHY they need it
- establish the other party's need and determine how you can help them obtain it
- listen, observe and ask questions to gain insight and enable you to negotiate effectively
- if you can meet both the basic need and the fundamental interest, you will secure a successful outcome



57 Giving/Receiving

The ideal objective in a negotiation is for two parties to reach a mutually satisfactory outcome. But the primary objective of poor negotiators is to get what they want, however they can, with little or no regard for the other party. This is the approach that has given certain business people and some lawyers a bad name.

A great negotiator knows that getting what he or she wants is only half the task. And also knows that the means by which the objective is achieved is as important as the objective itself. A great negotiator knows that having both parties get enough of what they want to walk away satis-

fied is the hallmark of a successful negotiation. A great negotiator also knows that a successful negotiation starts with, and depends upon, giving attention, consideration, respect, cooperation, value and service.

Poor negotiators try to get what they can from the other party while giving as little as possible to them. They fail to understand, or refuse to believe, that ethical and even spiritual principles do matter in the world of business, and that a spirit of giving inspires gratitude and loyalty in others. They don't realize that now or later, people see through pretense, and that selfish attitudes, motives and

actions speak louder than insincere friendly words, smiles, and gestures. They don't understand that when the spirit of greed and self-centeredness replaces a spirit of giving and service, the foundation of mutual trust and respect upon which a successful negotiation depends has been fatally compromised.

Great negotiators understand these things, and they negotiate within this larger framework. They never try to squeeze the last cent from a deal, but always leave the other party thinking that they got a good deal as well. But great negotiators are not fools who "give away the store." They are shrewd, sensible, ethical participants who look to see what they can reasonably give the other party without adversely affecting their own position. They know that by giving attention, respect, and value on principle in the above ways, they will receive more over time than if they focus solely on what they can get.

This "spirit of giving" can be expressed in the most simple, practical ways. A simple sincere e-mail or handwritten card expressing appreciation or gratitude can carry considerable weight. And there is also the giving of tangible token gifts. A token gift is typically given prior to a negotiation. But, in doing so, it's important to avoid the appearance of a bribe. If you want to give a token gift, be sure to do it during the introductions, before the negotiation starts. Giving a

gift during a negotiation is bad form. It will appear clumsy at best and, at worst, as a crude attempt to influence, bribe, or buy favor.

You want any gift you give to feel genuine, but not too personal. (Perfume, jewelry, or articles of clothing are generally not a good idea, unless you have a close relationship with the other party.) You also want to give a quality gift, but not something too extravagant that will seem like a bribe. (Unless of course it is a bribe. which in some situations and cultures may be acceptable or even expected!) It helps to have a sense of the person you're gifting. If he or she is the intellectual type, you may give a book you think the person will appreciate, with a friendly inscription. If his or her taste runs to fine liquor, cigars, or sweets, you can give a gift that satisfies that particular taste. If you have an intuition of an appropriate gift, you can probably trust it. In almost all such cases, the gesture is appreciated.

While a token gift shouldn't be extravagant, a celebratory gift given after the conclusion of a successful negotiation can be. The extravagance of a celebratory gift depends on the scale of the successful negotiation. If the outcome of the negotiation is meaningful, but not extraordinary in monetary terms, you can give a pricier version of a token gift. In cases where millions of dollars have been made, you can be more extravagant in your giving. Such a gift might include a

collectible painting or sculpture, a rare book, a very expensive bottle of whiskey, wine, or other liquor, or any other aift that feels appropriate. Such a gift, hand-delivered and suitably inscribed, will carry much weight in future dealings and make a business ally out of a business associate. Having established a connection with the other party, sending a birthday present with a note is also appreciated. It also creates a sense of gratitude and reciprocity in the other party that will incline them to go the extra mile for you the next time you need their assistance. There is so much personal information on the Internet that it is often possible to find out the other party's date of birth. People are used to being "googled" today, so it won't be misconstrued as stalking.

Doing favors, or going the extra mile to be of service, are forms of giving that also create the same sense of gratitude and reciprocity. Some favors may never be overtly repaid, but they will sweeten the connection. Some favors may be repaid much later, but no worries: Gratitude and reciprocity have no expiration date. Correctly done, gifts, favors, and other gestures of generosity create powerful future IOUs that can be called upon when the time is right. But keep in mind that generosity, or the spirit of giving, is simply a good business practice and a classy character trait. If you live this in practice, you will be building up a bank of goodwill that will work in your favor over time. Long before you have to concede something in a negotiation to the other party, you have to have been giving, developing a bond of trust and goodwill, personalizing a cooperative relationship between you and the other party.

When you recognize giving and receiving as two sides of the same coin, and you understand that successful negotiations depend on mutual reciprocity, or fair exchange of value, then you will become creative and judicious in your giving on principle, and you will reap the benefits of receiving over time. Your giving will be the action that produces reciprocity in the other party. This is how giving leads to receiving in negotiations and in life.

let's recap:

- giving and receiving are two sides of the same coin
- a great negotiator achieves their objectives whilst ensuring that both parties are satisfied
- start negotiations off on the right foot by giving attention, consideration, respect, cooperation, value and service
- a spirit of giving encourages gratitude and loyalty in others
- always give sincerely, whether the gift is a simple expression of appreciation or an extravagant, customised present
- avoid starting negotiations with an extravagant gift which could be misconstrued as a bribe
- the extravagance of a celebratory gift depends on the scale of the successful negotiation
- consider the tastes and personality of the receiver before deciding on a gift
- generosity is a valuable business practice and classy character trait
- giving establishes trust, encourages goodwill and fosters a supportive relationship, all of which are priceless during negotiation

58 Goodwill

Can you be kind, respectful, even gracious, to the people you interact with daily, both in and out of negotiations? Can you be supportive and empowering, both verbally and nonverbally? Can you engage others with genuine interest, consideration and concern? Can you look for and find the good in others, and let them know the good that you see in them? Can you wish the best for others, and support them in looking for ways to achieve that for themselves? Can you do all the above as a practice, until it becomes an automatic habit—even second nature?

All the above qualities and practices are the essence of goodwill. And if you practice goodwill, if you shine it on on others, it will increasingly radiate from you like an inner light. It will draw others to you and enhance all your personal and business relations.

Goodwill is the honey that attracts positive interest and nourishes relationships. It is an essential quality of a great negotiator. Showing goodwill to all, with a friendly word or smile, a kind or helpful gesture, an empowering or compassionate remark, will increase your happiness, well-being, and prosperity in life. By practicing goodwill as a negotiator, you will achieve more positive outcomes and make allies, associates, and even friends of many of those sitting on the other side of the negotiating table.

Many negotiations progress or bog down, succeed or fail, based on the presence or absence of simple goodwill.

When you enter a negotiation in the spirit of goodwill, warmth and light from your being permeate the room. Even if they are not consciously aware of it, the other party often senses this. An authentic goodwill presence elevates the atmosphere of the room and often lifts a negotiation above the friction level of seemingly conflicting interests. It inspires a desire to know, cooperate with, and even be liked and respected by the person from whom such goodwill emanates. If you emanate goodwill, others will tend to like, trust, and be intuitively drawn to you in a negotiation.

let's recap:

- look for and find the good in others
- let others know what you appreciate about them
- expressing goodwill in verbal and nonverbal ways will draw others to you and nourish relationships
- allows you to achieve more positive outcomes
- lifts the negotiation above the friction level of seemingly conflicting interests

59 Goals

Before you enter into a negotiation, you must clearly articulate your goals to yourself and to your team. You can't aim at—let alone hit—a target that you can't see!

The question to ask upfront is: "What do I want to walk away with at the end of these negotiations?" Discuss this with your advisors and your team, and come to decisive clarity about the goal and a unified decision about how to achieve it. Do the necessary practical research so that your goal is realistic and informed.

Before you commit your goal to writing, ask yourself two more questions. The first question is: "Am I capable of improving on this goal?" If you can reasonably improve it, take the time to do so. Then ask the second question: "Is this goal achievable?" If you believe it is, then it is worth going for.

Now it is time to write down the goal in detail, as a set of specific objectives. (For example, I want to buy/sell this car: for this much money; for this down payment; on such-and-such terms.) Then start to prepare yourself mentally and emotionally for the negotiation so that you will be standing on solid inner ground during the negotiation. This preparation includes creating a strategic plan and tactics to achieve your goal, and also doing the inner preparation

described in the **Focus** section. Both are required. Designing a strategy or tactical plan, knowing what you intend to do at different points, and how you might respond in different circumstances in the negotiation, is the essential context for inner preparation. You can't visualize and rehearse vagueness.

In doing all the above, it's important to consider the following: Do you have all the necessary skills to successfully work the strategy and tactical plan? Do the present conditions how much the other party wants what you have, and vice versa; the current value both parties bring to the table; their financial circumstances and vours: their character and present disposition; and any other relevant factors—work to your advantage or to theirs? Can you accomplish this on your own or do you need a partner with complementary skills to assist you? (A great negotiator is also an effective delegator and team player, and knows to call for help to counterbalance any weakness in him or herself.)

Armed with a goal, a strategy, tactical planning, the required skills, and sufficient preparation, there is one more question to ask yourself before you begin negotiations: "At what limit do I throw in the towel and walk away from these negotiations?"

Now, fully equipped, prepared, and "aimed" toward your goal, you can enter the negotiation room with the clarity and confidence of a great negotiator!

You must know for which harbour you are headed if you are to catch the right wind to take you there.

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let's recap:

- articulate your goals to yourself and to your team before you start negotiating
- conduct practical research to make sure that your goal is realistic, practical and informed
- ask yourself: "Am I capable of improving on this goal?" and "Is this goal achievable?"
- once you are clear on your goal, draw up specific objectives, prepare mentally and emotionally, and create a strategic plan
- establish whether you have the skills to achieve your goals or whether you need to work with a partner who will help you
- decide when you would be prepared to walk away from negotiations

60 Gut Instinct vs. Gut Reaction

In a negotiation, gut instinct includes and transcends the **assimilation** of all the facts you have gathered; all the information and advice you've gotten from personal research, education, and the opinions of people you value; even your own life experience and all your accumulated knowledge and wisdom.

Gut instinct is of another order, even another dimension, than all the above. It is nonrational, but not irrational; nonintellectual, but highly intelligent. It is an intuitive knowing, often accompanied by an impulse

Are you listening to your gut? Or, reacting to an emotion?

to act; and such actions are often perfectly appropriate in hindsight, even when the knowing that prompted them remains inexplicable.

Everyone has gut instincts, but not everyone trusts or even recognizes their gut instincts. Trusting and recognizing gut instinct requires self-connection and self-awareness. Many people ignore their gut instincts because they lack self-awareness and don't trust themselves. Many people confuse gut instinct, or intuition, with gut reaction. But they are not the same.

A **gut reaction** is emotional, not intuitive. It's an irrational, nonintelligent, knee-jerk response that often works against your primary objectives and your bottom-line. Gut reactions tend to be fear-based rather than wisdom-inspired. A great negotiator is able to distinguish between gut instinct and gut reaction, and is able to capitalize on the former and release the latter.

But gut instinct isn't a substitute for skill, strategy, and thorough preparation. Relying on gut instinct alone is a fool's error. Gut instinct is most reliable in a fully prepared negotiator who has a well-planned strategy and clearly defined goals. But the combination of preparation, skill, strategy and gut instinct is unbeatable.

assimilation (verb)

take in and understand fully

let's recap:

- gut instinct is an intuitive knowing which surpasses facts, information, advice, opinions and wisdom
- self-connection and self-awareness allow you to trust and recognise your gut instinct and act accordingly
- gut instinct is nonrational, nonintellectual, an intuitive knowing with an impulse to act
- gut reaction is emotional and fear-based instead of intuitive and wisdom-inspired
- it is not a substitute for skill; it's a fool's error to rely on it alone
- combining gut instinct with preparation, skills and strategy creates a powerful, unbeatable negotiator



61 Happiness

Happy people tend to be well-balanced, self-connected, and comfortable in their own skins. They tend to be goal-oriented and have good people skills. Happy negotiators tend to feel the same ease and inner poise in a negotiation that they do in ordinary life. They tend to achieve most, if not all, of their objectives in a negotiation and to experience a rewarding sense of satisfaction without undue stress or needless conflict.

Real happiness doesn't come from external recognition, professional achievements or financial security. External recognition and professional achievements may help you feel good about yourself, but they

don't produce happiness. If they did, famous and successful people would all be happy. Financial security can relieve you of undue stress, but it doesn't create happiness. If it did, rich people would all be happy.

Real happiness is more than the euphoria of falling in love, accomplishing a goal or fulfilling a dream. It is a spiritual quality that comes from within. It does not depend on or proceed from others or material things. This is the meaning of the saying "Happiness is an inside job."

Real happiness is a mysterious combination of healthy self-esteem and inner peace; of liking and feeling good about who you are and how you live; of having a life full of meaning and purpose; of having healthy, loving relationships with yourself and others; of being grateful for all the above, for who you are, and what you have, for life itself.

Happy people radiate a positive energy, a glow, a charisma, that others love to be around and bask in. People love to be around happy people. People want to do business with happy people. A happy negotiator is preferable to a miserable negotiator of equal skill. Happiness gives you an edge at the negotiation table.

let's recap:

- fosters inner poise, goal-setting, people skills and psychological balance
- real happiness is a spiritual quality
- a state which is not dependent on material possessions and external achievements
- radiating a positive energy will attract people to you and give you the edge when you are negotiating

We act as though comfort and luxury were the chief requirements of life, when all that we need to make us happy is something to be enthusiastic about.

> Charles Kingsley 1819–1875

62 Human Moment

There may come a time in a negotiation when the disclosure of personal vulnerability can be a pivotal human moment that changes the outcome of a negotiation. This "tactic," for lack of a better word, is the equivalent in a negotiation of a "Hail Mary pass," or throwing yourself on the mercy of the court.

For example, suppose you are negotiating a deal that will make or break your fortunes—perhaps bankrupt you and your company. Suppose the outcome of the negotiation will dramatically impact the financial well-being of you, your family, and/or your employees. Suppose your wife, husband, or child has cancer or was severely injured in an accident, and you need this deal to pay for hospital expenses. And, as the negotiation proceeds, it becomes clear that you are not going to achieve what you need to avoid personal or financial catastrophe. At this point in the negotiation, you have nothing to lose.

Whatever your truly dire circumstances may be, the aim of the moment is to make the other party realize the urgent or life-or-death stakes you are facing; that your fate or that the well-being of your company, family, employees depends on the outcome of the negotiation. The "tactic," if it can be called so, is to shift from your professional negotiator persona to being the genuine, vulnerable human

being that you are in that moment. In the human moment, authenticity and telling the truth become a higher priority than professional dignity and tactical strategy. The hope is that the other party will respond in human fashion, take your situation into account, and make a reasonable concession that will allow you both to get your most basic needs in the negotiation met. People are often willing to make such concessions when they realize the extraordinary circumstances involved. And, such moments come only rarely, if ever.

It needs to be said that the human moment must be completely sincere and authentic, and only used when the stakes are for real and all else has failed. Use it sparingly and only use it if you are forced to, with no alternative available option. It should not be used falsely, as a con, nor regularly, as a strategy, simply to get a better deal. To do this undermines the foundation of integrity and selfesteem that are the spine of a great negotiator. Using the human moment as a **Machiavellian** strategy corrupts your character; and being found out later will ruin your reputation.

By showing your vulnerability you run the real risk that the other party could become ruthless and take advantage of you in your position of weakness. However, even bullies have been known to not kick a person

when he is really down. But know that it's a calculated risk that only you can assess within the tenor of the negotiation

Do you have anything to lose? Play open cards at the worst of times.

Machiavellian (adjective)

expediency is placed above morality

let's recap:

- disclosing personal vulnerability which could affect the outcome of negotiations
- enabling the other party to appreciate the uraency of your situation
- a courageous tactic which requires sincerity and authenticity
- realise the risk that the other party could take advantage of you and be prudent
- overusing this approach could undermine your integrity and self-esteem, thus compromising your reputation as a negotiator

Humility 63

When you achieve great success, a high profile, ascend to a position of authority, or when praise, acknowledgment, or accolades for your accomplishments are accorded to you by others, an attitude of humility is generally better than smug gloating or arrogant pride.

Genuine humility is an attractive quality and an effective counterbalance and response to any egotism shown by the other party. Genuine humility perfectly combines with talent, success, and strength. It is also a sign of good character and maturity. It is what Theodore Roosevelt meant when he said, "Talk softly, but carry a big stick."

But you don't want to confuse humility with false humility, which can seem another form of pride. You don't want to pretend to be so humble that it comes across as pretentious or annoying. An Israeli prime minister famously reprimanded one such person, saying, "Don't be so humble—you're not that great." You also don't want to appear so humble that it seems like weakness, lack of confidence, or low self-esteem.

Genuine humility is a quiet strength and a steady presence focused on the person in front of you or on the task at hand. Genuine humility is primarily concerned with doing what must be done, rather than getting credit or recognition.

Great negotiators understand the potential strengths and weaknesses of both humility and bravado; and, for all the above reasons, they choose to err on the side of humility.

Genuine humility is an endearing trait in a negotiator.

let's recap:

- a sign of good character and maturity
- focus on what must be done, not getting credit or recognition
- not to be confused with false humility which comes across as pretentious and irritating
- great negotiator prefers to err on the side of humility instead of bravado

64 Humor

Virtually everyone likes someone who makes them smile or laugh. People who take themselves and life too seriously, who don't know how to lighten up and have fun in the moment, need fun more than anyone. But fun is generally not on most people's negotiation agenda for the day.

Introducing humor into a negotiation can ease tensions, lighten the atmosphere, and lift the spirits of everyone in the room. Humor is a social lubricant and a defuser of awkwardness or tension. A shared joke and mutual laughter creates an instant bond. An absurd or witty remark, a funny anecdote, or a humorous, self-deprecating comment can amuse the serious and disarm the adversarially minded, making them more open and receptive with you, and easier to negotiate with. Humor

also consists of getting and enjoying the joke, and joining in the humor of others.

But using humor during a negotiation requires a certain kind of confidence and a sensitivity to the moment. It can be risky, and it can backfire. A misguided attempt at levity, or trying too hard to be funny, can create tension or dismay, or turn good rapport into frosty feelings. Inappropriate or misguided humor can cast you in a bad light with the other party and spoil a negotiation.

Yet the well-timed, appropriate use of humor can dissolve a block in a negotiation and get it over the hump. There are times to be serious, practical, and straightforward. But sometimes keeping the mood light and jovial better serves a negotiation process.

Medical studies show that laughter really is the best medicine, stimulating blood circulation, enhancing moods, boosting the immune system, reducing blood pressure and stress, increasing relaxation, and even improving brain function. So, humor is good for you, good for the other party, and good for the negotiation.

let's recap:

- shared jokes and mutual laughter create an instant bond
- medical studies reveal that laughter has health benefits
- can ease tensions, lighten the atmosphere and lift the spirits of everyone in the room during negotiations
- inappropriate or misguided humor can backfire and create tension or dismay
- before introducing light-heartedness to a negotiation situation, be confident and sensitive to the moment



65 Impasse

There are four ways to resolve an **impasse** in a negotiation between you and the other party:

- One party gives way. This is accomplished through great negotiating skills, or because one party has great leverage (a huge "stick") over the other party and is willing to use it forcefully.
- Both parties agree to disagree, and call off the negotiation with civility and mutual accord.
- The impasse escalates into an ugly, counterproductive conflict that ruptures the relationship, and can even become personally or professionally damaging.

The parties agree to call in a mutually acceptable third party, to mediate the "sticky" point, with both parties agreeing that the mediator's ruling shall be fully binding on both parties.

While it has its pros and cons, mediation does put both parties on relatively equal footing in neutral territory, and is generally the best option when two parties are bogged down in mistrust, or simply unable to resolve an impasse and move forward. Mediation can resolve an impasse whether or not the personal or professional relationship between two parties is salvageable. The costs of such medi-

ation should be borne equally by both parties, unless there are compelling reasons to do otherwise.

In any mediation, a great negotiator is still negotiating, now with the independent mediator, as well as the other party.

impasse (noun)

a situation in which no progress is possible, especially because of disagreement; a deadlock

let's recap:

- resolve an impasse by giving way, calling off negotiations, separating from the other party or bringing in a mediator
- mediation is generally the best option, regardless of whether the relationship of the two parties is salvageable
- ideally, the cost of mediation would be borne equally by both parties
- keep negotiating with the other party and with the mediator throughout mediation

66 Incentives and Trojan Horses

Offering incentives is a common business tactic. An incentive is an offer of special extras, something more than the original deal on the table, to induce the other party to buy, sell, cooperate, sign a contract, etc. Incentives play on the human desire to get something for nothing, or at least to get a better deal than you bargained for. Incentives include discount pricing, special offers, delayed payment plans, lowered interest rates, bonus gifts, "two for the price of one," and so forth. But the business world is full of fake incentives, empty promises, and deceptive enticements designed to relieve you of your hard-earned money. Promises of "free" goods, services, and gifts, of "special offers" "at no extra cost" "with no strings attached" are common business, advertising, and negotiating strate-

gies. Most apparent generosity in the business world is a calculated strategy to create in the potential client or customer a sense of obligation and connection, that feeling of indebtedness and gratitude that comes from an innate sense of fair play and reciprocity. Many apparent incentives are Trojan Horses, gifts that contain hidden strings and costs beneficial to the giver and detrimental to the recipient.

The Trojan Horse is one of the most common and effective sales techniques. It plays on the basic human desire to get something for nothing, the hunger for the mythical deal that is "too good to be true." But, unless you're homeless in a soup kitchen, there's no free lunch. And as has often been said, a deal that looks too good to be true probably is. So

when you hear of "special offers," "free gifts," or "dramatically lowered prices," look for the hidden strings and costs that are likely to be there.

Business people generally give gifts to clients and offer incentives to customers knowing that the return later on will exceed the original expense of the gift. The use of gifts and incentives can be valuable if used in good faith, and with subtlety. But Trojan Horses, unethical deceptions, and cheap tricks will tend to backfire in the long run.

let's recap:

- an incentive is an offer of special extras or additional benefits, playing on the human desire
- generosity in the business world is a calculated strategy creating a sense of obligation and connection in the potential client
- be wary of fake incentives, empty promises and deceptive enticements used in business, advertising and negotiating strategies
- avoid Trojan Horses: gifts which contain hidden strings and costs
- gifts and incentives are usually offered to customers when the returns will exceed the original expense

67 Incremental Delivery

Another negotiation strategy is the incremental delivery. This is commonly used in a negotiation to lead the other party in a particular direction, to prepare them for bad news, or to set up a positive reaction. By keeping them partly in the dark and doling out incremental bits of information they can digest in stages that you control.

Incremental delivery is commonly used by governments to prepare a population for war, or to prepare them for bad news of one kind or another: e.g. the meltdown of a nuclear reactor or the release of toxins in a chemi-

cal spill. It is often used by doctors to prepare a patient, or the family of a patient, for a terminal diagnosis. Instead of receiving the bad news in one sudden, devastating blow, they are given incremental bits of information that allow them to come to terms in stages with the bad news.

But we all use incremental delivery in different ways in our ordinary lives; when we're trying to get someone to do something he or she may not want to do, or when we're "beating around the bush," hinting at something we are reluctant to say directly. Good news rarely requires an incremental delivery; it is generally delivered immediately, as there is little reason to postpone it, and no need to prepare someone for it. If you intend using the incremental method you must ensure that you don't lose your credibility with it, especially if it's bad news that you are delivering. Be sensitive to the recipient's emotional position

but ensure that you don't overprotect them and damage yourself in the process. Once the information is out there the other party will adjust, in time, and move on with their lives. Their lasting memory of you must be someone who was kind to them and trustworthy.

let's recap:

- doling out bits of information in stages that you control
- used to lead the other party in a particular direction, i.e. prepare them for bad news or set up a positive reaction
- good news rarely requires incremental delivery
- be sensitive to the recipient's emotional position to create a lasting impression of kindness and trustworthiness

Be gentle in your demeanour. Show respect for the information with which you are parting.

68 Independent and Credible Experts

Sometimes in a negotiation, your word and any documentation you've presented to the other party is insufficient to prove your claims or **assuage** their doubts. Sometimes the other party is inclined or committed to skepticism, denial, or dishonesty due to greed or conflicts of interest. At this point, you may need the testimony of an independent and credible expert to resolve the impasse and move the negotiation forward to a successful conclusion.

Utilizing independent and credible experts must be done with forethought, caution, and thorough preparation. In a business negotiation, such independent-expert testimony can provide the evidence or proof the other party needs to make a decision and close a deal. If a negotiation is adversarial, you may need an independent and credible expert to prove your case or counter the other party's false claims or accusations. Such testimony can

provide evidence and proof of the other party's culpability, dishonesty, or refusal to acknowledge facts, or of their unethical, illegal, or unreasonable behavior.

In adversarial negotiations, indepth questioning and thorough preparation of your independent experts is essential to ensure that their testimony clearly proves your claims or disproves the other party's. You must also try to anticipate how the opposing party might react or respond, and prepare in advance to deal with various contingencies. For example, they may produce their own expert to dispute your assertions or facts and discredit you. In such cases, your independent expert's testimony must be compelling, provable, and backed up by credible documentation.

A good rule of thumb is that expertise presented in writing or documentation usually trumps verbal expertise, which can be cross-examined and found to have a flaw. Expertise published in professional journals

or books is generally best. It carries more gravitas, it isn't subject to verbal interrogation, and it can't become emotional, flustered, or defensive the way a human expert can under duress. Also, when challenging an expert's testimony, never make it personal. Challenge the testimony rather than the person. Making it personal, becoming emotional, or showing disrespect to the expert, only makes you look weak, unprepared, or incompetent. Uneducated or unsubstantiated attempts to discredit an expert can easily backfire, and discredit you.

let's recap:

- used to assuage any doubts that the other party might have
- consider bringing experts on board to provide evidence or proof to help the other party make a decision and close the deal
- in adversarial negotiations, an expert could help counter the other party's false claims or accusations
- written expertise and documentation generally trumps verbal expertise
- if you need to challenge an expert, do so on the grounds of their testimony not their person



69 Influence and Persuasion

Consider that global brands are the peak of influence in retail decision-making. Countless people willingly become advertising boards, wearing clothes and products emblazoned with the manufacturers' brands. It is as if, by virtue of purchasing a particular product, they become a distinct, if not distinguished, part of a powerful global club of successful people. The methods of influence used—and the quality of the product or service offered under any brand—vary widely, from true to false, and from quality to garbage.

But influence is far deeper and more complex than this. Consider who or what influences you to believe what you believe, to value what you value, to think, talk, act, behave, and live the way you do. And how does what you believe and value, how you think, talk, act, and behave, influence others and the world around you? This matter of influence is key to being a good negotiator and a good person, and it is directly related to your vision of yourself and your purpose in life.

You are a product of your influences. You didn't become or create yourself in a vacuum. Who you are, what you do, and how you live are a result of the influences of many things and many people. These influences are positive and negative, healthy

and unhealthy, primary and secondary. **Primary influences** shape and guide your developing character and life, with or without your knowledge. And they inevitably become a part of your influence.

Yet many people are relatively unaware of what has influenced them and in what manner. They are influenced by default, from childhood on, at times to their detriment, by limiting or false beliefs and philosophies, or negative role models and behaviors. Lacking awareness of their influences, having never deeply questioned or examined them, they cannot change or improve on what they believe and value – how they act, talk, behave, and live.

Those most likely to succeed are those who consciously choose to model themselves on their positive influences. These positive influences are people, ideas, and philosophies that inspire and motivate them to do and be better than they have been, to reach for and achieve more than they previously dared or believed they could. Without choosing positive influences as models to emulate, no one would fulfill his or her potential, no one would reach and succeed beyond his or her own limited thoughts and beliefs, and no one would have influence with others worth mentioning.

We can use our influence wisely or foolishly, for good or ill, for self-centered and even destructive living, or creatively for the betterment of others and the world. At its worst, influence is manipulation, propaganda, or coercion without regard for the other party. At its best, it is inspiration, service, positive motivation, partnering, and mentorship in the service of worthwhile pursuits or worthy causes. Adolf Hitler and Mahatma Gandhi used their influence for radically different purposes.

The kind of influence we acquire and exercise in life is largely a matter of choice, and also a matter of character. In fact, your influence and your character are inseparable; the one emerges from the other. Some people imagine that influence is simply a matter of words and actions. But your character is the real source of your influence and, in the end, it is your character that counts.

Successful people, quality people, and great negotiators consciously choose their primary influences in order to develop their character. And this determines the kind of influence they exercise in life. Understanding influence as a key factor in every negotiation, they maximize their influence in the negotiation process.

They know that influence in business and negotiation is more than mere advertising and persuasion, more than just getting someone to do something you want him or her to do. Ideally, it is persuading or inspir-

ing someone to do or buy something that will benefit him or her, as well as you; that will bring that person satisfaction; that will enhance or improve his or her business or quality of life; that may even help that person to use their influence to serve others in the same way.

Your influence, your quality of character, and power of persuasion are the keys to your success as a negotiator. Ideally, influence is used in a positive and ethical manner, in service of truth. a quality product, a legitimate service, or a worthy cause or goal. Such influence is essential in business and life. For quality products and services, and worthy causes and goals must be persuasively represented if they are to reach into the world and benefit the lives of others. The world is full of talented people who never succeeded, and full of quality products that never sold, and worthy causes that failed, because they were ineffectively or unpersuasively marketed and never found their market audience.

Great negotiators are advocates, using their influence to represent something they genuinely believe in. To use your influence in the service of something you don't believe in—something unworthy, false, or of poor quality—is to cheapen yourself. And it is all too common in business and negotiations. The familiar stereotypes epitomizing this perversion of influence are the snake-oil salesman and the sleazy lawyer.

Some people will say or do almost anything, whether or not it is true or ethical, to close a deal, make a sale, achieve a goal, or get what they want. But this "ends justifies the means" approach is the corrupt influence that con artists, sociopaths, demagogues, and snake-oil salesmen have always used to get their way. Such tactics are anathema to ethical people who value integrity and long-term success.

Snake-oil salesmen can be very persuasive, and successful in one-off deals. But they use their influence to get you to buy garbage packaged as gold. They don't form long-term business relationships because they have to move on before their customers realize they've been duped. A negotiator whose influence is not backed up by quality is just a snake-oil salesman. In the long term, your influence is only as good as your follow-through, and as stellar as your character.

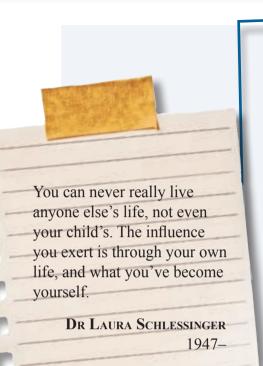
How then to approach this matter of influence upon which all business, negotiation, politics, and even all human relationships depend? What is the nature and right use of such influence at its best? It comes down to a simple formula: creative persuasion truthfully representing a noble ideal, a worthy service or cause, or a quality product. When this is true in your case, you have decisive leverage in a negotiation.

Influence in a negotiation is about helping the other party find a mutually beneficial solution to their circumstances, or persuading them that what you have to offer is what they are looking for or need. It is about moving the other party to the place where their needs will be met through you. When you know what the other party needs, and you have what they need, or can help them get it, you have decisive leverage.

Influence in a negotiation is applying that leverage by establishing good rapport, gaining their trust, and persuading them that you really can help them find a solution or get their needs met. Then, most important of all, you must actually deliver on your promise. For the sake of personal reputation, customer loyalty and satisfaction, and long-term success, your influence must be consistently backed up by delivery.

If you use your influence to help others fulfill their needs and desires and achieve their goals, your influence will grow and spread. People will link their fullfilment or success, in which you played a part, with you. They will be loyal to you. They will hold you in high regard. They will even use their influence to be your advocate to others. Thus influence is the principle on which great negotiators build their own success.

Influence should be used to help others.



let's recap:

- influence is creative persuasion truthfully representing a noble ideal, a worthy service or cause, or a quality product
- directly related to your vision of yourself and your purpose in life
- primary influences mould your developing character and life
- great negotiators examine their influences in order to change or improve what they believe and value
- positive influences will inspire and encourage you to strive to be and do better
- negative influences involve manipulation, propaganda or coercion without regard for the other party
- the power of your influence depends on your followthrough and your character
- great negotiators are advocates who believe in what they promote
- establish rapport, gain the other party's trust, persuade them that you can help – and then deliver on your promise
- great negotiators build their own success by helping others achieve their goals



something or someone that one vehemently dislikes

70 Information

Information is currency used for various purposes. In social situations, we share information to the degree that we like or trust the other party in order to reveal or share ourselves, to achieve mutual understanding, or to establish closer, more meaningful relations. In legal or practical situations, we share information in the degree that we are compelled or required to by circumstances; to give testimony; to establish our innocence, good character, or reliable credit; or to achieve a particular objective.

Information is currency and leverage in a negotiation. A negotiation is a strategic process of exchanging and eliciting information in order to reach an understanding, an agreement, or to make a deal. In a negotiation we share information relevant to the mutual goals of two parties. Ideally, the information shared creates a legitimate bond of confidence and trust between both parties that leads to a mutually satisfactory agreement. But it also involves a kind of poker game of "you show me yours and I'll

show you mine," where both parties show their cards selectively, hoping to gain an advantage without giving away too much.

The aim in any negotiation is to find a balance between giving away too little or too much information. Too much withholding of information creates mistrust, undermines goodwill, and can cause a negotiation to break down. Giving too much information too freely or eagerly can make you look inexperienced, incompetent, or weak. A great negotiator knows what information is relevant and necessary, and what is not relevant or not appropriate to share. You want to appear open and gracious in giving information, while only offering as much as is needed by the other party to move the negotiation forward. How you share information, your manner and tone, can be as important as what information you share.

In an ideal negotiation you should have as much information as possible about the issue, service, or product—its qualities, strengths, and weaknesses—that you are offering the other party or that they are offering you. Also, try to get as much information as possible about the other party and/or their company; about your and the other party's strengths and weaknesses in the current negotiation; and about variables that may affect the negotiation. These variables may include the current market value of the product or service

under negotiation; possible effects of the current economy on the market value; how the product or service under negotiation compares to similar alternative products or services; the potential effect of your or the other party's current financial status on the outcome of the negotiation; and any other factors you think are relevant to that outcome.

Gathering information about the product or service, the other party, or their company takes research. This can include talking to people who know the other party or their company; talking to the other party prior to and during the negotiation; talking to experts in the field; going to the library; and, of course, using the Internet, which has made research relatively simple and information readily available, literally at your fingertips, on an unprecedented scale.

But the above resources can't always tell you everything you need to know. Some information—for example, inside knowledge or the ulterior motives of the other party—can only be accessed, if at all, by subtle, strategic, or intuitive information-gathering and by being fully present, observant, and intelligently engaged in the negotiation. These information-gathering skills are only developed with time and experience over the course of many negotiations.

Arriving at the negotiation table fully informed gives you an auto-

matic advantage and leverage in the negotiation. Current, accurate, comprehensive information gives you a big-picture perspective and a detailed context that enables you to operate more intelligently, effectively, and intuitively. You are more aware of subtleties and are more attuned to essentials. You are better able to ask relevant auestions, and to assess and respond to verbal and nonverbal communications. And you are better able to understand the "what" and "why" of the other party's needs and goals, and are better able to help them achieve them.

let's recap:

- exchanging and eliciting information is an essential part of negotiation
- aspire to find a balance between giving away too little or too much information
- how you share information is as important as what information you share
- you should research in order to find out the qualities, strengths and weaknesses of the other party's offering
- be aware that inside knowledge or the ulterior motives can only be discovered through observation and thorough information-gathering
- get a big picture perspective, then establish a detailed perspective and use these to your advantage during negotiation
- information only becomes useful when it is applied at the right time
- great negotiators are attentive enough to discern the needs of the moment and act accordingly

Information is latent power; it only becomes actual power when applied. And the timing can make the difference. The right information used at the right moment increases its power. For example, knowing the Heimlich maneuver when the person sitting next to you at a restaurant is choking to death gives you life-saving power whether you're a doctor or an accountant. Knowing yesterday's hot stock tip today is useless information; but knowing it early yesterday morning could have made you a fortune. The right information applied at the right moment creates power or leverage in a negotiation, and in life. Great negotiators are present and attentive enough to discern the needs of the moment, and, if the timing is right, to 'strike while the iron is hot' with the right information before the moment passes.

Find a balance between giving away too little or too much information.

71 Initiative

Initiative is the dynamic impulse of an intelligent, creative, inquiring mind. It is a determined optimistic focus on creating new, innovative visions and finding effective solutions to challenges and problems. People with initiative don't wait for someone else to tell them the answer or solve the problem. They don't wait until they are cornered by problems to deal with them. They tackle problems and challenges as they arise with vigor and creativity. They are confident, proactive, intelligent, and persistent in their doing and in their thinking. They muster the energy, resourcefulness, and imagination to conceive and develop new things, new visions. They have the patience, determination, and power of persuasion to sell it in a marketplace.

Initiators often make excellent entrepreneurs and great negotiators. Some people think initiative is something you either have or don't have – something you're born with. In fact, initiative is a quality everyone is born with. A baby learning to crawl will try and fail, and try and fail, and try again, over and over, until he succeeds. And once he succeeds, he will crawl everywhere and nothing can stop him. The same thing happens when he learns to walk and to run. And, when mobility is achieved, when he sees something he wants, he goes after it relentlessly. He doesn't need to

be told to grab the shiny object and will not wait passively for you to give it to him. He doesn't need to be told to investigate the world around him.

When he learns to talk, he wants to know what everything is, and asks ceaseless questions about everything he sees. This is initiative, and we were all born with it. But we don't all maintain and develop it. Many of us lose the quality of initiative that allowed us to grow and develop from infancy at an extraordinary pace. Any lack of initiative is the loss of our original initiative, which was often suppressed, ignored, or scolded out of us.

Fortunately, initiative is a quality that can be recaptured and consciously developed. It is a mindset that can be practiced. The inner obstacles to initiative often appear as laziness, lack of curiosity, low self-esteem, fear, and addiction to one's comfort zone. Developing initiative requires a strong intention and commitment to overcome these obstacles, and the adoption of a disciplined program to enhance your initiative. Fortunately, this book is itself a curriculum which, if studied and applied, will develop your initiative, along with numerous other skills that will help you succed in business and in life. Here are some things to do to develop the power of initiative. Examine your personal qualities, habits, and character. List your strengths, but also focus on your

weaknesses and character flaws in the light of the concept of initiative. Then create a personalized detailed program of things to do daily, and weekly, to develop self-discipline and motivation, and to overcome your weaknesses and flaws.

An ideal program would include the following practices:

- Take up a practice of regular exercise that challenges you physically and forces you to stretch beyond your current limits and your comfort zone.
- Read and study books or websites in your primary field of interest in order to acquire deeper understanding and working knowledge.
- Take classes/workshops/seminars to learn new skills and improve your professional, personal, and even spiritual life.
- Find a mentor in your field with whom you can check in and debrief, receiving feedback and support.
- Be the one who puts his or her hand up to volunteer.
- Spend time reflecting on problems and brainstorming solutions; practice experimental perspectives and thinking "outside the box."
- Be enthusiastic. Cultivate a positive "can-do" attitude. See problems as opportunities to grow and develop. Learn to say "yes" as often as possible.

- Create a support network of one or more friends and coworkers in order to stay connected to others and creatively stimulated around your goals.
- Eat a healthy, conscious diet.
- Avoid mindless television watching slumped in your chair. Instead, for example, exercise while watching your favourite TV program. Simply place a ball between your knees and squeeze or between your ankles and lift your feet a few inches above the ground.
- Commit time each week to creative or service projects or activities that stimulate your mind, expand your perspective, bring you new life experiences, and feed your soul.
- Give! Give a compliment, give a flower, give of your time to listen to someone, give a helping hand to those in need, become a giver of note.

Developing initiative is really this simple and practical. It is about using the initiative you already have to develop more. By taking initiative in all these ways and areas of life, you develop the quality of initiative as strength of character. Incorporating these practices into your life will exercise and develop your initiative, willpower, and self-discipline, while improving your physical and mental fitness and health. This will make you a better negotiator, and help you function at your peak in and out of the negotiation room.

let's recap:

- a determined, optimistic concentration on creating new, innovative visions and finding effective solutions to challenges
- proactive people search actively for answers and tackle problems head-on
- initiators make excellent entrepreneurs and great negotiators
- develop your initiative by examining your strengths and weaknesses, and then creating a personalized program of time-specific goals
- your personal development program should cater to your body, mind and spirit
- use the initiative you already have to develop more
- improving your physical and mental fitness and health will make you a better negotiator

If you have initiative, you will muster the energy, resourcefulness and imagination to create new things.

72 Integrity

If there is one essential attribute of a great negotiator, and a great human being, it is character. And if one essential attribute could be called the foundation or spine of character, it is integrity.

Integrity of character is not a negotiation strategy. It is a personal quality you either have or have not developed. It is intangible, yet palpable—a source of influence and force to be reckoned with in any circumstance. And it necessarily includes emotional and psychological integration and maturity. It is therefore an essential quality in a great negotiator.

Integrity of character is not easily acquired. It cannot be learned in a weekend seminar, earned like a university degree or diploma, or rehearsed like a theatrical routine. It is forged with great effort through a prolonged and successful struggle with your lower human nature in all its weakness, self-centeredness, and fear. It is developed and tested in ten thousand moments and decisions in life, when there is something at stake, and you choose to live according to your highest ethical values. Your ongoing efforts to live these ethical values and the consistency with which

you do so; the congruency of your words and actions over time; and your ability to be honest, fair, dependable, and equitable with all people, in all circumstances, is the litmus test of your character. It is doing what you know to be right even though no one is watching but you!

As a negotiator, integrity of character is the sum of how thoroughly you prepare in advance, how honorably you perform in the negotiation, and how diligently you fulfill your responsibilities and obligations after the negotiation is concluded. Integrity of character is a significant factor in the long-term success of any negotiator.

Integrity of character shines through the personality, and is often felt as dignity, graciousness, gravitas, and as moral or spiritual stature. People intuitively respond to it with openness and trust. And this is often a decisive factor in a negotiation.

Integrity of character includes conscience, knowing the difference between right and wrong, and it consistently chooses what is right even at the cost of personal gain. Yet integrity of character always works to your ultimate benefit, just as the lack of it ultimately works against you. Dishonest negotiators win victories at the cost of their moral and psychological decline, and, inevitably, at the cost of their reputation, making any success they attain hollow at best.

Suppose in a negotiation you have a choice between hiding an issue of

great importance to the other party or being totally candid. To hide the information is unethical but not illegal. You know the other party may take advantage of the information and use it to get a better deal at your expense. It is a clear choice between integrity and profit. What you do in this situation either develops or corrupts your integrity of character. These are the situations in which integrity of character is developed or rejected, one choice at a time.

Integrity of character gives you a big-picture, long-term perspective that allows you to negotiate honestly in good faith regardless of what's at stake or how things seem to be working out in any moment. When you recognize integrity of character as the most reliable foundation to negotiate and do business from, you know that to sacrifice it for victory or profit is to sell your essential nature for fool's gold.

But integrity of character doesn't mean putting the other party's interests above your own or sacrificing your needs to help them fulfill theirs. It doesn't mean that you don't pursue your objectives and goals with fierce commitment and passion. It doesn't mean you naively answer every question and present every bit of information that may put you at a disadvantage in a negotiation. It doesn't mean you do the other party's homework for them, and tell them things it is their responsibility to know.

What it means is that living your ethics and values is a higher priority than mere profit. It means you don't intentionally deceive, misrepresent, falsify, take unfair advantage, or violate established protocols, rules, or laws in order to win.

You do have an obligation to serve your own interests or those of your company. You do have the right not to volunteer information you are not required by ethics or by law to reveal. You have a right to say truthfully: "I am not at liberty to answer that." And if the other party wants information that you are not required to tell them, they must obtain it elsewhere. If they decide it's a deal-breaker, then you can decide whether to give them the information or abandon the negotiation. Your loyalty is to yourself first and foremost, and, if you are an employee in a negotiation for your company, then it is also to your employer as well.

As human culture and individual humans evolve, the primitive mentality of "winning by any means" and "winning is everything" gives way to a healthier ethical model that reflects the values of Maslow's hierarchy of needs. In that model, the full measure of character and success are only achieved as we evolve beyond primitive survival needs into the higher reaches of our creative and spiritual potential. In that model, for all these reasons, integrity of character has a higher value than a mere financial

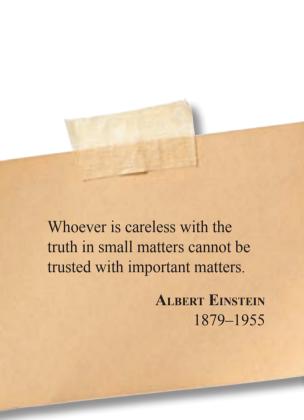
bottom-line. In the end, regardless of our profession, our well-being and happiness depend upon the integrity of our character.

When you have integrity of character, you can look anyone in the eye. When you have no integrity, you can't look yourself in your own eyes in the mirror. And when your lack of integrity becomes known, as it inevitably will, no one will want to look you in the eye, or negotiate with you about anything. Therefore a sterling character and reputation is a great negotiator's most treasured possession.

A Zen Buddhist story tells of an old Zen master talking to the temple gardener about a seedling in a tiny pot that will eventually grow into a marvelous tree. When the gardener tells the old master it will take the tree a hundred years to grow from the seedling to maturity, the master replies, "Oh! Then hurry! We must plant it immediately!"

Integrity of character is like this. It is developed slowly over many years. So, if you want to be a great negotiator and a great human being, don't delay! Develop the integrity of your character every day!

Integrity is not a negotiation strategy - it is a personal quality.



let's recap:

- living according to your highest ethical values
- a value which is the foundation of character and is vital for great negotiators
- includes conscience and choosing to do what is right even at the cost of personal gain
- dishonest negotiators win victories at the cost of their moral and psychological decline
- integrity creates a big-picture, long-term perspective so you can negotiate in good faith
- your loyalty is to yourself first and foremost, or your employer if you are an employee negotiating for your company
- your well-being and happiness depend on the integrity of your character
- a great negotiator's most cherished assets are their character and reputation

73 Intelligence and Knowledge

Intelligence is the ability to understand, to learn, to apply knowledge, to problem-solve, to think abstractly and conceptualize, and to make logical inferences and intuitive connections. Intelligence makes learning and knowledge possible. But intelligence isn't the same as knowledge, although people often confuse the two.

Knowledge is information memorized or understood. It is the content of understanding or skill learned or acquired through study, practice, and experience. Intelligence is the **capacity** to learn; knowledge is **what you have learned**. Intelligence sometimes makes up for lack of knowledge, and vice versa. If knowledge is a vehicle, intelligence is the driver; you need both to reach your destination. Great negotiators are intelligent and knowledgeable in their fields.

But a great negotiator doesn't have to have encyclopedic knowledge. Intelligence is realistic, strategic, and practical. You can't know everything. So, have knowledgeable people on your team or working for you in the background.

Knowledge is secondary; intelligence is primary. In the crucial points in a negotiation, when "the rubber hits the road," intelligence must take the lead and apply knowledge strategically and effectively.

Some people are naturally more intelligent than others. But wherever you are in the intelligence spectrum, you can grow beyond your current level. The brain is an organ that can be exercised and developed, and the consciousness operating through the brain possesses unknown potential. This means intelligence, like knowledge, skill, concentration, and character, can also be developed.

You can develop your intelligence, knowledge, and concentration simultaneously. You do this by studying materials relevant to your personal or career interests. Your study must focus on three key elements: memorization, comprehension, and practical application. Doing all three develops critical and creative thinking, or leftand-right-side whole-brain intelligence enabling both the analytical and creative sides of your brain to function well. Practices like meditation and contemplation further develop and refine intelligence, awareness, and concentration.

The popular saying that we only use ten percent of our brain is not

literally true. Yet it may be true that we generally operate at ten percent of our full potential. The principle of "use it or lose it" applies almost everywhere. If we consistently challenge and develop ourselves in these ways, we can increase our intelligence, knowledge, awareness, and concentration.

If we do this with rigor and discipline, we will to some degree encounter another force, a mysterious X-factor, latent in each of us, waiting to emerge. This X-factor can appear in every field of human endeavor in sports, the arts and sciences, and religion; in all the physical, intellectual, creative, and spiritual pursuits of man. It is seen in those individuals who suddenly awaken or come alive, developing and advancing in their chosen field at an inexplicable pace, and performing at levels far exceeding their previously apparent potential. Suddenly, unaccountably, everything seems to come together; the individual is seemingly transformed, gifted or graced with uncanny abilities, faculties, insights, and perceptions which even he or she cannot explain.

What such individuals often share in common is a deep desire and dedicated pursuit of the talents and abilities that later appeared in greater measure than anyone, themselves included, ever expected. This X-factor can also awaken the latent intelligence in each of us. The painter

Paul Gauguin and the poet Walt Whitman both accessed this power that awakened their genius after leading unpromising lives of apparent mediocrity.

To be a great negotiator you must develop your hidden intelligence and potential by linking your passion for your purpose with hard work and discipline. Anyone can do this. But it requires an uncommon effort and persistence over time to which relatively few are willing to commit. Thomas Edison pointed to such ideas in these two observations: "Opportunity is missed by most people because it is dressed in overalls and looks like work." And "genius is one percent inspiration, and ninety-nine percent perspiration."

The one percent inspiration accessed through that ninety-nine percent perspiration has always been the intelligent force moving our civilization forward. If you are willing to

provide the necessary perspiration, you too can access an inspired intelligence that will give you an advantage in any negotiation.

World-renowned professional golfer Gary Player says, "The more I practice, the luckier I get".

let's recap:

- intelligence is the ability to learn
- knowledge is the information you have memorized or understood
- during negotiations, intelligence must take the lead and apply knowledge strategically and effectively
- a great negotiator will have knowledgeable people on their team
- develop your intelligence through contemplation and meditation, and by studying materials relevant to your interests
- study should focus on memorisation, comprehension and practical application
- challenge yourself frequently so you have the opportunity to develop exceptional talents and abilities
- a great negotiator combines passion, purpose, hard work and discipline to unlock his or her intelligence and potential

74 Intimidation

Wherever two parties come together with conflicting needs or goals, a spirit of fear and competition appears, and intimidation becomes an option. Many people consider intimidation respectable and justified – even necessary in business and negotiation. But intimidation is generally a

second-rate tactic used by people who lack first-rate skills, strategies, and tools for dealing with problematic or challenging situations; or who lack sufficient intelligence and imagination to find higher solutions; or who lack sufficient maturity to hold to higher principles.

Intimidation can be a necessary last resort in certain circumstances – for example, when facing a snarling dog or a human predator whose bad intentions pose personal threat or danger; or in war, when many lives and perhaps the fate of nations is at stake. When dealing with criminal suspects in action, police use (and sometimes abuse) intimidation, and also in interrogations, threatening severe legal consequences to induce suspects to cooperate or confess. Government institutions, such as the IRS and the military, also use intimidation to impose authority or coerce cooperation.

But intimidation is rarely necessary or justified in personal relations and business negotiations. There, its use is generally an abandonment of the key principles and perspectives presented in this book. If a negotiation between two parties seeking a just and fair outcome in a personal or professional matter truly depends on mutual civility, consideration, and respect, then intimidation reflects a breakdown or violation of these essential protocols.

Using intimidation in a negotiation to force or manipulate an outcome in your favor destroys trust, goodwill, and the relationship with the other party. This may be par for the course in bitter negotiations between hostile parties. But great negotiators don't sacrifice ethical principles to win short-term victories. They know that

principles are the foundation of their careers and their character, and even the source of their power. They know that using intimidation to control or manipulate others and get their way compromises the ethical foundation on which their long-term success depends. They know that intimidation is a poor substitute for the intelligent reasoning, wise strategy, and maturity of character that make a truly great negotiator.

But intimidation is not just something we do to others, or they do to us. It is also a natural reaction to a superior force, something we feel in response to overwhelming challenge, or perceived danger or threat. Yet we don't have to allow feelings of intimidation to control our behavior. A seasoned negotiator channels feelings of intimidation into effective action.

Feeling intimidated, or trying to intimidate others in a negotiation, reflects a weakness or lack in us—a lack of confidence, knowledge, ability, skill, maturity, ethics, self-esteem, etc. When we are strong, prepared, and confident in our skills, strategies, and tools; when we have self-respect and integrity of character; when we have a bigger perspective than merely winning or losing; then we are not intimidated by others, and we don't need to try to intimidate others to achieve our goals.

Yet at times you may find yourself feeling intimidated by a person or

situation. Perhaps the person you are negotiating with is a heavyweight, a "big shot." Perhaps the negotiation involves something you badly want or need and are afraid you may not get, or that involves something you are afraid might happen to you. Perhaps the other party is an expert intimidator who has caught you off guard and made you feel weak, threatened, or insecure. In such situations, try the following exercises to shift your perspective:

- Remember and rely on the fundamental principles and perspectives presented in this book that you know are true always.

 Remember to place principles above personalities.
- Look in the person's eyes and see the human being in front of you instead of a title, achievements, a reputation, or public relations image. Remember that everyone is human and imperfect; everyone has needs and desires, weaknesses and strengths, worries and fears; and everyone deep down, including the person in front of you now, wants to be liked, respected, acknowledged, and appreciated by the person he or she is with. To see the person in front of you as a human being just like you, and understand his or her most basic needs and drives restores that person to a manageable human size and removes the intimidation factor.

- See yourself and the other person as two four-year-olds sitting on opposite ends of a nursery school seesaw, knowing that you will go up and down in turn, and knowing that's okay. Enjoy the ride.
- You can even picture the other party getting dressed in the morning and putting on their clothes as you did.
- Having done some or all of the above, simply relax, release your fear, trust yourself, be fully present in this moment with the other person, smile if it's appropriate to do and enjoy the negotiation process.

For all these reasons, this book does not teach or recommend intimidation as a negotiation tactic. But a great negotiator must understand and know how to deal with intimidation. For at some point, in some negotiation, you will find yourself either dealing with an intimidator, or feeling intimidated. And, working with these suggestions, you will know how to stand your ground and hold to your principles without succumbing to fear.

Intimidation is rarely necessary or justified in personal relations and business negotiations.

let's recap:

- a natural reaction to a superior force, overwhelming challenge or perceived danger
- a great negotiator must know how to deal with intimidation
- a second-rate tactic used by individuals who lack first-rate skills, strategies, tools, intelligence, imagination or maturity
- rarely required or justified in personal relations and business negotiations
- destroys trust, goodwill and the relationship with the other party
- preat negotiators uphold ethical principles which ensure long-term success
- b channel feelings of intimidation into effective action
- exercise the following to shift your perspective:
 - place principles above personalities
 - view the other person as a "human being"; this removes the intimidation factor
 - picture them having put on their clothes in the morning, as you did; going back to the human factor
 - relax, release, trust yourself and be present in the moment.



75 Leadership

The world is made up of a vast majority of followers and bystanders who haven't developed or discovered their own power and a small percentage of genuine leaders whose lives and accomplishments influence, guide, and inspire others to do things they would not think or dare to do on their own. Most people want to be led on a true path toward a meaningful goal. And many of them look for knowledgeable, competent leaders who can help them find such a path and achieve their goal.

Believe it or not, in most negotiations, the other party also wants to Channel influence, confidence and integrity into decisive authority.

be guided and inspired by a genuine leader who is knowledgeable, competent, has real authentic power and authority, and who can help them make the best possible decision in the negotiation.

Leadership is a powerful force in a negotiation. It channels influence, confidence, and integrity of character into decisive authority. It positively directs and motivates other people who may have conflicting views and goals, and unites them in a common understanding and purpose. It shapes unfolding events toward desired outcomes. Leadership is power and

influence harnessed to a vision, and effectively used for a greater good.

Great negotiators exercise leadership with finesse, without being arrogant, pushy, or controlling. They know that trying to direct or control a negotiation by force of will creates resistance, resentment, and disharmony, especially where the other party doesn't share their views or acknowledge their authority. They know leadership isn't about controlling the other party, but rather about influencing the other party and the course of the negotiation through their integrity of character, their clear grasp of the matter under negotiation, and their skills as a negotiator.

Authentic leadership isn't granted automatically with an official title or bestowed with a promotion. When it comes to leadership, you either have it or you don't. But, as with other essential qualities of a great negotiator, leadership can be developed. Practicing the fundamental principles and values presented in this book provides the moral authority that is the necessary foundation of real leadership.

The old paradigm of leadership in which a powerful autocratic personality aggressively directs and controls others may be appropriate in the military, but it is rarely appropriate or fully effective in the modern world. In this authoritarian model, the leader dictates decisions, enforces procedures, and treats subordinates as

inferiors—automatons whose job is to hear and obey but not to think independently or be heard. The famous poetic line "Ours is not to reason why, ours is but to do or die," sums up the role of subordinates in this model. This model creates resistance, resentment, individual and group disharmony, and an unhealthy and often unproductive work environment.

Great negotiators know that the way leadership is exercised determines the quality of interpersonal relations, and the tenor and productivity of the negotiation. They use presence, persuasion, intelligence, empathy, and subtle skills and tactics to inspire, unite, motivate, and bring out the best in the other party. Such leadership allows them to assemble a group of individuals who are focused and disciplined, who know each other's strengths and weaknesses, who can play as a team instead of as independent heroes looking for a shot at the title, or drones who lack initiative and avoid responsibility.

Great negotiators don't confuse authority with being adversarial and overly assertive. They don't view critical feedback or differing points of view as insubordination or disrespect. They keep their emotions under control and remain civil when things get heated or confrontational, and they "never use a cannon to kill an ant." They look for the **nuances** of process and try to discern the emotional motives, the "why," motivating the other party.

They focus as much on understanding as on winning; they keep the other party's interests and feelings in mind as they try to achieve their primary objectives. And, finally, they aren't so eager to be liked that they fail to properly exercise their leadership.

Effective leaders are willing to take bold actions and calculated risks; to accept the consequences of their choices when things don't work out; to acknowledge and learn from their mistakes; and to keep sticking their necks out to get results. True leadership is as much about modelling effective and impeccable behavior as it is about making decisions, giving

orders, and exercising authority over others. Leaders who lead by example inspire and motivate others to dig deeper, rise to the occasion in challenging circumstances, and embody leadership in their own sphere. This leadership style develops the mystique of charisma that enables the leader to be respected and, possibly, even revered. Nelson Mandela is a great example of such a leader.

1. Leadership is a powerful force in negotiation.

Areas for you to work on:

- 2. Leadership is power and influence harnessed to a vision.
- 3. Great negotiators

exercise leadership with finesse.

4. Develop leadership by practicing the principles and values in this book

😰 automatons (noun)

a person that acts in a monotonous, routine manner without active intelligence

finesse (verb)

bring about or deal with (something) by using great delicacy and skill

nuances (noun)

a subtle difference in or shade of meaning, expression, or sound

let's recap:

- power and influence harnessed to a vision and effectively used for a greater good
- In negotiations, the other party wants to be guided and inspired by a genuine leader
- channels influence, confidence and integrity into decisive authority
- great negotiators know that trying to direct or control a negotiation by force of will creates resistance and resentment
- don't confuse authority with being adversarial and overly assertive
- modelling effective behaviour is as important as making decisions, giving orders and exercising authority

Leaving the Room

It's important to understand basic selfcare, and how the lack of it can negatively impact a negotiation. Failing to practice basic self-care, especially just prior to an important negotiation, can put you at a disadvantage and leave you physically and mentally unprepared. Feeling hungry, thirsty, tired, or with the discomfort of a full bladder or full stomach, creates unnecessary distractions in a negotiation.

Basic self-care includes getting sufficient rest and nourishment. Don't show up to a negotiation hungry, thirsty, or tired. Don't show up having overeaten or drunk too much liquid.

Don't drink too much water or coffee during the negotiation. And make sure to use the bathroom beforehand so that you don't have to during the negotiation.

Unless it's important or unavoidable, or part of an intentional strategy, leaving the room in the midst of a negotiation is generally not a good idea. It can alter the momentum, cause you to miss out on important developments and details, or allow the other party to regroup, reconsider, or devise new strategy.

If you must leave the room during the negotiation, it is important to ask if you missed anything important while you were gone. But if you practice basic self-care in the abovementioned ways, you probably won't need to leave the room during the negotiation, and you will probably be operating at your best.

let's recap:

- leaving the room during negotiations is not recommended
- avoid unnecessary distractions like hunger, thirst or discomfort before a negotiation session
- if you must leave the room, ask if you missed any vital information or developments while you were away

77 Likeability

If you are likeable, people will be more likely to want to deal with you. If you are unlikeable, people will be less likely to want to deal with you. Being likeable is a simple practice that costs you nothing and brings effortless rewards. Likeability is more than just

smiling and being pleasant. It also includes being genuinely considerate of the other party and seeking win/win outcomes.

A likeable negotiator isn't necessarily a good negotiator. Mere likeability doesn't guarantee success. You can be likeable and still come away from a negotiation empty-handed, with lots of unbankable compliments! Trying to be likeable under all conditions is a poor strategy. Likeability without strength of will and integrity of character is weakness. Such "nice guys finish last."

It's good to be likeable, but you must be willing to be unlikeable when the occasion requires, to make necessary hard decisions the other party may dislike and even resent. You may have to forgo a win/win negotiation and go for win/lose in your favor, or hold a firm position with the other party, or even deliver a "my way or the highway" ultimatum. We won't discuss here the various scenarios that might require you to do this. The bottom line is that there are times when even an ethical, likeable, empathic negotiator must make hard, impersonal decisions.

The point of a negotiation is not to be liked, but rather to achieve the specific goals of the negotiation. You do your best to do both, but the latter takes priority over the former. Strength of will and character are a higher value than likeability in a negotiation. You can't build a career on likeability. People may initially go with someone they like but they will only stay with someone they respect and trust.

Linked to likeability is similarity. The more similar you are to the other party, the more you share in common in manners, beliefs, attitudes, behaviors, and characteristics, and the more familiar you feel to them, the more confident and comfortable they will feel with you. Similarity enhances likeability.

The question arises of how can there be similarity in every negotiation when people are unique and often different from each other by personality, background, temperament, or culture? How do you create that sense of familiarity and comfort that comes from similarity?

The answer is simple. No matter how different we may be from each other, we are similar in just as many ways. If you look for the differences instead of the similarities, you will find them. If you look for the similarities instead of the differences, you will also find them. Finding and building on the similarities between you and the other party makes you likeable, and more likely to be liked and trusted by them. Poor negotiators focus on the differences and unwittingly build walls of separation. Great negotiators look for the similarities and build bridges of connection. Some examples include the saying "Look Ma – no hands" as a universal attempt to impress our mothers and improve their admiration and love of us. Most negotiators have families that they care about and possibly children that they are proud to show pictures of and maybe 'war stories' of negotiations that went embarrass-

ingly wrong which can bring some levity to a strange setting. Bridges of connection can be built to ease the initial strain of unfamiliarity in a negotiation.

Which is more important to you? Being liked or being respected?

let's recap:

- be likeable to entice people to want to work with you
- seek win/win outcomes and be genuinely considerate to be truly likeable
- you should be willing to be unlikeable when the occasion requires, if it is necessary in order for you to achieve your objective
- don't be afraid to make hard, impersonal decisions in fear of being considered unlikable
- use your likeability as an entry point to the relationship, then go on to establish trust and command respect
- try to find similarities and build bridges of connection

78 Listening

In an interview, CBS newsman Dan Rather asked Mother Theresa what she said to God when she prayed. "I listen," she said. "Well then, what does God say?" Mr. Rather asked. "He listens," Mother Theresa replied.

This little story illustrates the depths of true listening. Not everyone knows how to really listen. Some think listening is just hearing words. Many who appear to be listening are only waiting to interrupt! Yet there is no greater skill and no wiser strategy than true listening. And nothing gives you a better return on your investment.

True listening is inherently empathetic. It makes the other party feel heard, respected, and valued; builds confidence and trust; and creates a strong "feel-good" connection. All this positively affects the other party's perceptions of you, and can influence the course of the negotiation toward your objectives.

True listening is also the primary means of connection and information-gathering during a negotiation. When you really listen to and hear the other party—not just the words and their dictionary meanings, but the tones, inflections, pauses and gestures that reveal deeper underlying meanings—you access information vital to the outcome of the negotiation. You discern and understand the motives and character of the other party, the

practical "what" and the emotional "why" that brought them to the negotiation table. This allows you to speak with precision and influence in their target zone, within the parameters of their primary needs and motives. And it reduces misunderstandings, miscommunications, and mistakes, allowing solutions to be found.

Remember that listening is not passive, but active and dynamic. When you listen, relax your body and sit upright in the "present" posi-

tion, facing the other party. If you take notes, continue to make regular eye contact, with an occasional gentle nod or an encouraging gentle smile. Let your listening be a whole-body act that unifies and heightens the faculties of hearing, seeing, cognition, intuition, and presence. Listen with your ears, eyes, heart, mind, and soul. (Listening skills are dealt with in greater detail in the nonverbal language section in Part Three.)

let's recap:

- the primary means of connection and information-gathering during negotiation
- there is no greater skill and no wiser strategy than empathic listening
- true listening enhances the perception of you and can lead to reaching your objectives easily
- true listening results in noting nonverbal cues, in addition to hearing the spoken words
- practice active and dynamic listening

Most of the successful people I've known are the ones who do more listening than talking.

Bernard M. Baruch 1870–1965

79 Location

Choosing the right location for a negotiation is important for practical, emotional, and energetic reasons. A location can be convenient or inconvenient, comfortable or uncomfortable, calming or distracting, elegant or shoddy. A good negotiator chooses

the location that feels best and meets the particular needs of both parties.

You are more relaxed, comfortable, and in control on your own turf, where you feel at home in familiar surroundings, and you can access people and information to get practical support

you may need in the moment. So, meeting in your home or office gives you a home-field advantage. This is true whether the other party is coming to buy something from you or to sell something to you.

A neutral venue levels the locational playing field but, if you meet in a neutral venue, try to visit it beforehand, if possible, to get a sense of the environment. In an ideal meeting place you can sit comfortably, listen without environmental distractions, and talk and take notes without excessive noise or interruptions (noisy, crowded coffee shops and restaurants are not ideal). These environmental factors are more important than whose turf you are meeting on.

But don't place undue emphasis on location, as it is secondary. Always rely first and foremost on thorough preparation and your skills as a negotiator.

Various factors, such as your need to access information or a product, or brief access to knowledgeable members of your team who needn't be part of the negotiation, or convenience of location to both parties (such as wheelchair access or distance to travel) should determine where you meet.

There are advantages to visiting the other party's location. You can get a much better picture of the person and enterprise you are negotiating with. And this tends to negate common stalling tactics like, "I don't

have that document with me now but I can email it to you later," or, "I'll have to discuss that with my boss when I return to the office and get back to you." (Of course, meeting in your office will preclude your using the above tactics as well!)

Once you've decided on a location, your seating position is important. Whenever possible, try to sit next to your support staff, if you have one. If you are on friendly terms with the other party and expect a smooth win/win negotiation, it's fine to sit beside them if you're going over papers together. This creates a sense of professional intimacy, of working together side by side. In such cases, if you have support staff, let them sit on the opposite side of the table. Then you and the other party can jointly request information from your support staff to iron out the unresolved issues.

If you've never met the other party or don't know them well, it's fine to sit opposite each other as too close a proximity can make people uncomfortable. If the negotiation involves confrontational issues, by all means sit opposite the person you are negotiating with, as sitting side by side will only create awkward tension

Always make sure you are seated on the same level as the other party, or even a little higher. And always sit erect. You don't want to be towered over or looking up at the other party while negotiating. In the same vein, don't allow the other party to assign you to an "inferior" seat, such as a small or unstable or uncomfortable chair, while they sit in "superior" taller or more comfortable seats. If you need to exchange an inferior seat for a better one on your own, by all means do it, even if you have to drag another chair across the room. This shows that you are willing to stand up for yourself and will not allow the other party to manipulate or control you. If the location isn't working for you, if it's making you feel physically or emotionally uncomfortable, take charge and request a change of location to a more comfortable spot.

But while these elements of location are important, they are secondary. Don't confuse your location with your power. Your power doesn't reside in any location, in any office, in any chair, or in any organization you happen to work for. These accoutre-

Location, location, location!

ments of power are not the source of your power as a negotiator. The source of your power is the foundation of skills, ethics, and character described throughout this book. The source of your power is within you, but only if you have developed it in the ways described here. If you haven't developed this foundation, you have no real power, and no external location or official title can make up for the lack.

As a great negotiator, you are the location of power wherever you go.

let's recap:

- choose a location that meets the particular needs of both parties
- if you are to meet in a neutral venue, then visit it beforehand to ensure it is not distracting and unfavourable to a negotiating environment.
- gain insight into the other party by visiting their location
- be sure to sit next to your support staff, if you have them along with you
- if it is the first negotiation, it is preferable to sit opposite the other party
- ensure you are at the same level or higher than the other party and always ensure you are sitting upright
- your power does not come from your location, but rather from your skills, ethics and character

80 Logic and Emotion

Great negotiators know how to use logic and emotion as they do their right and left hands, with finesse and decisive effect. Logic speaks to the conscious mind and the left brain. Emotion speaks to the unconscious

mind, the heart, and right brain. Both must be included in a negotiation. Logic justifies a decision on the basis of facts, while emotion catapults decision-makers into action. Remember that logic sells and emotions buy!

Emotions gain traction on a foundation of logic. Mere emotion in a negotiation is like a beautiful bubble that bursts, accomplishing nothing, moving nothing forward. Emotion with no logical basis in a negotiation can be disruptive, especially if it's negative. But logic without emotion can be sterile and passive. It can leave the other party sitting on the fence, never moved to make a decision.

Emotion stirs the hidden hopes and fears of the person you are persuading. It provides the energy of excitement and urgency needed to move a negotiation to the tipping point, where a cautious or reluctant party becomes ready to sign on the dotted line. But, if emotion provides the final impetus for a decision, logic provides a counterbalancing force that guides emotion in a reasonable direction, and keeps it from impulsively making bad decisions.

Logic and emotion are the onetwo punch of influence and persuasion. Logic presents a compelling practical case that provides a basis for a rational decision, and emotion tantalizes the imagination to stimulate desire and trigger a decision. Knowing who the person or people are that you are trying to persuade (e.g. their backgrounds, experience, education, and social, political, and religious leanings) is important. This allows you to speak to them effectively in logical and emotional terms to which they can relate. It helps you assess how they are likely to react or respond to your statements in the chess game that is a negotiation.

A logical approach requires validation or proof of your statements. Nothing convinces like hard, irrefutable facts. Whenever possible, provide documented statistics and other evidence or unbiased testimony from outside experts. Verbally summarize the essential and compelling proofs contained in the documents. Now you can weave a compelling argument proving the superior qualities and virtues of your case, product or service relative to those of the competition. Acknowledging the strengths and virtues of the competition, while proving yours is still superior, makes you seem fair and reasonable, increasing your credibility. A logical case based on verifiable facts usually overcomes any reservations, reluctance, or objections the party may have brought into the negotiation. And the emotional appeal greases the wheel for what is now seen to be a correct or beneficial decision.

let's recap:

- logic speaks to the conscious mind and the left brain
- emotion speaks to the unconscious mind and the right brain
- know your target audience so that you can persuade them using both logical and emotional manoeuvres
- both logic and emotion must be wielded to craft a well-rounded and complete negotiation.



81 Magnanimity

Magnanimity is the expression of an abundant, expansive, generous nature. The lack of magnanimity reveals the opposite character – a penny-pincher, a stingy chiseller chipping away amongst the shavings for small savings. Most people admire and are drawn to a magnanimous nature, and are repelled by a stingy nature, in or out of a negotiation.

Magnanimity, generosity of spirit, has its own charisma. It is infectious. It inspires a similar expansive, generous impulse in others, even in the other

GIVE GENEROUSLY!

party in a negotiation. Stinginess inspires a similar contracted response in others. When you are stingy, people are unlikely to respond with warmth or generosity. Most people would prefer to be expansive and magnanimous in spirit, to be warm and generous, even in a negotiation. But they often need help. Your magnanimity is often the help they need to access the same quality within themselves. Even in a negotiation.

However, if the opposing party is committed to stinginess, to taking advantage and to not reciprocating, there is no point in continuing to practice magnanimity in that situation. That would be "casting pearls before swine," as the saying goes.

let's recap:

- generosity of spirit
- strive to have a magnanimous nature to draw people in
- avoid repelling people by seeming to be stingy and a penny-pincher
- be magnanimous in order to inspire magnanimity in others

magnanimity (noun)

the fact or condition of being magnanimous; generosity: both sides will have to show magnanimity

82 Mistakes

Nobody is perfect. Everyone makes mistakes. But not everyone is willing to take risks and make mistakes, accept responsibility for them, learn from them, and use them to go forward and achieve their goals. Great negotiators are risk-takers and mistake-makers. They don't play it safe and stay small from fear of failure, or because of loss or embarrassment suffered from past mistakes. Mistakes are part of life's curriculum.

Mistakes can be unpleasant, painful, and costly—even personally or financially devastating. Some mistakes are private, known only to you, or perhaps to just a few. Some mistakes become public knowledge. Some mistakes may be so monumental that they become the stuff of scandal, fodder for the media, and a source of public humiliation or disgrace for you, your organization, and your family.

Whatever the magnitude of any mistake you make and whatever the resulting consequences, how you respond will determine whether your mistake leads to your next growth cycle or to your diminishment and decline.

No mistake has the power to determine your response to it. That choice is yours. Will you accept responsibility for it? Will you examine your motives, choices, and behaviors that contributed to the mistake and learn

valuable lessons from it? Will you make appropriate new decisions, choices, and changes on the basis of such consideration? Will you hold your head up, stand tall, and accept the consequences without shifting the blame or making excuses?

Once a mistake is made which cannot be undone, it's time to reflect and to seek a solution. At that point, how you handle yourself and how you deal with the mistake and its consequences are more important than whether or not the mistake happened, or what people think of you because of it. You can't control what people think of you. But you can choose who you will be and how you will live. You can choose to accept responsibility for your actions, to accept life as it comes and fate when it happens. Remember that everything passes and changes. Thankfully some other disaster will knock you off the front page, if that is where you have ended up.

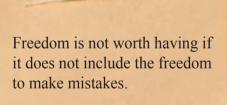
In the meantime, take your medicine without self-pity or complaint. Admit your mistake with humility and good humor. When appropriate, smile and make a self-deprecating joke that shows awareness and humility, humanness and vulnerability.

People will like you, empathize with you, and even respect you more for it. And, once the dust has settled, the public perception of you will be based on how you dealt with the mistake rather than on the mere fact that you made it. You will be recognized as a person of quality and substance, even of high moral character, who slipped or erred, but maintained or regained their integrity. You will be recognized as someone who can be trusted and relied upon.

Regardless of what has happened or what you have done, remember: **Everything is part of a larger process.** Tomorrow is another day. Each day holds the possibility of a new beginning. And every step in the right direction moves you toward your goal. An old Turkish proverb states,

"No matter how far you've gone down the wrong road, turn back." Remember that the world is full of people who made mistakes with disastrous consequences, but who rose phoenixlike from the ashes to change their lives and do new and better things.

To be a great negotiator, be willing to make mistakes, and be sure to learn from them. When you do make a mistake, own up, take your medicine, fix the problem, learn from the experience, and move on. A mistake is just a learning experience. And, in the end, not learning from experience is the only real mistake.



MAHATMA **G**ANDHI 1869–1948

let's recap:

- pareat negotiators are risk-takers and mistake-makers
- do not let the fear of failure stop you from trying
- your response to mistakes will determine whether you grow or decline as a person and as a negotiator
- the choice of your response to your mistake is solely yours and no matter the size of the mistake, it cannot determine your response to it
- admit your mistake with humility and good humor
- seek a solution to the mistake all the while owning up to it and actively trying to resolve it
- learn from your mistakes

83 Morals, Ethics, and Impeccability

Because integrity of character is an essential foundation for quality in human relationships, the morality of great negotiators must be impeccable

both on and off the negotiation playing field. In the end, impeccability is simply easier and less complicated. It pays in peace of mind, mental health, emotional well-being, and public relations. Mark Twain said, "If you tell the truth, you don't have to remember anything." And if you live an impeccable life, you don't have to hide anything.

The Internet, with its countless interactive websites, social media, and global news is creating new levels of interactivity, transparency, and exposure, shining bright light into dark corners everywhere, creating a world where everything eventually becomes known, and there is increasingly no place to hide. Every day, people in the public eye are caught with their hands in metaphorical cookie jars of financial greed, sexual promiscuity, and betrayal of public mores, ethics, values, and trust. The cost of such transgressions or indiscretions may be loss of reputation, income, career; damage or disgrace to family or institutions where the perpetrators held positions of authority; or loss of value to the clients or constituents whom they served. Impeccability is the best preventative against such events and their consequences. And it is the surest foundation on which to build a reputation, a business, a career, and a life.

Today numerous groups supporting various worthy and unworthy causes are united and guided by modern technology and social media. Countless products or services are increasingly promoted and sold in the same ways. Networking and

word-of-mouth promotion via e-mail, personal websites, social media websites, and cell phone communication is now the norm.

This new media can create celebrities and marketing successes, and also destroy careers and products. All media cuts both ways: it can be used to praise and promote or to critique and pan ideas, people, products, and services. The social media backlash can be severe and unrelenting as the cyber mob condemns what it may have initially promoted, believing that they have been manipulated, cheated, or conned. Social network sites like Twitter and spreading information at cyberspeed with a few keystrokes and a click of a Send button are changing the world, not to mention the way we do business. This is creating a new and unprecedented transparency that is making it harder to lie and perpetrate fraud and get away with it, therefore making honesty and integrity the wisest and now even more essential course in business.

While impeccability focuses on getting results and achieving objectives, it makes sure the actions taken and processes followed are principled, ethical, and fair. Being able to look yourself in the mirror, being proud of who you are and how you live, is as important as any material success you may attain. It is what allows you to stand firmly on moral high ground and hold your head up high no matter where you go, an

essential attribute for a great negotiator. The moral high ground is not a place from which to look down on others. It is a place from which to reach out to others and help them rise to fulfill their potential in terms of material success and human character. Nor does impeccability make you better than others or "holier than thou." It makes you a genuine inspiration to others, an example to follow and a model to emulate. Your impeccability is an invitation to others to join you on the moral high ground, where everything works better, and there is room for everyone.

Allow and inspire others to join you on the moral high ground.

By adhering to legal and ethical principles in all circumstances with all people, and treating others with fairness, respect, and dignity, you assume the moral high ground. As people tend to treat others in the manner in which they are treated, and to admire and aspire to impeccability—they will tend to respond in kind and join you there.

This is the highest level of negotiating.

let's recap:

- the morality of great negotiators must always be impeccable
- impeccability is the surest foundation on which to build a reputation, a business, a career, and a life
- the internet makes everyday life and activities more transparent; with this comes greater risk of being exposed and losing credibility should you not live impeccably
- attempt to elevate people up to the moral high ground with you
- see your interactions improve as others begin to treat you in the same way you treat them

84 Motivation

The ability to motivate and inspire others, to get them to do what you want them to do because they see it is truly in their best interests, is an invaluable character trait of a great negotiator. The two basic ways to motivate people to do things they might not otherwise do are indicated in the carrot/stick analogy. The

carrot method is the way of encouragement, of positive incentives, of loving support. The stick method is the way of pressure, of intimidation, coercion, threat of consequences or punishment.

The carrot/stick approach leverages the most basic human drives of desire and fear. Great negotiators identify these basic drives in the "what" and the "why" of the other party and use them to their advantage. Knowing what the other party desires and fears, you can determine what carrot or stick to use in the negotiation process.

The carrot is more common and straightforward in a negotiation. You offer the other party something they want as incentive to close a deal. The stick is less comon and more tricky. Do you threaten or try to intimidate the other party? If so, why and how? Intimidation, as we saw earlier, is mostly used in negotiations involving prosecutors and police in criminal matters. Fear of punishment has a legitimate place there.

But in business and personal negotiations between independent parties. threats, intimidation, or the blunt use of the stick are rarely appropriate. Yet other sticks can be applied. Suggesting that a deal the other party wants may not go through, unless certain terms are met, is a stick. Suggesting that a particular element the other party desires will not be included in a deal, unless certain terms are met, is a stick. Suggesting that you wish to end the negotiation or even the relationship, due to unacceptable tactics or behaviors by the other party, in order to get them to stop using such tactics and behaviors, is a stick. These are some appropriate ethical uses of the stick within the armory of a great negotiator. You may discover others.

The stick is a bare-knuckles negotiation tactic, only to be used at certain times when your carrot incentives fail. Premature or inappropriate use of the stick negatively impacts the negotiation and the relationship with the other party. The cost of such consequences generally outweighs any benefits you might achieve. Alternatively, if the other party calls your bluff and you can't or don't follow through on your threat, you lose your perceived power and probably the negotiation as well.

A smart negotiator thinks through the potential effects of any strategy, especially use of the stick. A small or short-term gain at the cost of long-term negative consequences, such as the ruin of the business relationship, is bad business and bad negotiating. Better to simply end on a diplomatic note that costs neither party any serious inconvenience or harm. Great negotiators prefer the carrot, and apply the stick only as a last resort.

Maslow's hierarchy of needs is a useful tool in understanding the basic levels of human need and motivation. When you understand the basic needs of the other party—what they are trying to get, and trying to avoid, what is at stake for them at their current level—you can discuss matters in terms that have meaning for them.

For example, when negotiating with someone seeking the highest level of self-actualization, trying to appeal to his or her more basic needs for safety and security is ineffective.

Conversely, someone whose primary concerns are safety and security will not be moved by idealistic appeals to lofty humanitarian goals. Mahatma Gandhi pointed to this when he said, "To a starving man, God is a loaf of bread." Great negotiators discern the other party's primary needs and show them how they can help them fulfill those needs. They know which carrot to use.

Motivation is also promoted in how you use language. Sometimes it's as simple as promising a reward for success. For example, "There's a promotion in this for you if you do a good job." Promises of financial rewards, bonuses, commissions, or share options are also highly motivating carrots.

Remember that people think in images and ideas, not in words. Motivating words convey powerful or appealing images and ideas that evoke promise and potential. Compare the following sentences: "Do you want some ice cream?" and "Try this ice cream. It's so creamy and smooth, like heavenly ambrosia!" Which is more compelling? Again, consider these sentences: "Would you like a position in our company?" and "We're looking for someone who really wants to grow and go places with this company, and help us improve the quality of life for many people. Does that sound like you?" Which sounds more inviting and exciting?

Great negotiators motivate people by offering the most powerful carrot. And the most powerful carrot is a vision of how the other party can achieve a meaningful goal, succeed financially, grow professionally, and fulfill their potential, in a way that benefits, enriches, and serves the best interests of both parties.

Areas for you to work on: 1. Aim to inspire others through desire. 2. Avoid using fear as a means to getting your way. 3. Use incentives that matter to the other party. 4. Maslow's hierachy of needs is an effective starting point.

let's recap:

- a great negotiator is able to motivate others
- people are either motivated by incentives or by the avoidance of unwanted consequences – the basic human drives of desire and fear
- great negotiators prefer to incentivize the other party in a positive way
- using fear as a motivator could have negative effects
- the thoughtful use of language to create a clear vision can enhance motivation



85 Networking

A good negotiator knows it is essential to create a network of professional associates who exchange mutual favors and professional advice, provide introductions and references, and so forth. Such a network is established one individual at a time, over time, through personal contact—face-to-face or in phone conversations, e-mails, meetings, lunches, negotiations, professional conferences, and so forth.

Individuals in your network may or may not share your particular interests, beliefs, needs, and goals. You may not even have a natural affinity or rapport. But each relationship must have value and relevance in your professional life. Each individual must bring something to the table thereby improving the position of the other. Ideally you both possess essential skills, expertise, contacts, and knowledge that you can draw on from one another when the need arises. No one wants to network with someone who is all take and no give.

A strong network is made up of multiple such productive associations from which more personal bonds of rapport may develop. Any individual in one's network may, over time, move from the associate's column to the ally's column, and then to the personal acquaintance's column, and even to the friend's column in your network ledger. One or two may even end up in your inner sanctum of trusted friends.

The basis of each relationship in most networks is a combination of professional utility and bottomline trust. The moment that trust is broken or abused—for example when people are disrespected, lied to, cheated, or taken advantage of—the connection is damaged and possibly destroyed. You may suddenly have a disgruntled former ally out there using shared information or professional secrets against you. Anyone who has gone through a personal or business relationship breakup, or has fired a long-term employee, knows how dangerous trusted information in the wrong hands can be. Your people skills and professional etiquette—these include integrity, reliability, respect, politeness, and good will—foster an essential bond of trust with each member of your network. Your ability to manage your network relationships using these skills is a decisive factor in your career success. Some behavioral tips for building a professional network include:

- Be friendly, genuine, caring, polite, present, attentive, respectful, supportive, and sincere.
- Listen intently and demonstrate genuine understanding and empathy.
- Keep a positive can-do attitude.
- Be generous, do something for the other party, and act in their best interests.

- Be trustworthy, act with integrity, and exhibit a high ethical standard of behavior.
- Hear their names, repeat their names, and use (but don't overuse) them when you converse.
- Make them feel good about themselves by your attentive listening and positive regard, and through positive comments about their good qualities.
- Develop rapport through friendly, mirroring body language.

let's recap:

- a network of professional associates is essential for a great negotiator
- exchange mutual favours and share professional advice and references with relevant individuals
- people skills and professional etiquette foster a bond of trust with each member of your network
- look to be selfless and not selfish; no one likes to network with someone who is all take and no give
- Itrust is the basis of successful networking

Build rapport = better relationships

86 'No' Does Not Mean 'Never'

When you eventually "ask for the order" and are met with a "no," remember that "no" doesn't mean "never." A "no" may be a temporary refusal, a negotiation tactic to get a better deal, or a reaction to a misunderstanding that can be clarified and resolved with a question or two and

with a little persistence and finesse. It may be a "not just now" instead of a final "no." It may simply require a little more negotiating on your part. A great negotiator sees "no" as a moment to pause, to ask thoughtful questions, to find out more, and to discover what is standing in the way of "yes."

When "no" happens, you may want to pursue the following questions: Is it a "no" to the price? Are they simply looking for a better deal? Are they dissatisfied with the product or service, and can you accommodate or adapt the deal in a way that will turn "no" into "yes"? Is it a "no" to you personally? Have you done something to turn them off or offend them, and can you re-establish a better connection with them by graciously addressing the "discontent", showing the situation in a new light?

See any objections leveled at you in a positive light; it means you have their attention and involvement, and they are still negotiating. Be fully present, listen to, hear, and understand their objections. Give them your full attention, as if they are the most important person in the room, which they are. Ask for clarification if you need it, or summarize what they've communicated, so they know that they have been fully heard and that you've understood. Express appreciation for their candor and empathy for their concerns. Do not regard or respond to their concern as an objection, but rather as a point that requires more clarification from you. Use their concern as a place to find common ground and establish a deeper connection and working relationship.

The important element here is not to simply accept "no" as a closed door, but to explore the "no" as a tran-

sitional moment in the negotiation. Whether you respond with sensitivity, candor, chutzpah, humor, or with a better offer is a matter of discretion. Either one may get you another "shot at the title." But in such cases you are likely to have just one bullet left in your gun. If you feel an intuitive clarity in the moment about how to respond, by all means, fire. If not, be present with the other party, and think carefully before you respond.

If you have exhausted all the carrot incentives, you may want to try a reasonable stick of last resort. Let them know about the great opportunity they are passing up, and mention any possible consequences that might be a matter for regret later. It may simply be stating a version of, "Can you really afford to pass up this deal? You're not going to find a better one, and this is a limited offer. Do you think your boss/competitor/spouse/whomever would want you to do whatever it takes to make this happen?"

This is a last-ditch, low-percentage gamble but, since you have nothing to lose, it's worth a try.

If the answer remains a resounding "NO" then pack up your camel and make for the next oasis where better fortune may smile on you!

Before you give up, find out why the other party said "no".

let's recap:

- a great negotiator sees "no" as a moment to pause, to ask thoughtful questions, to find out more, and to discover what is standing in the way of "yes"
- find out exactly why the other party has said "no" and then try to renegotiate that roadblock
- a "no" should be seen as a transitional moment in the negotiation
- as a last resort, you could let the other party know that they are passing up a good opportunity and may regret it in the future
- if the answer remains a resounding "no" then let it go and move onto your next target

87 Nonverbal Communication

This section will briefly describe the various elements of nonverbal communication a great negotiator must recognize. All these elements and the skills employed in responding to them will be explored in much greater depth in a later section of this book dedicated to nonverbal communication.

Great negotiators are astute observers and interpreters of verbal and nonverbal communication, and are skilled in both aspects of communication. They are always "listening" to what is being said between and behind the spoken words. And they are conscious of their own nonverbal communication when they are speaking and when they are listening. An estimated seventy to ninety percent of all human communications are said to be nonverbal. So nonverbal

communication skills are crucial in any negotiation.

We are all communicating all the time, whether we are speaking or not. Our appearance, mannerisms, facial expressions, and posture make the initial impression in a communication. But the following nonverbal elements all add up to our total and ongoing communication throughout a negotiation: the position and angle of your head and shoulders; the movement of your eyebrows; eye contact/no eye contact and eye movements; lip formation (e.g., smiling, frowning, pursing, biting); breathing patterns; posture; movements and positions of arms, hands, legs, and feet; use of touch (handshaking; touching the other party's arm, shoulder, or back; touching your own face, hair, etc.); even your body or breath odor.

These are some of the basic ways that people communicate nonverbally from moment to moment.

Great negotiators consciously observe and analyze their own nonverbal communications and those of the other party. And they consciously communicate nonverbally with the other party.

let's recap:

- great negotiators are astute observers and interpreters of verbal and nonverbal communication
- nonverbal communication skills are crucial
- great negotiators consciously observe and analyze their own nonverbal communications and those of the other party
- be conscious of the nonverbal messages you convey



88 Objectives on the Table

To deal with the practical "what" in a negotiation, it's a good idea to give the other party a precise, detailed list of the relevant facts about your product or service. Promoting your goods or services by providing written factual and practical details is a powerful negotiation tool.

The memory's retention of facts is never as good as a hard-copy sheet or brochure left behind by you which summarizes the relevant details, qualities, and strengths that are the selling points of your product or service. Do you really want to depend on the other party's memory of what you said over the course of an hour?

Provide a list or brochure.

Providing these details is going the extra mile, and helps the other party as much as it does you. And they will appreciate your professionalism.

It's a good idea to go over the list with the other party and "tick off" the key points. This allows you to direct the negotiation process and "sell" your strengths in a clear, methodical way as your pen ticks off each point on the list.

In instances where you are not negotiating with the final decisionmaker, it is vital to give the other party a list or brochure that they can use to accurately represent your product or service to their "boss."

let's recap:

- provide a precise, detailed list of relevant information about your product or service
- provide a brochure or summary of information mentioned during a negotiation session
- communicate in a clear and methodical manner

89 Optimism

Optimists create opportunities out of problems; pessimists create problems out of opportunities; and realists restrain their enthusiasm, limit their goals based on what seems reasonably attainable, and don't get their hopes up in advance.

Pessimism is a purely negative character trait. Realism is a limiting approach that bases its attitude on a limited assessment of present circumstances. But optimism projects hope beyond present circumstances and appearances toward a vision of what is possible. And by doing this, it frequently achieves what did not seem possible in the limited light of present circumstances.

Optimism is not unrealistic. It simply seeks and finds the positives in difficult situations, while seeing the negatives as something that can and will be solved in time. Optimists see the duration of their problems as short-term, while pessimists wallow in present misery and project their problems into an indefinite future.

Optimists influence others **syner-gistically**. An optimistic, can-do attitude creates a positive atmosphere, enhancing expectations that things will work out well and goals will be accomplished with time and effort. Your optimistic outlook raises the spirits, energy, and attitudes of those you are negotiating with. Most people like a positive, optimistic person with a can-do attitude who follows through with a smile on his or her face.

Optimism is invigorating, while pessimism is depleting. Optimists are generally more resilient in the face of challenges, less likely to give up, and more likely to take initiative and persist in seeking solutions to problems. An optimist's motto is "don't give up before the miracle happens."

Optimism is a creative force. It ignites new ways of looking at problems that reveal them as opportunities. An optimistic attitude and approach generates energy and ideas, and can stimulate all the parties in a negotiation to keep moving towards a positive win/win outcome.

Optimism encourages creativity.

Because it presumes that there are solutions to every problem, and that abundance lies beyond any present shortages or limitations, it persists in hope-inspired actions that often produce positive results.

Optimism is a perspective that can be learned and practiced using the following four steps:

- Consider a problem or challenge you are currently facing.
- Imagine a solution exists that you simply haven't discovered yet.
- Trust that you are moving toward that solution and that it is also moving toward you.
- Now find a simple action to take that moves you one step toward that solution.

Areas for you to work on:

1. Look out for solutions to

problems.

2. Develop a "can-do" attitude.

3. Celebrate each step

towards your goal.

4. Smile and enjoy the

journey.

synergy (noun)

the interaction or cooperation of two or more organizations, substances, or other agents to produce a combined effect greater than the sum of their effects Apply the above four steps and repeat them over and over again. This brings the creative power of optimism into the situation and keeps you in motion toward your goal. It regards present obstacles and barriers as temporary, rather than permanent, it energizes your motivation and activates your subconscious mind to tap into levels of creativity that pessimism and realism cannot access.

let's recap:

- a creative force which encourages resilience in the face of challenges
- optimists create opportunities out of problems
- optimists are not unrealistic, they are simply positive
- being optimistic prompts others around you to adopt the same attitude
- encourages smooth negotiations by inspiring all parties to focus on solutions to problems

A happy person is not a person in a certain set of circumstances but rather a person with a certain set of attitudes.

Hugh Downs 1921–



90 Pace and Tone

Verbal communications have a pace and rhythm of their own. A great negotiator measures the pace of speech and modulates his or her tone accordingly when making a presentation and interacting with the other party.

When you describe your product or service or explain your ideas and objectives, let the pace of your speech and your tone of voice be professional, articulate, and energetic. When you listen, nod your head and interject sounds of comprehension and agreement ("aha," "hmm," "I see") where appropriate to create rapport with the other party.

Where pace is concerned, apply the "Goldilocks principle" of finding the happy medium. Don't talk too fast or too slow; don't be too enthusiastic or too calm; don't be too friendly or too

detached. Maintain visual contact with the other party while you are speaking, noting their facial expressions, to make sure they are understanding and keeping up with you, or that they are not distracted or bored. Pace can vary at different points, speeding up to express excitement or slowing down to emphasize importance. But continually observe the other party to make sure any adaptation of your pace serves the negotiation, knowing that changing the pace of your speech changes the pace of the negotiation.

Remember, your voice, its tone and pace of speech are important negotiating instruments to be used consciously for influence and effect. So practice and master your instrument.

Modulate your voice for maximum effectiveness.

let's recap:

- a great negotiator is the master of his or her pace and tone of voice
- your voice should be professional, articulate and energetic
- the pace of your speech influences the pace of negotiation
- the trick to pace and tone is to find the "happy medium"

91 Passion

Sometimes a negotiator needs to be passionate, as when selling a concept or product, motivating a team or workforce, trying to sway the other party to a new point of view, etc. Passion rooted in conviction energizes your commitment and perseverance relative to your goals. Great negotiators harness their passion to what they believe in, to what they do or offer, and to their primary goals and objectives, using it to sway or move others in their direction through negotiation.

Passion, like optimism, is a wonderful influencer and motivator that uplifts and inspires others. It transmits a contagious feeling of enthusiasm, magnifies the positive energy in a negotiation room, and sweeps negativity aside. Witnessing your genuine passion, the other party is more likely to trust and have confidence in you and in what you are passionate about. They are more likely to be impressed and inspired to follow your lead,

adopt your point of view, sign on the dotted line, or buy or invest in what you so passionately believe in.

Genuine passion is a decisive force in any negotiation. When you are the most passionate person in the room, the other party is outranked and outgunned. Of course, passion alone cannot wash away or make up for any negative attributes of a person, corporation, entity, product, or service. Passion should only be used with total integrity in the service of worthy products, services, goals, and causes. When it is, true passion makes a great negotiator an almost unstoppable force. However passion must be tempered by the audience and the message you are talking about. Excessive passion and unbridled enthusiasm may cross over to be seen as childlike and naïve, so tempered passion, well directed at the appropriate times in a negotiation should be used judiciously.

let's recap:

- energizes your commitment and perseverance relative to your goals
- transmits a contagious feeling of enthusiasm and magnifies the positive energy in a negotiation room
- genuine passion is a decisive force in any negotiation
- excessive passion may be seen as childlike and naïve, so tempered passion should be used judiciously

There is no passion to be found playing small – in settling for a life that is less than the one you are living.

Nelson Mandela 1918–2013

92 Patience

Patience is defined in the Penguin Concise English Dictionary as "the capacity to bear pains and trials without complaint." A patient negotiator possesses a capacity for calm endurance and the ability to wait for the right moment; hold out for a better deal; serenely or stoically tolerate and endure tension in a negotiation; and not be forced into hasty or impulsive decisions. Patience is the ability to wait and do nothing, expertly. And it is a formidable weapon in the arsenal of a great negotiator.

The outcome of a negotiation, and the power in a negotiation, often go to the one who can remain patient and calm in difficult moments. While you wait patiently, expertly doing nothing, the opposing side grows agitated because the rhythm and process of the negotiation have become unpredictable. While you sit calmly, silently assessing your options and planning your next moves, letting go, they feel doubts and uncertainties, and an unsettling loss of control. The power in a negotiation often shifts to the silent, patient party.

Yes, there is always a risk that the negotiation could collapse due to delayed actions. But this happens infrequently and, if it does, the negotiation can usually be resuscitated. And if a negotiation breaks down due to unresolvable differences, or due to

lack of integrity or civility on the part of the other party, be willing to end it, walk away calmly, and be patient afterwards.

Patience is standing on principle and not engaging in unfruitful encounters with uncooperative or untrustworthy people. It is standing firm in yourself and guarding your primary objectives for however long it takes. When the other party recognizes your patient adherence to principle, they are likely to come around. Then the power shifts to you.

Being patient does not mean you have stopped negotiating. Patience is a negotiation strategy to be applied when you don't know what to say or do next, or when saying or doing something doesn't seem like a good idea. If, as Rudyard Kipling said, "you can wait and not be tired of waiting," and "keep your head while all about you are losing theirs," the tense or uncertain moments of a negotiation are not difficult to bear, and unusually stressful circumstances that test your present capacity for patience will also increase it.

People who lack patience in a negotiation may feel like they have a cab waiting downstairs with the meter running. But don't let their impatience be your problem, even if the cab is really there! With such people, let your attitude reflect the saying "your

urgency is not my emergency." Just sit calmly, knowing you have parked your car in long-term parking!

Patience enables you to calmly endure and persevere through the ups and downs of the negotiation process – both in the research and preparation stage and throughout the negotiation process itself. It is the most effective disposition for handling mistakes, misunderstandings, frustrations, temporary setbacks, personal

attacks, adversity, negativity, disappointments, etc.

True patience includes resilience—physical, emotional, and mental stamina that lasts to the finish line. True patience is its own reward, and is often rewarded in the end. It is the water wearing down the rocks over aeons, turning riverbeds into canyons. So be patient, and make it your objective to be the last person standing in the negotiation.

let's recap:

- the ability to wait and do nothing, expertly
- standing on principle and not engaging in unfruitful encounters
- being patient does not mean you have stopped negotiating
- the power in a negotiation often shifts to the silent, patient party
- enables you to calmly endure and persevere through the ups and downs of the negotiation process
- true patience includes resilience

93 Pause

Sometimes during a negotiation, the pace shifts, confusion arises, patience (yours or the other party's) runs out, tempers flare, matters get out of hand, unexpected developments disturb the progress of the negotiation, or things simply bog down and you don't know how to proceed.

It may be time to hit the pause button. You can suggest a comfort break, a snack break, a stretch break, a lunch or dinner break. You

may even suggest calling it a day and rescheduling to continue the negotiations another time or day. If the other party doesn't want a break, then tell them you need one, excuse yourself, and take it. They can't negotiate without you. And if you taking a break is a deal breaker, the deal was probably already dead.

When you need a moment to think, pause. When you don't know what to say or do next, pause. When you feel

cornered, flustered, or put on the spot, pause. Many people are reluctant to pause because they're uncomfortable with silence or they're worried about what the other party may think. But pausing is never a problem in a negotiation unless you make it one in your head. Be willing to pause at any moment when you feel the need. Then start up again from a place of balance and continue negotiating.

let's recap:

- hit the pause button when negotiations become particularly difficult
- suggest a break for a meal or reschedule to continue negotiations on another day
- be willing to pause at any time when you need a moment to think or if you feel cornered

94 People Skills

People are people. Regardless of their social or economic status, they share the same basic needs for positive attention, kindness, courtesy, and respect. And they respond to these things similarly, almost predictably. Understanding this commonality of basic human needs is the basis of people skills.

A negotiation is about finding a way for two or more parties to meet their various interconnected needs so that an agreement or deal can be reached. But, regardless of the particular needs of various parties involved in any negotiation, the basic human needs mentioned above must be met first. If they are not, the negotiation is likely to break down. If they are, the negotiation will often proceed smoothly.

A great negotiatior understands these basic needs and knows how to meet them. It's really quite simple: Treat everyone with whom you negotiate with kindness, courtesy, and respect. Give them your full attention and positive regard. Be an appreciative and interested listener. Encourage, agree with, and sincerely praise the other party whenever and however appropriate. In all these simple ways, you will make him or her feel like the most important person in the room.

Just remember that everyone, including the other party in a negotiation, wants to feel important, appreciated, listened to, and respected. Everyone, secretly or openly, wants to feel like the most important person in the room. And they often want to connect at a deeper level than the usual superficialities of meeting and greeting – even in a negotiation.

When you understand and know how to meet these basic needs in social circumstances, you have the basic people skills you need to nego-

tiate with anyone. You don't have to be concerned about the other people's social or economic status, their job titles or accomplishments. You don't need to be intimidated by anyone's resumé, or try to impress anyone with yours. You will see and treat the corporate CEO, the movie star, the Nobel laureate, the waiter, the hotel maid, or the anonymous passenger sitting beside you on the train as human beings like yourself, deserving of simple respect, kindness, and courtesy. And if you give them this, you will win them over.

When you do this in a negotiation, you establish essential rapport that allows everything to unfold as it should.

The "why" and the "what" of a negotiation can vary from person to person. But we all share these basic human needs. And by developing our skill in meeting these needs in the manner described above, we hone our sensitivity and perceptiveness, enhancing our ability to read people and respond intuitively and effectively in the moment. And this makes us much better negotiators.

let's recap:

- people share the same basic needs for positive attention, kindness, courtesy, and respect
- understand the commonality of basic human needs
- everyone wants to feel important, heard, valued and respected
- treat everyone with whom you negotiate, with kindness, courtesy, and respect
- > see and treat everyone that you meet as human beings like yourself
- a great negotiator will hone his or her sensitivity and perceptiveness in order to meet the other party's basic human needs

95 Persistence

There is a fine line in a negotiation between being persistent and being annoying, between initiative and insensitivity. Persistence requires artful application to avoid being simply annoying. You want to get past an initial "no" or unresponsiveness without seeming pushy or obnoxious. You want to gently press through resistance and pursue your objective, but in a

way that feels friendly, curious, helpful, and relational. To do this you need to be fluid and adaptable, like water that always find a chink in a wall and flows around the obstacles blocking its path.

Certain people find it difficult to accept or reject a proposal. They may be excessively cautious, passive or indecisive, ambiguous or ambivalent. They may lack confidence or have low self-worth. They may think your proposal is not for them without a full investigation, or they may feel unworthy of it. Sometimes the people you're dealing with are the information collectors, not the decision makers.

Artful persistence in the form of simple questions, friendly comments, and a relational presence allows you to keep the conversation alive and move it toward greater clarity and toward your objectives. It allows you to discern the issues behind the apparent reluctance, resistance, or indecisiveness of the other party. It's important to discover these things in the early stage of the negotiation. Once you know what and who you're dealing with, you can better respond to it, or to them, with gentle persistence.

For example, if the party lacks confidence and self-esteem, your persistence may take the form of supportive or empowering comments to help them feel more comfortable and confident with you. If they are simply indecisive and ambivalent personalities, you can focus their attention on the value and quality of the product or service you are offering and how it will meet their particular needs, thus helping them move toward a decision one way or another.

If they are simply gathering information for another party who is the decision maker, you can graciously provide them with the information they need instead of trying to pressure them to make a decision they are not authorized to make. This eliminates unnecessary awkwardness, and you will make a better overall impression, which puts your product or service in a better light. Invariably the information collector will give the decision-maker their impressions of you and whatever you are representing. The decision-maker is likely to go with their recommendation as they have to work with them day in and day out and only deal, or not deal, with you once or twice.

Persistence is not giving up until the outcome is final, one way or another. After a meeting, you can persist in following up with phone calls, e-mails, or other forms of communication. As a general rule, the more persuasive your persistence, the likelier you are to succeed.

Persistence can be used to warm people up, to inform them, to change their perspective and their minds, or even to wear them down. But there is a point of diminishing returns, where persistence becomes merely annoying. A good negotiator is sensitive to this point, and gracefully acquiesces when it is reached. Persistence can be a strength, but knowing when to guit is wisdom. Never ignore the fact that what you may be offering is the right product, service or goal but the timing for the other party may be wrong. Perhaps a revisit a few months later will bring a positive response so always build bridges and ensure you don't burn them by being unnecessarily persistent when the timing is wrong.



When you get into a tight place and everything goes against you, till it seems as though you could not hold on a minute longer, never give up then, for that is just the place and time that the tide will turn.

HARRIET BEECHER STOWE 1811–1896

let's recap:

- there is a fine line between being persistent and being annoying
- gently press through resistance and pursue your objective by asking questions and commenting to keep the conversation moving forward
- allay the other party's concerns by gathering information and showing them how you can cater to their needs
- persistence is not giving up until the outcome is final
- be aware that there is a point of diminishing returns where your persistence can become annoying
- the more persuasive your persistence, the likelier you are to succeed

96 Perspective

Perspective enables you to see the true relationship between things and also the relative importance of things in a negotiation. It is a "helicopter view" of things on the ground that keeps you from being stuck in the trenches, unable to see over the next hill.

When an event occurs, we generally sense its implications from three perspectives:

Pervasiveness How it pervades into spaces that affect or influence me and how it affects me directly. Keeping a sense of perspective will keep you calmer.

- Permanence Is it transient and able to be ignored, or is it a permanent form of what is, or who I am?
- Personalization Does this actually affect me and what I want to happen in my life, or will it sail past me into a "black hole" of insignificance and either be of minimal, temporary effect, or no meaningful effect at all?

A broader perspective aives you greater clarity and freedom to manoeuvre in a negotiation. A chess master can think ten moves ahead. A novice only sees the move he is contemplating now, and a possible counter-response. A broader perspective shows things in their true light and proportion. From a limited perspective, giving way to the other party on a point or issue can seem like a loss. But a broader perspective may reveal it as the sacrifice of a pawn that moves you toward your greater objective.

Without perspective, you may miss the significance of simple but important details and gestures in a negotiation, and fail to adapt to them or take advantage of them. Without perspective, a negotiation can bog down or go off track. Minor issues may seem major in the moment, assume greater importance than they really have, and become unresolvable. A temporary obstacle may seem like a dead end. A manageable challenge may seem insurmountable. A speed bump may become a deal breaker. An unpleasant exchange that could be overlooked or smoothed out may derail the negotiation and end the relationship between parties.

Perspective keeps you grounded, humble, and optimistic in victory and in defeat, and allows you to learn important lessons from both. If you win a negotiation but alienate the other party in the process and ruin the

possibility of what might have been a profitable long-term business relationship, is it a true victory? If you lose a negotiation and learn an invaluable lesson that helps you in future negotiations, have you really lost? Winning and losing, and how you respond to both, are often a matter of perspective.

Perspective tells you it's not all about winning or losing in conventional terms. It's also about the lessons you learn, the skills you develop, the character you cultivate, and the reputation you establish over the course of a career. It tells you that argument and confrontation are poor negotiation strategies because they spoil the relationships that are the foundation of a negotiation, a reputation, and a career. It tells you that integrity is more important than ego, that fairness is more important than winning, that character is more important than money.

Perspective is knowing that things change, things pass, that whatever happens now is part of a larger process, that every ending is a new beginning, and that, in the bigger picture, most of what happens in or out of a negotiation really is "small stuff."

An ancient parable tells of a king who asked a sage for a phrase that would give him perspective in all situations – a phrase that would keep him humble when all was going his way, which would steady him in times

of crisis, and comfort him in times of loss. "Come back tomorrow," the sage told the king. The king returned the next day and the sage handed him a ring on which were inscribed the words, "This too shall pass."

Perspective and patience make a formidable combination.

let's recap:

- enables you to see the relationship between things and maintain an outlook of the relative importance of various aspects that influence negotiations
- keeps you grounded, humble, and optimistic in victory and in defeat
- provides you with greater clarity and freedom to manoeuvre in a negotiation
- maintain perspective by viewing events in terms of pervasiveness, permanence and personalization
- without perspective, you may miss the implications of simple but important details and gestures in a negotiation

97 Persuasion

Negotiation is the art of persuasion applied in myriad ways—subtle or blatant, crafty or direct, aggressive or friendly, simple or complex—to achieve your objectives. So a great negotiator, by definition, must be persuasive. Below is a brief description of twelve basic kinds of persuasion commonly used by great negotiators.

1 Confidence, which may include charisma, passion, self-assurance etc., is a magnetic persuasive force that draws others into its wake. Confidence does not include arrogance, pushiness, cockiness, or false pride, which only create skepticism,

doubts, and resistance in others. Genuine confidence is an essential trait in a great negotiator.

- 2 Expertise—detailed and fluent knowledge in a particular area—gives you credibility and authority in that area, and inspires trust and confidence in others about you. You can be the most confident person in the room, but if you lack expertise, your ability to persuade others will be severely hampered. To be a great negotiator you must develop real expertise in your field.
- **3 Eloquence** is the decorative icing on the conversational cake and

an advantage in a negotiation setting. Eloquence is a memorable attribute and a persuasive force in almost every situation. But not everyone has the gift of true eloquence. And, while it is a wonderful quality, fortunately it is not an essential quality for a great negotiator. You can and ought to develop some degree of eloquence by practicing public speaking and conversational skills, and by studying and learning from other eloquent people. And you can make up for a lack of eloquence by developing other essential qualities like confidence, expertise, empathy, image and more.

Image and appearance are connected. How you look, dress, talk, act, and so forth are elements of appearance conveying an image that defines you as a person. A great negotiator makes sure his or her appearance and image are positively persuasive. A neat, clean, well-groomed, wellmannered, presentable, thoughtful, articulate, classy, or attractive person projects a positive image that most people find appealing. A slovenly, poorly dressed, unkempt, socially awkward, or ill-mannered person projects a negative image that most people find unappealing. Most people are more likely to trust and want to do business with the former, and less likely to be persuaded to do business with the latter. So cultivate an image that projects confidence, ability, and trustworthiness and it will serve you well in all the negotiations of life.

- 5 Incentives are a simple, tangible form of persuasion. (Incentives are covered in more detail in Section 65, "Incentives and Trojan Horses.") Real, sufficiently substantial incentives often work whether or not you are eloquent, confident, powerful, well-dressed, friendly, or have expertise or a great reputation. So it's always good to have incentives ready to offer when you go into a negotiation.
- **Quality** is the most practical and lasting form of persuasion. Quality service or a quality product usually earns a quality reputation and a loyal clientele. Quality is what people want to get, bottom line, whenever they spend their money. A reputation for quality virtually guarantees business longevity and respect. If you consistently provide quality, you will outlast, outsell, and outperform those who promise more but deliver less. Delivering quality to your customers always serves you and them in the long run.
- **7** People tend to seek out people they trust, and avoid people they mistrust, especially where business is concerned. Trustworthiness is an inherently appealing and persuasive quality, and so it is essential in a great negotiator. **Trustworthiness** is the quality others feel from your combined integrity, thoughtfulness, fairness, reliability, and consistency. When you keep your word, deliver on your promises, and provide quality services or products, you are trust-

worthy in the business world. If you practice these traits consistently, your reputation for trustworthiness will grow to be worth its metaphorical weight in gold.

- Prestige is a notable reputation that grants unique authority and influences others. Your prestige persuades without words, even before you walk into the room. Prestige may come from an important family name; from a reputation earned through years of hard work; from fame acquired through skill or talent; from honorable and diligent persistence over time; or even from a lucky break that makes you rich or famous. There is no guarantee of prestige for anyone but if you work long and hard to excel in all the areas presented in this book you will dramatically increase your chances of attaining this exalted crown.
- There is no substitute for good strategy in a negotiation, and no good reason not to have one every time you walk into a negotiation. A good strategy is intelligently designed to persuade the other party over the course of a negotiation into making a decision that benefits both of you. A good strategy takes foreseeable variables into account, including possible resistance and objections the other party might have in the matter at hand. For every possible pitfall or problem that might arise, you want to prepare a counter-response that shows the bright side or offers a

compensatory element or plausible solution that clears the way.

- 10 When all else fails and you've run out of leverage, influence, or inspiration, persistence sometimes still wins the day. A determined spirit of **persistence**, the willingness to keep trying, the refusal to give up in the face of obstacles or disappointment, is a quality every negotiator should have in reserve.
- 11 Flattery, or appeals to the other party's vanity, is the most basic and common form of persuasion. Flattery can take the form of simple compliments: "You look great in that dress," or "You look very fit; have you been working out?" or "I found your talk at the conference very inspiring," or "I've admired your work for a long time." The important thing is to be, or at least sound, completely sincere. When it comes to flattery, it's best to err on the side of subtlety. Poorly executed flattery can be a turn-off. If you "lay it on too thick" it easily becomes what is commonly called "ass-kissing," which, rather than lifting the other person up and establishing a positive connection, diminishes you and creates awkwardness and distance.
- 12 If the other party genuinely believes that you **sincere**[ly] want to help them, that you believe what you are offering them in this negotiation will be sincerely for their benefit, rather than just for your benefit, then this is usually a powerful persuader.

let's recap:

- negotiation is the art of persuasion to achieve your objectives
- persuasion requires: confidence, expertise, eloquence, good image, incentives, quality, trustworthiness, prestige, strategy, persistence, flattery and sincerity
- aenuine confidence is an essential trait in a great negotiator
- develop expertise to gain credibility and authority in your field
- cultivate eloquence by practicing public speaking and conversational skills
- your appearance should serve you well during negotiations
- offer incentives and develop a reputation for delivering a quality service or product
- built trust-based relationships and work toward establishing prestige
- there is no substitute for good strategy in a negotiation
- persistence is invaluable
- flattery should be sincere

98 Physical Appearance

As unfair as it may seem, in the first thirty seconds of any meeting your outward appearance is often more important than who you are inside. In those first thirty seconds your appearance will be assessed and judged by the other party, and a perception or impression of you will be created that will linger in their minds. And a bad impression can be hard to change. Simply put, in the first moments of any encounter, strive to be present, sincere, honest, authentic, friendly, presentable, steady of eye, firm of hand, and convincing of voice. But there's more to it than that.

Consider the first look others have of you, and see yourself from their point of view. The first thing people usually notice is your bearing and stature. So, whether you're sitting

or standing, hold yourself erect and make direct, positive eye contact. Good posture and positive eye contact communicate strength and self-confidence. It projects a winning self-image. Don't slouch, slump your shoulders, or lower your head. Don't make tentative eye contact or no eye contact. That projects insecurity, poor self-image, lack of confidence, and possible untrustworthiness.

As you extend your hand in the customary handshake, keep your lower arm well-extended with a firm wrist and firm grip, and make direct, confident eye contact as you shake hands. If your arm is barely extended, people feel you are "not reaching out" to them. If your wrist is floppy or your hand is limp, you create an impression of weakness, or of not caring,

or even of coldness or unfriendliness that can be off-putting or irritating to the other party. To be seen as weak by the other party in a negotiation is to be seen as a loser. To be seen as unfriendly is a turn-off. People don't want to be associated or do business with losers, grouches, or cold fish.

Eye contact is vital. Maintaining and renewing eye contact establishes your inner authority. But avoid prolonged eye contact that becomes staring. Also avoid tentative, too little, or no eye contact which can create an impression of uncertainty, doubt, disconnection, lack of confidence, or even unfriendliness or untrustworthiness.

Smiling is also important but not necessary in all first encounters. A smile, or not, is a matter of intuition and discretion, as well as location. There is no need to smile during a first introduction at a serious or grim negotiation. Merely being present and making positive eye contact is enough. But if a moment of levity comes, take full advantage.

In most first encounters, a halfsmile or a full smile is appropriate. But, if it feels right in the moment, a strong, confident smile or even a wide happy smile can also be appropriate. But not smiling accompanied by poor eye contact or even a frown creates a negative impression. People may feel that you are bored, irritated, insincere, impatient etc. You want people to feel that you are happy to be meeting them, and are a cheerful, optimistic person in general. Also, take good care of your teeth, as they flash a message every time you smile or speak.

As you shake hands and make eye contact, greet the other persons and say their names in an energetic tone. For example, "How do you do, Mr. Brown?" or "Hi, Jim, glad to meet you." This direct, energetic greeting is acceptable to most of the Western world. When doing business in other areas around the world that have their own unique greeting protocols regarding eye contact, handshakes, smiles, bowing etc., it's up to you to learn them before visiting. "When in Rome, do as the Romans do" applies.

Let's consider other basic elements from which first impressions are formed:

- I Hair Is it clean, neat, styled? Is it unruly, uncombed, dirty? Is it unusual? Purple? Pink? Multicolored? A mohawk? A ponytail? Braided? People draw impressions and make associations from all these things. So, know who you are and the kind of impression you want to make and style accordingly.
- Facial Hair All facial hair is a visible stylistic choice that draws immediate attention and sets you apart from the clean-shaven status quo. Facial hair, in all its various shapes, styles, and conditions, can be initially distracting

and can have unintended effects. If you have facial hair, do you know what image you are trying to project? Is that image compatible with your vocation as a negotiator? In earlier centuries, when shaving was more difficult, facial hair was the norm and considered manly and distinguished. But in our modern age facial hair can raise subliminal questions and associations, and may even make people wonder about you. Do your beard, moustache, sideburns, crown etc., reflect your eccentricity, a poor sense of taste or style, or laziness in grooming? Is it something to hide behind, a cover for a defect, a gesture of nonconformity, a rejection of social norms, or part of your religious beliefs? Rightly or wrongly, facial hair does raise subtle initial auestions in the minds of the clean-shaven who, in most Western cultures, vastly outnumber the hirsute. We're not saying facial hair is bad or wrong. Just make sure it serves who you are and what you do. Make sure you can "pull it off." And make sure it looks good.

Height There is little you can do about your height or lack thereof. Height is often associated with authority, but being tall doesn't automatically bestow authority. Yet shorter people often do have to prove themselves

more by demonstrating energy, intelligence, confidence, and initiative, and by making a strong impression. In the same way, people who are thinner and fitter tend to have a first-impression advantage over people who are overweight; smartly groomed people have a first-impression advantage over people who are slovenly, eccentrically dressed, or stylistically clueless. You can wear thick-soled shoes and stand tall if you need to

- height is something you're born with. Being fit and thin is a life-style choice you can make. Being fit and thin is often interpreted as being self-disciplined, focused, strong-willed, and dynamic.

 Conversely, being overweight or unfit is often interpreted as a lack of self-discipline or laziness and self-indulgence.
- Makeup Women tend to assess each other's use or non-use of makeup and draw conclusions accordingly. Men also assess women's use of makeup to a lesser extent. If you are a woman, the main thing is to make sure your makeup doesn't distract or draw needless attention, and that it suits the environment and purpose of the negotiations.
- Accessories Jewelery, watches, glasses, earrings, nose rings, piercings, nail polish, the condi-

- tion of nails and toenails (if exposed), tattoos, purses, briefcases, computer bags, and other accessories will all be assessed and impressions will be formed. The same principle holds that ideally these things will not distract or draw needless attention, and that they will suit the environment and purpose of the neaotiations. Or make sure you have sufficient skills and charm as a negotiator to overcome any undesirable first impressions some of these accessories may make
- Clothes Your clothes, belt, tie, stockings or socks, and shoes ought to be of suitable appearance, clean, relatively in style, and in good condition. As a general rule your clothes ought to be a little better than those of the party you are meeting with, but not so much as to intimidate or make the other party feel selfconscious about their clothes. And, of course, if you have a chosen style that works for you and that you feel comfortable and confident in, stick with it. Women must also consider the degree of exposure of shoulders, breasts, midriffs and legs. Again, dress in a manner suitable to the occasion.
- Office Your office will also be assessed for neatness, orderliness, personal effects, décor, and

- size. Do the best with the space you have to create an attractive or elegant décor, and prepare and clean the space before a meeting.
- ence Your business card, letterhead, report covers, website, e-mail headings, and, if applicable, your Facebook page, Twitter communications, and the Google search results for your name all create an impression and a perception of who you are. Use these elements to create a public presence that effectively communicates what makes you interesting, trustworthy, and unique.
- **Speech** The auality of your voice, your choice of vocabulary, and the clarity and tone of your speech reveal a lot about you. So, make an effort to speak clearly, articulately, in measured tones, and in a voice that can be heard in every corner of the room. Don't be shy or tentative, don't mumble or speak hesitantly, and don't have long pauses between thoughts. Listen and learn from good public speakers. Practice at home or find a place like Toastmasters to practice in public.

Make your first impression count.

Great negotiators do everything within their power to make a great first impression. And all the elements mentioned combine to create that first impression. Each element represents a personal choice in taste, style, self-expression and self-identity, and their sum creates a visual and virtual representation of you. So be conscious in these choices, and let them represent authentic qualities in you that are truly impressive.

let's recap:

- a bad impression can be hard to change
- hold yourself erect and make direct, positive eye contact
- keep your handshake firm, maintain eye contact, find an opportunity to smile and use the other person's name
- be aware of how the following factors contribute to the impression you create: your hair, facial hair, height, fitness, weight, makeup, accessories, clothes, office, business cards, public presence, and speech
- great negotiators are aware of the impression they create and use this to their advantage

99 Pitching up the Ladder

In many business and corporate settings you are unlikely to be pitching directly to the ultimate decision-maker. Your first pitch is often to a buyer or manager subordinate to the ultimate decision-maker. Your pitch must be convincing enough to persuade this person to act as your salesperson to his or her immediate superior. A great pitch convinces the initial representative that your product or service will benefit his or her company by improving its operations, quality, image, and/or enhancing its bottom-line profitability etc. The

Decisions are made at the top - excuses are made lower down.

representative will endorse your product or service to a superior helping champion it through the minefield of corporate decision-making, if he or she believes it will benefit him or her professionally and enhance his or her own position, value, and prestige within the company. After all, finding and introducing quality products or services in that representative's company is his or her primary function and criteria for success. Thus a strong pitch appeals to both the business interests of the company and to the personal/professional interests of

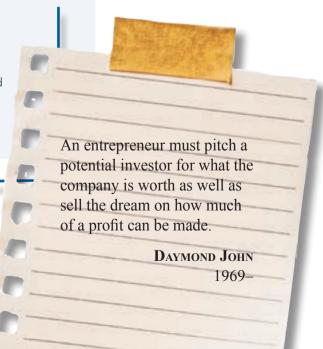
the representative with whom you are dealing.

A successful pitch can, in effect, turn the company representative into your advocate or representative within the company you hope to do business with. Sold on the value of your product or service, the representative then goes back and tries to "sell it up the line," pitching on your behalf to the person or people higher in position or perhaps at a company meeting. The representative's pitch of your product or service is tailored to the sensibilities of his or her superiors. Ideally, the pitch develops momentum and moves up the hierarchical ladder of decision-makers, convincing each in turn of the value of your product or service to the company until someone with the necessary authority makes the decision to buy or not to buy.

A persuasive pitch with the power to generate such a growing consensus is especially important in a corporate environment. There, people are reluctant to stick their necks out and make personal recommendations if they sense any possibility of failure or blame. Corporate decisionmakers fear being penalized, publicly rebuked, demoted, or even fired for mistakes, failures, or poor judgment. To avoid such consequences, they tend to look for scapegoats down the ladder to take the heat and the blame. Though, of course, they take the credit and glory from those beneath them whenever possible. The various tools and perspectives in this book will help you make just such a powerful pitch enabling the corporate chain to enjoy success by selecting your products, service or goals.

let's recap:

- your pitch must be convincing enough to persuade people to act as your salesperson
- a great pitch should convince the other party that they will benefit from your offering
- ideally, in a corporate setting, your pitch should reach a decision-making authority
- your pitch should be powerful enough to establish growing consensus in a corporate environment



100 Power

Power is energy or force, latent or applied, that can move, influence, impact, create, and effect change in the real world. Wielding power requires awareness, intention, and skill. If these falter, the balance of power may shift. One who is present enough to gauge the ebb and flow of power in a negotiation can, with artful timing and minimal effort, seize the momentum and turn the tide.

Genuine power unifies, directs, and inspires cooperation and creativity in others. Mere force, incorrectly perceived as power, disturbs, irritates, and inhibits cooperation and creativity in others. Those who use force and threats to coerce and control may have a system of punishments and rewards behind them to enforce their authority, but theirs is the lowest, most primitive form of power. To the degree that you use force in a negotiation, you diminish the relationship with the other party and the potential outcome.

And yet, paradoxically, to wield power effectively, every powerful person relies to some degree on other people recognizing and acknowledging his or her power. Power in human affairs is also a matter of image and perception. This is why many people in positions of authority all over the world wear uniforms, guns, badges, stars, crowns, and other insignia, or enact rituals and ceremonies that

represent and convey their power to those around them. Such trappings, insignia, and rituals instill in others the perception of one's power, and the conviction that the power is real, backed up by higher authority, and capable of being implemented to its full force and effect. A great negotiator cultivates authentic personal power and also learns to create the perception of power.

On rare occasions the appearance and the potential threat of power may be necessary or justified in a negotiation. These are mostly confined to legal or judicial mediations and negotiations, where threats of lawsuits, fines, incarceration etc. are used to coerce cooperation from uncooperative parties or confessions from presumably guilty people. But a threat of ending a negotiation and "taking my business elsewhere" is a common and often effective power play. Ideally, the mere reminder and perception of your power, or its latent yet palpable presence, is better than the forceful use of power and often sufficient to sway a negotiation in vour favor.

At its best, power is influence and authority, guided by a clear vision, grounded in ethical practices and principles. It is developed and earned through prolonged, diligent practice and effort under the testing conditions of life. Power earned in this way is

far more valuable than any power bestowed with a title or promotion. And it is important to know the difference.

When you have real power, you are more willing to be generous and adaptable, to help the other party obtain their objectives (while you obtain yours) so that they feel that they've won. You are able to win and succeed without demoralizing the other party. You develop positive, cooperative relationships that work in your favor in the short- and long-term. People are more likely to refer you to their friends, colleagues, and associates, and to become repeat clients or customers. This kind of power makes you a great negotiator and a natural leader.

When a party is aggressively using their power against you, they're giving their best shot and revealing their cards. Instead of fighting fire with fire, try to remain calm as they reveal themselves and their intentions through their attitude and behavior. Let their storm blow itself out with no effect on you. Let your power and presence manifest quietly and steadily through nonresistance and nonengagement. This will baffle and defeat bluster and aggression every time.

While you calmly observe and refuse to engage, the other party's failed attempt to win by direct assault ends in their loss of face, confidence, and energy. When this happens, you

can step in to assert the influence of your moral authority. Your ability to remain steady and calm in the face of persons "full of sound and fury" trying to overpower you demonstrates your superior power.

But, if the persons wield their power fairly and effectively, with no abuse, misuse or ineptness, full cooperation is your best strategy. If the negotiation is moving toward a positive or win/ win outcome, it doesn't matter who is in the power position; there is no need to challenge authority or try to seize power any more than you would try to wrest the wheel of a ship from a captain who is steering you safely to port. When dealing with someone who has the power and authority to grant or refuse your request, to give or withhold assistance or information, or to make things easier or harder for you, you are in the "inferior" position. In such cases, the best strategy is to be a calm, clear, friendly, and respectful presence. Do not challenge that person's authority, do not be weak or appeasing, nor subversive or uncooperative. Be centered in your own clarity and power.

In most negotiations the other party, even when you are in the "inferior" position, also needs or desires something from you as well. You can use this subtly to your advantage. Try to think and act in terms of partnership. Be helpful, friendly, or cooperative and act in good faith while looking to see and feel if they are trustwor-

thy and competent in their position of authority. If they are, cooperate with them fully and graciously. If they aren't, and the negotiation is heading toward an unsatisfying or unacceptable conclusion, you may want to cut your losses and end the negotiation on your terms. The simple refusal to acknowledge and accept untrustworthy authority is an act of power, and walking away can sometimes shift the balance of power. But, if this isn't possible or doesn't seem appropriate, you may simply need to remain and try to get the best outcome under the circumstances.

When you are in the "superior" position, having power and authority over another, try to conduct yourself with the objectivity, fairness, and integrity of a judge. Having authority in a negotiation means you have the power to either grant or refuse an offer or request as it is presented; or to grant one with conditions attached; or to make a decision or judgment; or to delay making one in order to take time to consider it. Whatever the circumstance, remember that the mature and "righteous" use of authority is always in your best interest, because character and ethics are the very foundation of real power.

Power is also a matter of context and location, or what is called a power base. For example, a president of a corporation walking down the street has no power there, but a policeman walking down the same street does. But when the president enters a specific building, he becomes a man with immense power, with the livelihoods of tens, hundreds, or even thousands of people in his hands. What changed when he went from powerless pedestrian to company president? His power base changed.

All power has limits and restrictions of some kind or other, and power in one area doesn't automatically translate into other areas. A company executive cannot order a policeman to do his bidding. The president of the United States cannot order his wife around as he can his personal staff. A military general cannot order civilians in the street to obey him or her as he or she can with subordinates. A mutual consensus between parties that power is legitimate is usually required for power to be effectively exercised. Nonacceptance of power reduces or negates its potency.

Now let's take a look at six major types of power that can and ought to be cultivated and practiced by aspiring great negotiators.

Six Major Types of Power:

- 1 Sanctioned Power
- 2 Reward Power
- 3 Coercive Power
- **4 Expert Power**
- 5 Personal Power
- 6 Reverent Power

Discu<mark>ssed</mark> on page 158.

1 Sanctioned Power Sanctioned power is conventional worldly power. It generally comes from positional ranking or formal access to greater authority that is the ultimate source of such power. Sanctioned power gives one the ability to assist or make something happen that the other person needs. Or it allows you to make decisions that affect outcomes, to say "yes" or "no," after which the power is spent and gone. And the one who wields sanctioned power or authority is subordinate to the source of that power or authority. For example, the president of the United States has sanctioned power granted by the US Constitution to which he is subject and which he is bound to uphold. Hence, the saying that no one is above the law includes, at least in theory, the president.

The official position, rank, or title of a person in any hierarchical structure or organization defines his or her sanctioned power and authority within that structure. People with sanctioned power in such a hierarchy can assign, instruct, or order others below them, and must obey or comply with those above them. They can also, within assigned limits, take decisive actions and make final decisions regarding matters of policy, production, negotiation etc. Sanctioned power is also earned when a person or company establishes a proven reputation for quality, excellence, integrity etc. Such legitimacy at its best includes name

recognition – think Rolls Royce, Apple, Steve Jobs, Oprah, and any other name or brand synonymous with the highest quality or integrity.

- Reward Power Reward power is the carrot in the carrot versus stick metaphor. Incentivized people usually perform better than non-incentivized people. Having a personal stake in the outcome motivates people to try harder and persist longer. Incentives can be tangible or intangible. In a structured environment, tangible incentives may include receiving a bonus, commission, salary increase, award, special perk, promotion, stocks in the company, equity in a business, a seat on the Board of Directors etc. Intangible incentives may include public praise; an elevation in perceived stature and importance; the appreciation, admiration, and respect of one's peers or important personages; greater influence in one's field etc. Reward power, besides stimulating initiative, also fosters better working relationships and loyalty between the one who offers the rewards and the one who earns them.
- 3 Coercive Power Coercive power is the stick in the carrot versus stick metaphor. It is derived by pressuring, threatening, or instilling fear in another party in order to make them comply, obey, or perform better. Coercive power is perhaps the least effective and least desirable in general business negotiations. The idea that

fear of unpleasant consequences will cause others to work harder or be more cooperative is true to a limited extent. But its many negative and unintended side effects include resentment, stress, and loss of loyalty on the part of the person being coerced. And it typically produces a psychologically unhealthy and less productive work environment for all concerned. Coercive power is a default strategy best applied only when other, more benign, approaches have failed.

Expert Power Expert power is comprehensive, detailed, and authoritative knowledge in a particular field that gives you power in that arena. Imagine a bomb disposal expert locked in a room full of billionaires and heads of state with a ticking time bomb. Whose expertise has the greatest value and power while the bomb is ticking? The bomb disposal expert, of course! Imagine a plane filled with Nobel Prize winning scientists. Whose expertise has the greatest value while the plane is in the air? If you guessed the pilot, you guessed right. Expertise grants elite power but only in a limited arena. It's important to develop expertise in your arena, so that, when the time for negotiating comes, you will be the most powerful person in the room.

To be a true professional in any arena requires some expert power. Secretaries, computer programmers, scientists, doctors, and even fast-food workers all need expert power in their fields to do what they do. But the degree of expert power derives from the value placed on the particular expertise in a certain culture. For example, in the West an expert accountant tends to have more "power" than an expert janitor; an expert doctor tends to have more "power" than an expert auto mechanic, and so forth.

Expert power is more fluid and independent than other types of power. A person with certain business expertise may hold a key position in an organization; or work as a hired consultant or freelance operator; or be a trainer, coach, teacher, workshop leader, writer etc.

Developing expert power generally requires diligent study, practical skill, and hands-on experience in the field. But merely being an expert by the above definition doesn't fully bestow expert power. You must also establish your credentials, either through educational degrees, professional achievements, various kinds of publicity, or by word of mouth. Other people knowing, or at least believing that you are a true expert is an essential part of expert power.

Expert power enables you to educate, impress, reassure, persuade, or convince the other party and move a negotiation toward a successful outcome. Getting the word out and building awareness of your expertise may require advertising, networking, giving talks, speeches, workshops,

and seminars; hosting discussion groups; having a website; using social networking media etc. And, of course, you must be able to show up and perform at an expert level and produce corresponding results.

Personal Power Personal power can be natural to a person – some seem to be born with it and to exercise it naturally and effortlessly. It can also be developed and refined through discipline, dedication, and effort. Personal power usually combines elements of charisma, intelligence, expertise, and people skills. For this reason, it is effective and appealing to others, who often respond positively and intuitively. It may include the power to create, facilitate, and manifest visions, solutions, or outcomes; to manage people or circumstances; and to improve or add value to what you manage or are responsible for. At its most basic, personal power is energy, a force of body, mind, or personality that allows a person to consistently produce results, make things happen, achieve goals, and accomplish things in life. Personal power often grants the ability to inspire and influence others in the direction of your goals. It is the core of resilience and the fire of will that allow a person to "take a licking and keep on ticking," to come back strong after loss or defeat. Personal power is the engine of a great negotiator.

Authentic personal power is the source of real authority. Personal

power has a kind of energetic, moral, or spiritual force that convinces and validates what you say and do. But it isn't something to willfully or arbitrarily impose on others. Personal power must be used with discretion and maturity on an as-needed basis from a larger perspective than pure self-interest. Its highest use is not to coerce or control others in order to get your way, but rather to direct, inspire, and educate others so that achievements and goals can be reached that serve the needs of all parties involved

Personal power is the ideal quality in a great negotiator. This is because the highest use of power as a negotiator is helping others get their needs met while also achieving your own goals. This kind of power inspires the other party's confidence and trust in you and facilitates a synergistic joining of wills in a cooperative pursuit of mutual goals that produces win/win outcomes. And this is the highest purpose of power and the essence of leadership.

6 Reverent Power Reverent power is a product of unique status whose vital element can best be called "spiritual," even when it appears in people you would call secular. At its highest, reverent power is a personal magnetism, charisma, and authority combined with true human or spiritual maturity consistently embodied in virtuous conduct. Mahatma Gandhi and Rev. Martin Luther King Jr. embodied this kind of reverent power to remarkable degrees.

Yet some reverent power is purely a result of having been promoted to or born into some exalted position, such as the head of a monarchy or a spiritual lineage. For example, some Roman Catholic cardinals who are selected to be popes, some princes who inherit the throne to become kings or princesses who become queens, and some presidents elected to office are thrust suddenly into positions of reverent power they did not have until the "promotion" occurred.

Sometimes reverent power is achieved after death.

Well-known examples of reverent power include Pope John Paul, the Dalai Lama, Queen Victoria, Mahatma Gandhi, Rev. Martin Luther King Jr., Nelson Mandela, Oprah Winfrey, Abraham Lincoln, John F. Kennedy, Mother Teresa, and many others. These are examples of the highest form of reverent power. Yet individuals of lesser status can attain reverent power in their sphere of influence. Most of us have known someone in our lives who embodied reverent power – a beloved teacher, parent or grandparent, boss or mentor.

Reverent power is more than mere fame and celebrity. A very small percentage of rock stars, movie stars, politicians, artists, and sport stars achieve reverent power. They do so by embodying an ideal or set of values or virtues greater than mere creativity, talent, or renown. And they are generally driven by a vision much larger than their own personal needs and status or mere material success. Though they incompletely and imperfectly embody these ideals at best, the public's perception and projection onto them of an idealized character is a significant part of their reverent power. John Lennon is a prime example.

Ordinary individuals may attain reverent power through exemplary living, virtuous conduct, great integrity or compassion, inspired vision or creativity, noble achievements, or heroic acts. Not all great negotiators possess reverent power. But those who do, by that very quality, transcend the function of negotiator.

let's recap:

- the ability to effect change in the real world
- wielding power requires awareness, intention, and skill genuine power unifies, directs, and inspires cooperation and creativity in others
- the most primitive form of power is the use of force and threats to coerce and control
- power is a matter of context and location, or what is called a power base
- all power has limits and restrictions of some kind or other
- the six major types of power are: sanctioned power, reward power, coercive power, expert power, personal power and reverent power
- sanctioned power is based on positional ranking or formal access to greater authority
- reward power is based on incentivizing preferred behaviour or results
- coercive power is based on the other party's fear of unpleasant consequences
- expert power is based on authoritative knowledge in a particular field
- personal power is based on natural traits and characteristics
- reverent power is spiritual in nature and involves embodying particular values

101 Praise

Do you know what costs nothing and is one of man's greatest delights? **Sincere praise!** Your genuine heartfelt praise of another human beingand genuinely earned self-praise, or self-esteem, are food for the soul. They're also useful in a negotiation.

Esteem, praise, and acknowledgment are not to be confused with mere flattery. Francine Ward, an author and self-esteem coach, writes that "Self-esteem comes from doing 'esteemable' acts." So self-esteem stems from a worthy character, and a history of worthy actions. It is primarily something we give ourselves, having earned it. But it is also nourished by the praise or esteem of others.

Self-esteem makes you feel safe, secure, confident, strong, and optimistic. It enables you to handle success and failure, praise and criticism. It allows you to admit your mistakes, see them as learning experiences, and actually learn and grow from them, which then increases your self-esteem.

Esteem is also something we can give to others through our acknowledgement of their character qualities and our praise of their "esteemable" or estimable actions. It costs virtually nothing to give, and yet it gives so much. Our deepest esteem for others is our natural response to their esti-

mable acts. But we can show esteem for others we don't know well by finding things to acknowledge or praise them for, even in the process of a negotiation.

Great negotiators understand the importance of praise and acknowledgment, the power of esteem. They are good at discerning qualities of character in others. And they find simple, sincere ways to acknowledge or praise those with whom they negotiate. Sincere acknowledgment and praise create a positive bond and uplifting atmosphere that support fruitful business relations and win/win negotiations. People like—and want to work or do business with—people who genuinely praise and acknowledge their efforts and contributions.

They also boost the self-esteem of others on their team by praising their work and contributions in the team's efforts. Part of being a leader is building up the self-esteem and confidence of those you are leading, which improves their attitude, morale, and performance.

Make sure your praise is authentic.

let's recap:

- esteem, praise, and acknowledgment are not to be confused with mere flattery
- self-esteem is nourished by the praise or esteem from others
- part of being a leader is building up the self-esteem and confidence of those you are leading
- great negotiators understand the importance of praise and acknowledgement

When virtues are pointed out first, flaws seem less insurmountable.

Judith Martin 1938–

Pay attention to your immediate surroundings.

102 Present

Being present focuses your concentration on what is relevant now, and keeps your mind from wandering into pointless or distracting thoughts, useless memories, or desires and fears about the future. This gives you greater access to your full potential in the moment.

Being present naturally and appropriately activates all the senses (including the "sixth sense" or intuition) required to discern, interpret, and respond to all the nuances of verbal and nonverbal communications.

Being present in a negotiation allows you to discern and respond

to what is happening now, and now, and now. And Now is the "place" where all relationships happen and all communications occur. It is where all perceptions, insights, and inspirations arise. It is where all creative solutions are found. It is where opportunities are discovered to capitalize on during the negotiation. Now is where all negotiations are won or lost.

Being present allows you to respond appropriately and effectively, often in just the right way, to various people, behaviors, and circumstances, pleasant and unpleasant, positive and negative.

The present is where you access your power, because power is only available in the present moment. You can't access yesterday's power or tomorrow's power now. Yesterday's power is gone, like yesterday's electricity. Tomorrow's power is as unavailable now as tomorrow itself.

So develop the capacity to be present in all the moments of a negotiation. Because that's the only "place" that really counts.

let's recap:

- being present focuses your concentration on what is relevant now
- being present naturally and appropriately activates all the senses
- the present is where you access your power, because power is only available in the present moment

Wherever you are, be there. If you can be fully present now, you'll know what it means to live.

Steve Goodier 1952–

103 Presentation Skills

Great negotiators are effective presenters and communicators. In advertising they say "Ninety cents of your advertising dollar is in the headline." This principle applies when presenting your viewpoint or making your pitch. You have a thirty-second headline window of opportunity to grab the other party's attention and make a strong impression. If you grab them with a strong opening, you take control of the negotiation.

In these first crucial moments, they are not concerned with whom you work for – or even in the "bells and

whistles" of your product or service. They are assessing your appearance, your stature, your professional competence. They are buying—or not buying—you. So your job is to sell yourself through persuasion. It's important to find a way to engage and involve them, to grab and hold their attention by appealing to their interests, and to awaken their enthusiasm. If you don't grab them in the first thirty seconds, you may lose their interest, their attention, and their sympathy. And this generally means losing the negotiation.

An ideal location for a presentation is a beautifully furnished room with comfortable chairs and decorated with sculpture, paintings, and flower arrangements. It should be wellstocked with coffee, tea, pastries, or healthy snacks. The average person attending a visual presentation takes in roughly eighty percent of what is presented to their eyes. Their hearing accounts for only ten percent, and the other ten percent occurs via smell, touch, and taste. So, a pleasing visual and sensory environment that satisfies and nourishes all the senses opens people up and makes them more comfortable and receptive.

Visual aids allow people to sit back, relax, and follow along. And they lessen the tendency for concentration to wander. Using visual aids such as printed material, slides, overhead projectors, computers, tablets, and cell phone pictures or text all help the other party to participate and focus on your presentation, planting your ideas, materials, and message in their minds.

Know the impact of color in your presentation. Different colors evoke different reactions. Red is strong; blue is calming; green is growing and environmentally friendly; yellow is bright; orange invigorating; white denotes peace; black is dark; purple is royal and rich; and grey is neutral. Other colors carry various meanings and qualities. This is something you can explore in greater depth.

When making a visual presentation, use your voice and your visual aids to focus the other party's attention on the salient points. It's good to introduce and emphasize the salient points numerically, in order of importance or natural sequence, and recap them again in conclusion at the end.

Making eye contact with your audience while enumerating each salient point throughout the presentation substantially increases their interest and retention. Using a pointer or laser pen allows you to direct their attention to particular points, helping them to focus and more quickly absorb information.

Using a pen as a visual aid is also a good attention-directing tactic when signing contracts and closing a deal. By lifting the pen in front of you in a gesture as you speak, their eyes will follow it. At the appropriate time, place the pen on the order form or contract to begin the signing and their eyes will follow to the point where you want them to look.

Yet it's generally best not to start your presentation with "I." Because, although they want to know who you are and if they can trust you, it really isn't about you. Their interest in you is a function of their self-interest. Their primary interest lies in getting what they want or finding a solution to their situation or problem. Their primary interest in you is about what you can do for them, and about any ideas or information you may have that will serve their primary reasons for attending.

So start the presentation in the best "sweet spot" you can find that directly touches on their self-interest and which leads to the issue, service, or product you have both come to negotiate about. Remember that self-interest is what brings everyone to a negotiation. So, speak to their self-interest in terms that they immediately understand, and that pique their interest and hold their attention.

For example, start the presentation with "You," the locus of their self-interest. And "vou" also includes the work they do or the company or business they represent. For example: "You are a leading XYZ organization in ABC and you can remain there for a lot longer than your competitors think you can." Or, "You are the seventh most profitable XYZ organization, and we can help you get into the top three [rankings] within two years." Or, "Your problem is that you have unallocated expenses sitting in your Office General Account, and your current system doesn't have the memory capacity for total cost recovery, which makes it hard to figure out payments to clients. Our system will fix that glitch and streamline your financial operations."

At the start, your presentation must be simple, clear, articulate, and easy to follow. Speak to your audience in realistic but optimistic terms that raise their hopes and expectations, that conjure pictures and possibilities in their minds, or that succinctly outlines their problem and offer a solution. Give relevant or compelling details, but don't burden your initial presentation with too many details, statistics, and facts. You can develop these over the course of the negotiation. Use short, sharp, emphatic points to drive home the benefits you are proposing. Wherever possible allow your audience to visualize a picture or image of what their "first prize" would be by using what you are offering them.

Let your energy, optimism, and enthusiasm be contagious. Let your poise and confidence instill trust that you are the person who can help them and that they have come to the right place. Confidence, poise, and authority are communicated through eye contact, facial expressions, and body language, which are a crucial part of your initial presentation.

Depending on your audience, some showmanship—emphatic gestures, relevant props, dramatic delivery—can be effective in grabbing their attention and emphasizing your points. To learn from the best, go to YouTube and watch videos of great magicians and motivational speakers. Study how they use their voices, gestures, body language, and facial expressions to establish rapport and hold an audience's attention. Or watch a good waiter in a high-class restaurant introduce himself and describe the specials for the evening.

Experiment with and practice your presentation skills until they become second nature, a natural and intuitive part of your professional persona.

Keep your presentation to the point.

let's recap:

- great negotiators are effective presenters and communicators
- If you don't grab your audience in the first thirty seconds, you may lose their interest
- visual aids allow people to sit back, relax, and follow along
- different colors evoke different reactions
- emphasize the salient points in a logical order and then recap them during your conclusion
- focus on how the other party can benefit from your offering
- give relevant or compelling details
- nurture your professional persona by experimenting with and practicing your presentation skills



a center or source, as of activities or power

104 Preparation

The woodworker's maxim is "Measure twice, cut once." Abraham Lincoln said, "If I had eight hours to chop down a tree, I'd spend six hours sharpening my axe." You can never overprepare for a negotiation.

Thorough preparation includes research about the individual or organization you'll be negotiating with. Google the people you'll be meeting to learn as much as you can about them, their educational background, professional accomplishments, personal interests, marital and family status, etc. Look for any information that will help you get to know them prior to meeting them. Many people share such info on their personal websites. And numerous social and business networking sites like Facebook and LinkedIn, and countless online news and information sites, make such research simple, quick, and informative.

If the other party represents a product, service, or company, Google research can help you identify their niche, mission statement, values, and the quality of what they make, sell, or do. You can research their product or service and find reviews by customers and consumer organizations. You can often find online the structure and roster of their organization, and see where the people you are negotiating with fit in the company hierarchy. There is a wealth of information available on just about every product, service, company, business, or organization that exists.

To prepare for the negotiation, you should create a list of essential questions to ask the other party. It also helps to create a list of standard and nonstandard questions that you might be asked by the other party. Make sure you have good answers to those questions.

This brings up the other side of preparation: in-depth knowledge of your own products or services. It's important for you to identify the strengths and weaknesses of your products or services. You want to be able to highlight the strengths to the other party. And you want to be able to show how the strengths offset any weaknesses that might exist, and to be able to address concerns about any weaknesses in a way that is truthful and which still endorses the value of your product. You may acknowledge a weakness but then tell them how it can be overcome and what your enterprise is currently doing to eliminate that weakness. You don't want to deny valid concerns the other party may have about your product or service,

or, when concerns are mentioned, be caught like a deer in the headlights and look embarrassed. All this takes preparation.

Make sure that you have all the documentation and accessories needed to complete a contract or order at your initial meeting. Don't be like a fisherman who forgets to bring a container for the fish he hopes to catch.

The final preparation is preparing yourself to walk into the actual room with the other party. This includes all the physical preparation covered in-depth in the section dealing with physical appearances and first impressions. It also includes any last-minute inner preparation that helps you feel mentally, emotionally, and physically "ready."

let's recap:

- you can never overprepare for a negotiation
- thorough preparation includes research about the individual or organization you'll be negotiating with
- you should create a list of essential questions to ask the other party
- identify the strengths and weaknesses of your products or services

Let the Scouts' motto, "Be prepared," be your motto also.

The will to win is nothing without the will to prepare.

Juma Ikangaa 1957–

105 Pressure

Pressure is what engineers apply to stress-test a piece of equipment. It's also what forces human beings to develop qualities of resilience, strength, and maturity. Equipment has no reasoning capacity to shift the pressure elsewhere. It simply absorbs the pressure until it can absorb no more; then it cracks or collapses. Human beings can respond to pressure in healthy and creative ways, and avoid cracking or collapsing.

Part of the pressure in a negotiation comes from the outside, from the other party, or perhaps from your boss or from the high stakes of the negotiation. Perhaps the opposing party in the negotiation is difficult, antagonistic, or has greater legal, economic, or social power than you. Perhaps they pose a threat to your well-being, economic interests, or personal goals. Perhaps your boss can fire or demote you at will. Perhaps the loss of the negotiation will be financially or personally devastating.

The external pressure is the combined energy of will, attention, intention, expectation, and strategy the other party is focusing on you. It is the sum of any and all the efforts of others to get what they want from you, or to get you to do what they want. And it is any threat of painful consequences that may result from a negotiation.

But there is another source of pressure in a negotiation, and it comes from the inside. It is the pressure you place on yourself, consciously or unconsciously. It is the energy of fear, expectation, concern etc., that you focus your attention on, instead of focusing on the next step in front of you, the next appropriate action, and the person or situation you are dealing with now. It is the needless pressure you place on yourself to perform that actually interferes with your performance.

These are the basic fears that, if focused on, cause pressure in a negotiation: fear of losing the negotiation; fear of losing face or prestige; fear of losing money or a deal; fear of losing your job; general fears of loss, of failure, of not getting what you want or think you need. These pressures may seem to come from the other party, your boss, your partners, your spouse etc. These people may in fact be projecting onto you their fears of what a loss or failure on your part would mean to them. But you don't have to take that pressure on, internalize it, and use it to pressure yourself from within. Great negotiators have tools and perspectives that allow them to absorb shocks and disperse or release pressure without cracking or being crushed.

Fear is common, especially in times of economic uncertainty. But what most fears have in common is that they haven't happened yet, and that chances are, they won't. In fact, statistically, most fears never do come true. Yet the pressure created by them feels real and seems to validate them.

A great negotiator has the strength, perspective, and maturity to face fears without focusing on them and being limited by them. Yes, anything is possible. People lose negotiations. They lose jobs. They lose houses and spouses. If they have good tools and healthy perspectives, they survive and go on living, changing, growing. Conversely, people also win negotiations, get better jobs, buy nicer houses, and have wonderful marriages. The place where either fear or optimism are created, where success or failure begin, where pressure is handled, is between our ears.

Most of our fears reflect some lack of self-confidence; lack of a bigpicture perspective; lack of trust in the process of life; and a lack of inner tools for releasing stress, maintaining calm, and regaining equilibrium when balance is lost. These tools and perspectives for transforming pressure into power are presented in the section titled "Perspective."

The important thing to recognize is that the fear causing the pressure is the fear of a negative possibility that hasn't happened and may not happen. It is anxiety in advance! Understanding that we internally create, with our thoughts and our imagination, most of the pressure we are feeling in a negotiation opens up new options. We can focus on practical actions that move us toward our goals or on possibilties that create motivation and healthy optimism. Then we can negotiate from a position of confidence and strength.

Remember that both parties in any negotiation have something at stake, something to gain or lose, and are therefore under some form of pressure. You are not the only one with a raised heartbeat!

Pressure is a fact of life. And it is always a double-edged sword. Depending on how you use it, it can work for you or against you, crush you or make you stronger. Great negotiators develop the capacity to absorb pressure, turn it into power, and use it to their advantage. A simple attitude change that says, "I love pressure, it brings out the best in me" can actualize into a proven fact, hopefully, time and again. Remember that the pressure is there because the prize is at hand. If your attitude is one of "I have nothing to lose and everything to gain" then you can use the pressure as your power to now have focused intent in crossing the negotiation finish line with the prize in your hand.

Transform pressure into power:

let's recap:

- results in resilience, strength and maturity
- human beings can respond to pressure in healthy and creative ways, and avoid cracking or collapsing
- external pressure in a negotiation comes from others' expectations and environmental factors which may influence the outcome
- internal pressure in a negotiation comes from your own expectations
- what most fears have in common is that they haven't happened yet, and that chances are, they won't
- a great negotiator has the fortitude, perspective, and maturity to face fears without focusing on them and being limited by them
- most of our fears reflect some lack of self-confidence
- fear is anxiety in advance
- develop the ability to absorb pressure and use it to your advantage

106 Professionalism

A famous golfer, asked in a television interview why he was a consistent winner, answered: "I'm a golf professional and proud of it. Every day I do what I do professionally to the best of my ability. I practice professionally, I strategize professionally; I plan, execute, and behave professionally. I'm a professional!"

Great negotiators are true professionals. Knowing that their reputation is a reflection of their professionalism, they take pride in their work. They strive to be the best at what they do. They pay attention to details, big and small. They are accountable for their word and actions. They keep their agreements and promises. They practice, strategize, plan, and execute methodically, producing consistent results.

A true professional knows it takes years to build a good reputation, and only one thoughtless moment or illchosen action to lose it. True professionals may take calculated risks, but they are never reckless in pursuing their goals. Risking failure or profit is part of the game of business and negotiation. Risking your reputation is not.

Your reputation for professionalism is your currency in the negotiating arena. With the transparency of the Internet and social media, your reputation is likely to be posted for all eyes to see. When you adhere to the highest standards of professionalism presented here, you will not be afraid to enter any door, face any person, or worry about anything anyone may say about you behind your back. And that freedom is one of the perks of a great negotiator.

let's recap:

- great negotiators are true professionals
- true professionals may take calculated risks, but they are never reckless in pursuing their goals
- your reputation for professionalism is your currency in the negotiating arena
- when you adhere to the highest standards of professionalism you will not be afraid to enter any door and negotiate with anyone
- freedom is one of the perks of a great negotiator



107 Rapport

Rapport builds connection and trust based in empathy and commonality. It can be as basic as two parties recognizing that they both have quotas to meet, mortgages to pay, kids to feed, spouses to please, etc. In the simplest terms, rapport begins and ends with a smile. It may be there in a first encounter, effortlessly. It develops out of mutual appreciation and respect. Rapport is a feeling of mutual harmony that engenders enthusiasm in another and brings two parties into an inner circle of trust.

You can create general rapport by being graciously present with others and treating them with simple courtesy and respect. But with certain people you will develop a deeper rapport as a special bond. You may have much or little in common. Rapport doesn't depend on similarity of personality or interests. It is a kind of chemistry between personalities, as mysterious as love; it happens when it happens.

People bonded by rapport become comfortable together and bring out the best in each other. They often unconsciously mirror each other in terms of body language, voice patterns, facial expressions etc. A great negotiator will recognise this mirroring effect Mirroring body language can help build rapport.

as a sign that a good rapport has developed between the parties. Such rapport often greases the wheels in your favor.

You can develop a working rapport with just about anyone. But you can't have natural rapport with everyone. There will always be people with whom you feel awkward or uncomfortable, or whom you find unpleasant. In such cases, simply accept it, knowing it doesn't have to be an obstacle in the negotiation. Then just be your professional, gracious self and proceed with the negotiation.

let's recap:

- builds connection and trust based in empathy and commonality
- a feeling of mutual harmony which builds trust between two parties
- a special chemistry between personalities
- be graciously present with others and treat them with courtesy and respect
- a great negotiator understands that mirroring the other party and building rapport can often grease the wheels in your favor

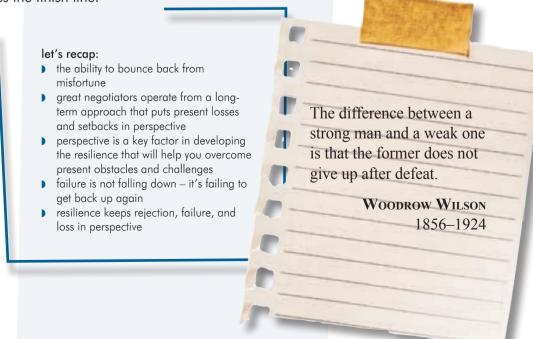
108 Resilience

The ability to bounce back from misfortune is resilience. The best-laid plans of great negotiators come unravelled from time to time. But great negotiators operate from a long-term view that puts present losses and setbacks in perspective. Perspective is a key factor in developing the resilience that will help you overcome present obstacles and challenges, and persist over the long haul.

Resilience knows that failure is not falling down – rather, it's failing to get back up again. Proper perspective, a long-term view, and an optimistic outlook motivate you to persist in the face of difficult challenges, to get back on your feet when you fall down, to try new things when familiar strategies fail, and to dig deeper within to find that second-wind energy you need to cross the finish line.

Resilience keeps rejection, failure, and loss in perspective. The great golfer Jack Nicklaus, who is the all-time Majors champion with eighteen victories, also came in second nineteen times in the Majors. Homerun king Hank Aaron had a career batting average of .305, meaning he "failed" more than two out of every three times at bat. Michael Jordan, the best basketball player in history, missed 12,345 shots in his career. And they all know that if you give up or don't even try, your failure rate will be 100 percent guaranteed.

So, make one more call, have one more conversation, set up one more meeting, and move things one step forward before heading home. And do this every day. This is how you develop resilience.



109 Respect

Would you rather be liked or respected in a negotiation? It is possible to be liked and respected in business relationships. But, if you have to choose one, choose respect. Choosing to be liked rather than respected is a sign of weakness. It makes you a people-pleaser. People inherently respect strength and disrespect weakness.

Average negotiators want to be liked and give up their power to please others. Great negotiators earn respect by being firm but fair, dependable but flexible, and by rigorously holding to principle over the course of a negotiation and a career. And they will not accept anything less than the respect they know they deserve. The difference between being liked and being respected is huge! And it generally translates into much higher income earnings and sizeable credibility over time.

But earning respect requires a willingness to be disliked for a variety of reasons that are sometimes arbitrary and often beyond your control. You will need to develop thick skin, even while you practice empathy, courtesy, and fairness in your dealings with others. The integrity that earns respect can be an affront to those who want you to do things for them that your integrity will not allow. No one likes rejection or the word "no" when he or she wants to hear "yes."

The ideal negotiation is a win/ win affair, with both parties mutually happy and relating harmoniously. But this ideal is not the norm. Negotiations are like all relationships: Anything can happen. They can be pleasant or unpleasant, fruitful or disappointing; they can work or fall apart. Some people you negotiate with may not like you personally, for mysterious reasons. They may react to little things, or make things personal even when they're not. Often people have unresolved issues in their lives and your appearance on the scene may remind them of these unpleasant issues. Perhaps your level of integrity reminds them of something where they compromised their level of integrity and your presence in this negotiation aggravates that unpleasant memory for them. The bottom line is you are not responsible for them, only for yourself. If they make something unpleasantly personal simply maintain your dignity, self-respect and your moral values and don't get dragged down by them. Accept what is, and move on.

> Always treat people as ends in themselves, never as means to an end.

> > IMMANUEL KANT 1724–1804

let's recap:

- **people** inherently respect strength and disrespect weakness
- great negotiators will not accept anything less than the respect they know they deserve
- earning respect requires a willingness to be disliked for a variety of reasons
- the ideal negotiation is a win/win affair, but this is not always possible

110 Risk-taking

You only negotiate with someone who has something you want or who wants something you have. The one who wants or needs the most is in the weaker position in a negotiation. The stakes or risks are often relatively equal between buyer and seller. But both parties tend to play their cards close to their chests, trying not to appear too eager and hoping to get the best deal they can.

But if a satisfactory outcome seems unlikely, you can always play the "risk card." The standard risk strategy is an ultimatum in which you make your best offer, stating that if it isn't accepted you're willing to walk away with nothing. Or it means you take your best shot in the situation, knowing it's all or nothing. These are calculated risks in which the worst-case outcome is still acceptable. Calculated risk-taking is not uncommon in business and negotiations, and in daily life. We do it every time we make

a lane change in busy traffic, cross a street in the middle of a block, or ask someone out on a date. Impulsive risk-taking is far less common and tends to be a reflection of an immature or unbalanced personality. Impulsive risk-taking involves blind spots and short-term thinking, with a greater margin of error, more mistakes and losses, and often more severe consequences. The classic example of impulsive risk-taking is the gambler who bets all his savings on black on one spin of the roulette wheel. No calculated risk-assessment would ever sanction such a bet.

To play the risk card effectively in a negotiation, you need to project supreme confidence, resoluteness, or indifference in your voice, body language, and eye contact. It's best not to make ultimatums if you're not willing to walk away. If the other party calls your bluff and you back down, you end up in the weaker position,

having lost some face. Walking away on your terms is a show of strength that can pay off. **Never be afraid to say, "No, that's not acceptable,"** and walk away. The other party often will reconsider, and may come back to you with better terms or on your terms. Then the power shifts to you.

If a party uses the risk tactic with you, you need to decide how important the issue being negotiated is and whether the terms they are now demanding are acceptable, or at least tolerable to you.

It's also important to distinguish between calculated risk-taking and impulsive risk-taking. A great negotiator knows the difference between the two. Great negotiators are great risk-assessors and thoughtful risk-takers. A calculated risk is a measured act based on having assessed the circumstances, the odds, and the potential risk or loss, and stems from a determination that the risk is worth taking.

The impulsive risk-taker is a gambler who risks based on an incomplete assessment of circumstances, odds, and potential loss. His or her decisions are based on an unreliable aut feeling or hunch, and may even be driven by the pure thrill of the risk itself. Because all negotiators are fallible, have blind spots, and can't predict the future, calculated risks are sometimes necessary to advance or close a negotiation. A great negotiator always assesses the risk involved in any decision. With a calculated risk, if you lose this pitch to your client, lose a prospective client, or lose some money on a deal, no great loss has occurred and another opportunity will emerge soon enough. But if the stakes include diminished quality of life for you, your company, your family, or those whose interests you are entrusted to serve, protect, and improve, it is not a risk worth taking. Business and negotiations are no place for gambling.

let's recap:

- the one whose wants or needs are the highest is in the weaker position in a negotiation
- if a satisfactory outcome seems unlikely, you can always play the "risk card" and make an ultimatum
- there are calculated risks in which the worst-case outcome is still acceptable
- impulsive risk-taking involves blind spots and short-term thinking with sometimes severe consequences
- to play the risk card effectively in a negotiation, you need to project supreme confidence, resoluteness, or indifference
- never be afraid to say, "No, that's not acceptable," and walk away
- know the difference between calculated risk-taking and impulsive risk-taking
- a great negotiator always assesses the risk involved in any decision
- business and negotiations are no place for gambling



111 Scarcity Creates Demand

The law of supply and demand determines the price of most things. The principle that "the scarcer the item, the greater the perceived value" can be, and often is, artfully and artificially manipulated. A well-known example is the diamond industry. The diamond magnates who preside over the industry keep massive amounts of diamonds in their possession off the market. If they were to release them all, it would flood the market and the value of diamonds would plummet. So, in this sense, there is more money to be made in not selling diamonds. And so the price of diamonds is artificially manipulated. This points to the scarcity principle which states that by reducing the supply of something you can make the existing stock of goods and services more desirable and more valuable to the purchaser.

This principle plays on the basic human desire to possess what is precious. When we learn that our ability to obtain or possess something is curtailed, even that which we may not have as yet wanted or been interested in suddenly increases in its desirability. The mere knowledge that we cannot have it triggers the idea

that "I must have it now." People are often motivated more by the desire to obtain what they are told that they cannot have, or that which is unavailable than by the actual pleasure of possession when supply is plentiful. This is one meaning of the story of the "forbidden fruit" in the Garden of Eden

As a result, this has become one of the most common sales techniques and marketing strategies. If you restrict someone's access to something or even take it "off the shelf," the desire to possess it increases significantly. Then people may crawl over broken glass to possess it!

Public auctions play on this strong human desire to possess what is scarce by snatching it from the competition at almost any cost. Auctions create an atmosphere that could be called "scarcity fever." In a way, it is a version of the fevered atmosphere of possibility created in gambling casinos.

The age-old need to feel good through possessions has been heightened in our materialistic age; it fuels modern capitalism. The status of exclusive possession—owning things

others can't have or afford—grants a feeling of being unique, special, and more important than others. Exclusive possession somehow translates into a feeling of well-being; the value of the object possessed alchemizes into increased self-worth and status. It has always been so.

The canny negotiator or salesperson knows how to plant the ideas of scarcity or exclusivity and their corresponding value in the mind of the potential purchaser. If you can articulate how special something is and why, and therefore how valuable and prestigious it is, you will often create in the other party a strong craving for the object that will simmer and intensify in them on its own. The shadow side of the specialness bestowed through possession is the lack of specialness implied in not possessing or not being permitted to acquire the desirable object.

When the above ideas of scarcity and specialness have been planted, the fear of loss, of not having something, or of not participating in its exclusive magic becomes an urgent, irrational motivator. At this point, silence on the part of the negotiator allows the idea and craving for possession to grow in the potential purchaser's mind.

People do make rational choices from a logical standpoint. But there is almost always an emotional and irrational component, a kind of X-factor, in most purchases and important choices. Great negotiators use this emotional/irrational component as leverage to tip the balance in the direction of a mutual interest endpoint that the other party might be resisting for various reasons.

Negotiating, in this sense, is about persuading the other party to choose to do something that they really would like to do but may not have the clarity or confidence to choose now. Your job is to stimulate the desire that brought them into the negotiation to the point where they finally choose it. The idea of the scarcity of goods or services, coupled with the implied promise of being special or feeling satisfied by having such a thing, can often generate a decisive tipping point in the process.

Scarcity fever can be created by time pressure such as approaching deadlines when all availability ends; or by limitations on access, numbers, or available space; or by evoking the images or feelings of loss or failure that could result by not acting now. This method of influence and persuasion can take countless subtle and obvious forms. While it is not an approach that suits every negotiation, every negotiator should be well-versed and competent in its use.



let's recap:

- the law of supply and demand determines the price of most things
- by reducing the supply of something you can make the existing stock of goods and services more desirable and more valuable to the purchaser
- if you restrict someone's access to something or even take it "off the shelf," the desire to possess it increases significantly
- exclusive possession somehow translates into a feeling of well-being
- the canny negotiator or salesperson knows how to plant the ideas of scarcity or exclusivity and their corresponding value in the mind of the potential purchaser
- negotiating is about persuading the other party to choose to do something that they really would like to do but may not have the clarity or confidence to choose now
- Imiting time or limiting access to a service of product creates a scarcity mindset
- every negotiator should be well-versed and competent in the use of creating scarcity fever

112 Self-discipline, Health, and Well-being

Regardless of your level of skill, expertise, or status, if your health and well-being are impaired, your power and performance will be adversely affected. The admonition to negotiate from strength rather than weakness includes your physical, mental, and emotional health and well-being. When you are tired, sick, injured, or otherwise impaired, your energy, clarity, attitude, and abilities are inevitably reduced. Vitality is a power that allows you to meet the demands and challenges of circumstances and perform at your best.

So, how do you get the energy, vitality, clarity, health, enthusiasm, optimism, and motivation to operate at full capacity and consistently achieve your goals? Can you rely on

Health includes emotional, physical and spiritual factors.

your loved ones, friends, colleagues, or associates to keep you brimful of all these things? Can you rely on artificial substances like coffee, candy, cigarettes, drugs, or alcohol to generate these qualities?

No, you can't. These qualities can only be generated by you, through a series of healthy, proactive lifestyle choices. Living these healthy choices, which produce energy, vitality, clarity, and good health, consistently requires self-discipline, and a well-rounded program of disciplines or habits that address the basic areas of life where energy is used or generated.

To generate these qualities, follow the basic lifestyle disciplines listed below:

- ers the most nutrition and the fewest toxins. Minimize or eliminate sugar, alcohol, and any processed, canned, or junk foods, as well as any foods you may be allergic to, such as dairy, wheat etc. There are many excellent sources of dietary wisdom available. Find and make good use of them.
- Drink water. Hydrate yourself throughout the day. Water flushes toxins from your system and keeps your body hydrated, from cells to muscles and bones.
- Oxygenate your body by breathing consciously and deeply periodically throughout the day. Breathe deeply while sitting, standing, or walking. Needless to say, fresh air is better than stale indoor air.
- Get regular exercise any exercise that you enjoy will do. Even walking twenty minutes a day will make a difference in your health and energy level.

Healthy citizens are the greatest asset any country can have.

Winston Churchill 1874–1965

- Get sufficient relaxation, rest, and sleep to recharge and replenish your body/mind.
- Read and listen to inspirational people and messages to inspire and prompt you to be enthusiastic, motivated, and driven to achieve your realistic goals. Prayer and meditation allow you to tap into spiritual realms to energize and guide you daily.

Countless scientific studies show that the main causes of low energy, mental tiredness, a lowered immune system, poor health, and disease stem from poor diet, lack of exercise, and insufficient hydration and oxygenation. To be a great negotiator, you need sufficient energy and clarity to operate at your full potential. When you embody these dynamic qualities, you will be a powerful presence in any room. You will radiate charm and positive energy – even the charisma that comes with vitality and optimism. Others, including the other party in a negotiation, will feel energized and uplifted in your presence. When you bring these "cando" qualities into a negotiation room, the power and leadership role naturally gravitates to you.

Great negotiators are self-disciplined, self-motivated, and self-energized leaders who project an aura of inner strength and exude positive energy.

let's recap:

- your health and well-being have a direct effect on your performance
- vitality is a power that allows you to meet the demands and challenges of circumstances and perform at your best
- healthy, pro-active lifestyle choices boost your vitality and health
- drink water, exercise regularly, eat healthily and rest often to keep your body and mind functioning optimally
- great negotiators are self-disciplined, self-motivated, and self-energized leaders who
 project an aura of inner strength and exude positive energy surrounding themselves

Self-esteem, Other Esteem

We all have a deep craving for self-esteem—to feel good about ourselves. But not everyone takes the time and does the work required to develop healthy self-esteem. A great negotiator recognizes both self-esteem and esteeming others as essential to the process of negotiation.

There are two primary sources of esteem – that which derives from us and that which derives from others. Self-esteem is your appreciation of who you are based on your virtues, values, talents, and gifts; on what you stand for and embody; on what you dream and achieve; and on how you perform and behave, especially when no one is watching you. Real self-esteem can only be given to and earned by you. That's why it's called self-esteem! Self-esteem or self-recognition, self-appreciation, and

self-honoring, makes us comfortable in our own skin and enables us to deal with others and life with confidence and strength. To esteem others is to arant them similar recognition. appreciation, and honor. You can communicate esteem directly through expressions of gratitude, acknowledgement or praise, or even positive eye contact, a nod, or a smile. Esteem is an important lubricant in intimate, social, and business relations. Esteem given and received boosts the selfesteem of both parties. It releases mood-lifting endorphins into the bloodstream and unites giver and receiver in a momentary bond of common affection. But esteem from others can be fickle and mixed with ulterior motives and selfish needs. So. if your sense of your own value and importance depends on the esteem of

others, your self-esteem will be weak and unstable; it will rise and fall based on the arbitrary, fickle, unpredictable moods and behavior of others.

The esteem we give others can be equally compromised or capricious. We are each capable to some degree of altruism and generosity. But much of what we do overtly, covertly, or unconsciously benefits us. Often particular words and actions, especially our expressions of praise, acknowledgment, and gratitude, and our apparent altruism or generosity, serve our own interests, self-image, and self-esteem. This is not a bad thing, nor something to be cynical about. It is simply human nature.

Subtle self-seeking motives often operate hidden behind common social masks and gestures, especially in a negotiation. Negotiators with healthy self-esteem still strive to operate ethically and do what is right for all concerned. Their healthy self-esteem includes an abundance

let's recap:

- a great negotiator recognizes both self-esteem and esteeming others as essential to the process of negotiation
- self-esteem is based on your appreciation of your personal characteristics
- esteeming others grants them recognition, appreciation and honor because of who they are
- healthy self-esteem is not dependent on what others think of you or on the outcome of a particular negotiation or deal
- negotiators with strong, healthy self-esteem don't need praise, recognition, and acknowledgment from others to feel good about themselves

mentality and a spirit of service that implies "there is plenty for everyone; let me help you get what you want or need."

Self-esteem is often confused with egotistic pride. But, in reality, they are polar opposites. Pride is measured against other people's achievements, whereas self-esteem is measured against a higher yardstick of ideals and virtues to which good people of every age have aspired. Thus healthy self-esteem doesn't rise or fall based on the outcome of any particular negotiation or deal. Because healthy self-esteem is secure and self-confident, it can take feedback and criticism without collapsing or reacting defensively and can adjust accordingly for further self-improvement.

Negotiators with strong, healthy self-esteem don't need praise, recognition, and acknowledgment from others to feel good about themselves. They don't need the approval or esteem of others in order to act with confidence and authority. Their confidence, authority, and self-esteem come from living and acting consistently on the basis of moral or ethical principles, and from the diligent cultivation of their talents and skills. Their self-esteem is a well of strenath and good will that enables them to support, inspire, empower, and give esteem to others. And this makes them natural leaders and persuaders in their sphere of influence.

114 Self-image

Self-image is a set of lenses, positive and negative, through which you view yourself. It is also a persona that you project to others, consciously and unconsciously, in real-time interactions in public and private circumstances. Self-image is thus both internal and external – something you perceive about yourself and something you present to others.

Inner self-image often reflects what you value, believe, like, or dislike about yourself. Self-image is partly a conditioned view formed by early childhood experiences. If you were loved, nurtured, and praised—if life treated you well—you're likely to have a healthy, positive self-image. If you were neglected, criticized, or abused—if life treated you poorly—you're likely to have an unhealthy, negative self-image, unless you work hard to change or rebuild your self-image.

Self-image is also based on what you have done well and accomplished, or done poorly, badly, or failed to do or accomplish in the past. A healthy, positive self-image increases your chances of success in the future, as well as your chances of happiness.

Needless to say, an unhealthy, negative self-image does the opposite. Self-image is what you are projecting when you walk into a negotiation room. If the self-image you project is weak or insecure, it will work against you in a negotiation. The other party will lose confidence in your ability to help them get what they came for, or they may "smell blood in the water" and attack your perceived weaknesses to achieve their objectives.

It's important to realize that your self-image is always a work in progress; it can change, for better or worse, at any point. That means that you can actively develop a healthy, positive, inner self-image by doing the necessary inner and outer work required. The real work of developing a positive self-image is a long-term process, not an overnight achievement. It requires the self-discipline referred to in the previous section. Most of the principles and tools in this book, if applied over time, develop the strong, healthy, positive character and self-esteem that are the necessary foundation of a healthy, positive self-image.

But even if at present your inner self-image is less than stellar, you can still project a dynamic, positive outer self-image in public that makes a strong, positive impression on others. It's relatively easy to project a confident self-image and to act and appear outwardly confident even when inner confidence is lacking.

If you're feeling afraid, insecure, or uncertain, you can still project an aura of dynamic self-confidence and capability when you walk into a room to negotiate. This "fake-it-till-you-make-it" approach is far more common and effective than you might think. But beware of projecting an over-

inflated, boastful self-image, which can be seen as overcompensating for insecurity and low self-esteem.

A great negotiator has a well-balanced, healthy self-image that is a reflection of a self-disciplined, successful person who is comfortable in his or her own skin.

let's recap:

- a set of lenses, positive and negative, through which you view yourself
- self-image is both internal and external
- is always a work in progress; it can change, for better or worse, at any point
- healthy self-image increases your chances of success and happiness in the future
- you can actively develop a healthy, positive, inner self-image by doing the necessary inner and outer work required
- most of the principles and tools in this book, if applied over time, develop the strong, healthy, positive character and self-esteem that are the necessary foundation of a healthy, positive self-image.
- a great negotiator has a well-balanced self-image which reflects selfdiscipline and success

115 Self-interest

As a general rule, all parties at the negotiation table are primarily concerned with themselves and their own interests. This includes you. In the heat of the negotiation process, this narrow focus on achieving your goals and getting the best possible deal for yourself is instinctive.

Behind these immediate concerns are other related but less immediate concerns – about how what happens in the negotiation will reflect on you, your finances, your self-esteem, your family, your reputation, or your career. Other concerns lurking in the background include how the result of the negotiation will affect the way others—your employer, your coworkers, your spouse, your family, and friends—regard you.

But, first and foremost, most people at the negotiation table are there in a spirit of self-interest. It's just human nature. By remembering this during the negotiation, you can avoid a common mistake many people make in a negotiation – giving the other party the clear impression that you are negotiating against their self-interest. This will only create a needless adversarial response.

Instead, make sure that you include and directly address the other party's interests, and give them the impression, even the assurance, that you also want them to walk away feeling good about the deal. This will make them feel better about you and the negotiation, increasing the likelihood of a mutually satisfactory outcome.

116 Silence

People are generally uncomfortable with silence in social, personal and business settings. This is especially so in negotiations. They get nervous and will often say things to relieve the tension they are feeling. Sometimes they say things and make promises they would not make in the usual flow of conversation and negotiation.

One who is comfortable with silence, and capable of maintaining it in uncomfortable or tense moments and situations, has power in a negotiation. Maintaining a calm, mysterious, or ambiguous silence at key moments in a negotiation puts pressure on the other party. Not knowing how to interpret your silence, it may intimidate them, make them nervous or uncomfortable, or undermine their confidence in their position or their

let's recap:

- most people at the negotiation table are there in a spirit of self-interest
- make sure that you include and directly address the other party's interests, and assure them that you also want them to walk away feeling good about the deal

Never miss a good chance to shut up.

WILL ROGERS 1879–1935

strategy. And this shifts the balance of power to you. Sometimes they may counter their own offer with an even better one before you've said a word

So practice moments of silence when negotiating. Learn to be silent after making a pitch so it can be absorbed by the other party. Needless words, nervous chatter, or obvious statements during or following the pitch only dilute its power and make you seem less than strong and confident. Learn to be silent when the other party makes an unacceptable offer,

letting it "hang in the air like a bad smell" before you respond. Learn to be silent after you've made your final offer or after you've "asked for the order." Most sales trainings will teach you that the person who speaks next in such moments is likely to "lose" the negotiation.

Silence is a major asset of a great negotiator.

let's recap:

- maintaining a calm silence at key moments during negotiation puts pressure on the other party
- a great negotiator is comfortable with silence, and is able to maintain it in uncomfortable or tense moments and situations
- silence is a major asset of a great negotiator

117 Solution-focused Negotiation

Most negotiations start off with a **competitive** or **combative** approach, with both parties working to achieve a win/lose outcome in their favor. But non-adversarial parties can agree to set aside conventional negotiation tactics and negotiate on a different basis. They can choose to compromise in order to achieve a win/win outcome. This is called a **solution-focused** negotiation.

The solution-focused approach requires both parties to commit in advance to an agreed upon default position, with the proviso that if the solution-focused approach yields a better outcome for both parties, the default position will be adjusted to accommodate the improved outcome. This now becomes the agreed-upon terms and conditions. In this instance

a default position means a position which both parties accept will be the minimum terms of the deal they can both live with and thus agree to.

It is imperative that the initial default agreement is in place first, so that neither party can later take unfair advantage of the others' vulnerability as they let their guard down in order to seek a noncompetitive, mutually improved outcome.

A solution-focused approach is generally a lateral-thinking approach, or "out-of-the box" thinking approach, that increases the size of the pie (or the size of the deal) and the two halves of the pie to be split between parties. For example, certain creative forms of financing may require the asset to be held in trust for a period of time, to enable the financing options to

be finessed and improved. Another example is the redeployment of a talented but difficult staff member to head up a newly created department on a "sink-or-swim" basis, in order to avoid further difficulties such as continued office tensions, adverse publicity, or legal proceedings.

If it seems promising, a confident negotiator can suggest that a solution-focused approach be adopted at any point in a negotiation.

A win/win solution can be achieved without the need for painful compromise by either party. It takes a confident and experienced negotiator to shift a conventional competitive negotiation into a solution-focused approach.

let's recap:

- non-adversarial parties can agree to set aside conventional negotiation tactics and negotiate on a different basis
- the solution-focused approach requires both parties to commit in advance to an agreed upon default position
- a solution-focused approach is generally a lateralthinking approach
- a great negotiator has the experience to shift a competitive negotiation into a solution-focused approach

An approach could be as follows: "Do you agree that we will provide the service to you at the acceptable market price?" If the answer is yes then commit that in writing as the deal. Your next step is something like: "I've just thought of another way to make this deal work where we can deliver the service to you at no cost providing you create a joint venture with us whereby we charge the market/users of the product or service you are supplying cost plus X%, which is still acceptable pricing in the market place. You get the service from us at a lower price but then we jointly control the market and its pricing policies for mutual benefit." They have got a better deal and you have got joint control of the market so you can sell your service to an even wider market place. You have now taken what could have been an adversorial negotiation across the spectrum to a mutual partnership servicing a much bigger market place with the strength of the other party behind you now – all for the price/cost to you of negating your profit from the initial deal.

Coming together is a beginning; keeping together is progress; working together is success.

HENRY FORD 1863–1947

118 Storytelling

Do the words "Once upon a time ..." trigger something in your mind – perhaps feelings of interest, excitement, or anticipation? Perhaps your memory is jogged back to stories your parents read to you as a child, or that you read to your children. Stories have been part of our lives since primitive humans first gathered around a communal fire and told tales that entertained, amused, reassured them and gave meaning to their lives.

People learn lessons and get perspective through stories. So a great negotiator should be an accomplished storyteller. When you tell a story well, you are an artist painting a message in your listener's brain. An effective story can be used to connect, inspire, and teach, while it relaxes, engages, and entertains the other party. A powerful story and the lessons it contains can remain in your brain for a lifetime and be recalled to memory on an as-needed basis.

A well told story which is "to the point", allows you to immediately connect with your audience and get them on your side. It allows them to reach the same conclusions emotionally that you have reached logically. And it breaks up the monotony of a mundane or "left-brain" presentation.

A **good story**, like a good joke, can create instant rapport. But a

good story can accomplish more than a joke. The content and meaning or message of any story you tell ought to reveal something about you, who you are, what you believe, what interests you, and what makes you tick. It's a good idea to think about the meaning and message any story you may tell contains; because that is the memory you will deliver to the other party through the story. What impression do you want them to have of you? What perspective do you want to offer them? What conclusions do you want them to draw from any story you tell? Does the story demonstrate intelligence, humor, insight, wit? Does it have a point? Or is the story essentially meaningless, frivolous, strange, or even in poor taste and, if so, what impression will that make?

The ability to choose and tell stories well is an invaluable skill worth developing.

let's recap:

- people learn lessons and get perspective through stories
- a great negotiator should be able to choose and tell stories well
- think about the meaning and message contained in the story

119 Strategy

All negotiation—from the initial smile and handshake to the carefully orchestrated pitch, friendly small talk, and carrot/stick lures and pressures applied at various points along the way—is a series of strategies and tactics designed to help you achieve your objectives. Even your personality is, to some degree, a strategy with an arsenal of tactics you have unconsciously developed to get through life, to survive, and hopefully to succeed.

Once you know your objectives in any negotiation, you need to map out a strategy for attaining them. Strategizing is creatively thinking through a negotiation from beginning to end before you start, anticipating what might occur, what might go wrong, what objections or demands the other party may present, and what strategies and tactics they may use. By thinking through a negotiation in-depth and in advance in this way, you can come up with workable solutions and alternatives that will help you effectively address various scenarios that may occur. A good strategy encompasses all of your strengths and resources, as well as those of the other party, and has a set of options or tactics for dealing with various contingencies at any point in a negotiation.

Thorough strategizing in advance can help you avoid unnecessary difficulties and embarrassing moments during a negotiation. If you don't have all the resources or information you need to effectively negotiate and may be unable to meet the other party's needs or expectations, it's better to know and resolve these things before the negotiation begins.

If you can't solve the problem in advance or come up with an acceptable default solution, you can at least be prepared to address the glitch in a way that reassures the client that you are on top of things and will resolve the matter in a timely fashion. You don't want to discover in the midst of a negotiation what you should have known beforehand. This makes you look unprepared and unprofessional.

In developing a strategy for a serious negotiation you want to consider the following:

- What are the potential obstacles you may encounter along the way?
- What possible requests or demands might the other party make or what objections might they raise?
- What are you willing to offer them at the start, in the middle if things get difficult, or as a last-ditch effort to revive a stalled negotiation?
- What are you unwilling to give or accept?

- What are your deal breakers?
- What carrots and sticks can you use at various points along the way, and in what manner will you present them, so that you don't seem weak or too eager, or heavy-handed, rude, or offensive?

For example, an old negotiation tactic is to mention a competitor with whom you are also negotiating in order to create apprehension in the other party and sharpen their interest in the deal. The competitor may be real or imagined but the threat of competition can be a highly motivating factor. (However, if they are imagined and the other party can contact them to verify then you are treading on very thin ice!) This tactic works both ways, whether you're trying to sell to or buy from the other party.

Yet not all strategy can be worked out in advance. Part of strategy is trusting your ability to improvise. Strategy and tactics are often spontaneous and creative, applied intuitively according to the needs and opportunities of the moment. How do you warm the other party up at the beginning of a negotiation? How do you soften them up in order to seize the moment and the advantage later on? How do you reassure them or calm them down when things get awkward or tense? Do you tell them a story to shift the mood and introduce a new perspective? Do you make a joke to engage them or lighten the

atmosphere? Do you soften your tone and gently touch an arm or shoulder to connect more personally? Some things can't be scripted and must be improvised in the moment.

Some tactics are slipped surreptitiously to put the other party off-balance or catch them wrongfooted. Some tactics are designed to appeal to the other party's sense of self-importance, ego-image, insecurity, or pride. This is very common in commercials where advertisers imply that their product will make you more glamorous, beautiful, manly, sexy etc. Subtle tactics of persuasion can sway the other party to your purpose or point of view. This is the diplomatic, creative or friendly approach. Sneaky, manipulative or underhanded tactics can put the other party in an awkward or disadvantaged position and should be avoided at all costs by you. Your reputation and credibility are worth more than any deal. However, if you are the victim of such sneaky, manipulative or underhand tactics then the other party has opened the door for you to adopt an attitude of shock and surprise. "Are you seriously telling me that...". This will put the other party on the defensive allowing you to extract something from them to keep you at the negotiation table. It helps to write down your strategy in bullet points and then commit it to memory. Make sure your tactics are appropriate for the nature and stakes of the negotiation - gentle and friendly for small stakes but shrewd, subtle, and, if necessary, forceful for great stakes. Two sayings apply here: "Don't use a cannon to kill an ant" and "don't bring a knife to a gunfight."

And, finally, don't go into a negotiation with only one option; always prepare an alternate strategy, just in case. The old adage which applies here is that "those who fail to plan, plan to fail."

let's recap:

- the result of thinking creatively through a negotiation from beginning to end before you start
- develop workable solutions to address possible scenarios that may arise
- all negotiation is a series of strategies and tactics designed to help you achieve your objectives
- allows time for you to gather the resources and information you need for negotiations
- trust your ability to improvise
- avoid sneaky, manipulative or underhanded tactics – they will compromise your credibility
- always prepare at least one alternative strategy

120 Structure

Great negotiators know that every negotiation has a beginning, a middle, and an end. They know where they are in the negotiation at any point along the way. And they make sure that each stage of the negotiation is complete before proceeding to the next phase.

The initial phase of a negotiation is the **strategic preparation phase**. This involves research, investigation, and strategy development.

The second phase is the **initial connection** and exploratory phase. Here you meet the other party in the negotiation, establish a positive connection, and identify common ground. This could also be called the "getting to know you" phase.

The third phase is the **relational investigative phase**. Here, through a friendly conversational inquiry, you identify relevant background information, knowledge, and the motivations of the other party.

The fourth phase is the **ascertain-ing-primary-needs phase**. Here, through direct, open-ended questioning, you ascertain the other party's bottom-line practical requirements and needs. This phase also identifies the parameters of acceptance that will allow a negotiation to succeed.

The fifth phase is the **creative** solution phase, i.e., how high or how low they will go. This is also the phase where options are conceived and explored to determine whether

you and the other party can achieve your objectives via less onerous conditions than those already explored.

The sixth phase is the "bare-knuckle" phase of asking/rejecting, asking/rejecting, and so on, until the stage is set for some "finessing" of terms and conditions that allow you to reach a mutually acceptable agreement.

The seventh phase is the paper-work phase. Here the nitty-gritty details of the negotiated agreement are clearly spelled out to ensure that the agreement can be executed precisely and efficiently from beginning to end. This ensures that there will be no misunderstandings and gives both parties peace of mind relative to the agreement.

let's recap:

- every negotiation has a beginning, a middle and an end
- the seven phases of negotiation are: strategic preparation, initial connection, relational investigation, ascertaining primary needs, creative solution, closing the deal and paperwork



121 Terminology

Every industry has specific terminology, abbreviations, acronyms, and so forth that may or may not be familiar to laypersons. Yet technical slang is often used with the assumption that all parties understand the references. And, at times, when familiarity with certain terminology is lacking, people

Words are of course, the most powerful drug used by mankind.

RUDYARD KIPLING 1865–1936

may be reluctant to stop to ask for clarification, not wanting to look stupid and thinking that they'll get the overall gist, even if they miss a point or two. This is a mistake in a negotiation. Not asking for clarification of terms you don't understand

leaves gaps in your knowledge that can handicap you in a negotiation, and may come back to bite you later.

Some clever or unscrupulous people may even throw in made-up terms to test your level of competence and knowledge, or to see if they can slip something past you. You also want to make sure you understand all terms, abbreviations, acronyms etc., written into a contract before you sign. Many negotiators and companies will

let's recap:

- ask for clarification of terms so that you are well-informed during negotiations
- the other party could use obscure terms to hide elements that are unfavourable to you
- make sure you understand everything that is said during negotiations

try to slip in obscure terms to disguise elements in the contract that benefit them and are unfavorable to you.

It is your responsibility as a negotiator to make sure you understand everything that is said and the meanings of all terms and phrases used. A great negotiator is not afraid to stop and say: "Sorry, I'm not familiar with that term. What exactly does it mean?" And a great negotiator always reads and understands every word of an agreement or contract as if his or her life depends on it.

terminology (noun)

the body of terms used with a particular technical application in a subject of study, theory, profession, etc.

122 Time and Timing

Most negotiations have a timetable, a schedule by when things have to happen. Sometimes a timetable is shared or agreed upon beforehand. Sometimes it is different for both parties. And sometimes the parties choose not to disclose their timetables. Knowing the other party's timetable can give an advantage in a negotiation. A timetable means a deadline and time-pressure. And knowing the pressure the other party

may be under to complete a negotiation can allow you to exert pressure by prolonging the negotiation. It depends on who needs or desires the deal more, and who is more willing to walk away with nothing.

But you having a deadline can also be used to pressure the other party. For example, "I'm sorry, but my time is running out. If we can't reach an agreement in the next twenty minutes, I'll have to call it quits." When the time runs out, you must be willing to get up from the table and, if necessary, walk away. Time is only power when you control the timing or when you're willing to walk away. Conversely, when the time is in the other party's hands, the power of time becomes your enemy.

Timing also involves the temporal viability of a product, service etc. Yesterday's hotel room or cinema seat has zero value today. An unbooked airline seat has zero value once the airplane takes off. A carton of milk has zero value when the "sell by" date passes. These items have maximum value to the seller when someone desires to purchase them, and minimum value when it looks like no one is interested or a "sell by" date is approaching.

Thus timing can be crucial to a successful negotiation when temporal viability or timetable pressures are involved. And the two are frequently related. So, it's important to know the timing you require to achieve all of your objectives and helpful to know the timetable pressures under which the other party is operating.

Great negotiators learn to discern the timetable pressures affecting the other party, and how to apply that pressure effectively. They learn when to push forward, slow down, or back off during a negotiation. They learn to monitor their own timetable so that they don't end up negotiating under deadline pressure and having

to make disadvantageous compromises because their time is running out. Holding out until the final few moments of a negotiation can be beneficial if the pressure is on the other party but it can be costly to you if you are approaching the expiration date.

Time is only crucial when a dead-line has negative consequences at the end. Deadlines with no reprieve, such as an approaching hurricane or a terminal illness, are non-negotiable. But deadlines imposed by people are often negotiable; they can be shifted by people. Placing a deadline on others that has real consequences if not met gives you power only to the degree that you can enforce those consequences. Having power in this position allows you to make additional demands as the clock ticks away towards the "witching hour."

If you're being pressured to meet a deadline, you can either challenge that deadline and try to push it back, submit to it and accept the penalties if it isn't met, reject it entirely and accept the consequences, or walk away. It's a judgment call on your part as to which course ultimately benefits you the most.

Time investment is often a factor in a negotiation. Time invested in any negotiation creates an unspoken commitment between the parties. The more time invested, the more committed you're likely to be to the outcome, and the stronger the rela-

Characteristic Traits of a Great Negotiator

tionship you're likely to develop with the other party. All this can create a sense of obligation or expectation that can become a force in the negotiation, making it harder to say no or change your mind.

It is possible to use the pressure of time invested to your advantage by stretching out a negotiation or using delaying tactics, thus increasing any sense of pressure, urgency, or obligation in the other party, who then may be willing to accept "half a loaf" rather than leave empty-handed. But "stretching the time" requires sensitivity and finesse. You don't want to push this tactic so far that you anger or alienate the other party.

Great negotiators take all these time factors into account and use them to their advantage.

let's recap:

- create a timetable that will suit both parties
- a deadline can be used to pressure the other party to conclude negotiations
- timing also relates to the temporal viability of a product, service or offer
- great negotiators are able to discern the timetable pressures affecting the other party and how to apply that pressure effectively
- deadlines imposed by people are often negotiable
- time invested in any negotiation creates an unspoken commitment between the parties

123 Trust

If you don't trust the person with whom you are negotiating, everything they say or do will be clouded and questioned by you, verbally or mentally. And the same is true if the other party doesn't trust you. A lack of trust will permeate a negotiation and, if trust is not established, may ruin it. And mistrust will leave a bad aftertaste in everyone's mouth, even if the negotiation is successful.

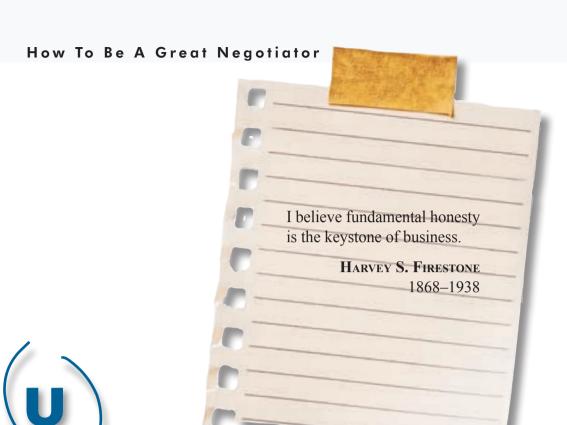
Trust sometimes is assumed to be in place and can only be lost by some action or words. In other cases trust does not exist at all and has to Trust is fragile. Once it is broken it can never be repaired.

be earned first before it is taken for granted. This may take time through proven action so adjust you negotiation timetable accordingly.

Trust is the bottom-line currency of any negotiation. Therefore, trustworthiness is an essential character trait of a great negotiator.

let's recap:

- a lack of trust can jeopardise negotiations
- trustworthiness is essential



124 Unpredictability

When Muhammed Ali said, "Float like a butterfly; sting like a bee," he was talking about unpredictability. Unpredictability is not something you do for its own sake. It's a willingness to do whatever it takes, creatively and strategically, to step out of your usual patterns and your comfort zone to make a deal work, or to deal with a difficult client. It's generally something you do when a deal is not going smoothly, and your usual strategies don't seem to be effective.

Approaching each negotiation in a similar fashion can impart a sense of stability and consistency that is reas-

suring to you and the other party. It's good to be consistent and have your own negotiation style and persona. But being too predictable can be a liability in certain situations with certain kinds of negotiators. Shrewd negotiators may use your style and consistency against you to manipulate and control the process of the negotiation. If they can "read you like a book," they can also "work you like a pinball machine." Shrewd negotiators can exploit your predictablity to get you to do what they want and get what they want from you on their terms.

It pays, every now and then, to do things differently – to change your typical patterns, to veer from your personal style. The next time you're in a difficult negotiation, pause without explanation and notice what you usually tend to do in the situation; then try something different, something new, something atypical for you.

Perhaps you tend to try too hard to work things out with difficult people. Perhaps you say "yes" to something less than you want, or try to coax or appease the other party. If so, try indifference, be detached, and act like you don't care about the result anymore. Look impatiently at your watch, as if your mind is already on lunch or the next meeting. Say "no" to minor points you would generally agree with. Play hard to get and make them have to coax or please you. Seem mildly annoyed or even a bit offended. Your unpredictability may surprise and fluster the other party who thought they knew you well enough to manipulate you and control the negotiation. They may worry that they've gone too far, and become apologetic and cooperative. But don't push it too far, unless you really are willing to walk away from the deal and feel you have nothing to lose.

The reverse of the above scenario can also be effective. If you're an inflexible, hard-line negotiator and it's not working, lighten up, soften up, try a friendly approach, and be unchar-

acteristically gracious or generous. Say "yes" and make a concession as a token of good will. Do something different than what wasn't working, perplex the other party in their expectations, and see what happens. You can still move the negotiation toward your objectives but with new tools and a different approach.

Unpredictability is an occasional and useful tool of a great negotiator. It's important to have it on the reserve bench when you feel you've been taken advantage of, dealt with unfairly or inappropriately, and your usual tools aren't working. If you sense that you are being "played" in a negotiation, you might want to say or do something unexpected and unpredictable to throw the other party off-balance. Difficult people who take your kindness for weakness, abusing your integrity and graciousness, need to meet the unpredictable side of you. And you need to meet and learn to use that side of you as well.

Unpredictability can be breaking your usual pattern in simple ways. Consider how you usually behave in a negotiation, how you tend to approach the other party and present information, how you begin, and how you close. Notice your typical strategy and assumptions. Then find ways to shake things up by considering other approaches and doing things differently than usual. See what happens and how it feels. This simple exercise will often energize you and stimu-

late new and creative thinking. It will sharpen your edge.

Unpredictability can also involve breaking polite social protocol, speaking bluntly about your objections or apprehensions about the product or service represented by the other party, or even expressing candid doubts or reservations about the other party. This can be unsettling and even startling to the other party but that's the point. It can be effective in putting them off-balance so that you can assume or regain the power position. But it can also create animosity, disrupt the negotiation, and ruin the relationship. For that reason, you only want to use this

strategy as a last-ditch effort, when the other party is being uncooperative, rude, greedy, disrespectful etc.

If someone uses that strategy on you, remain calm, perhaps even smile, and address their objections in a reasonable way. If they persist in trying to put you off-balance with critical comments or aggressive behavior, you can even say, "That's a very interesting negotiation strategy but it won't work with me." This will often take the wind out of their sails and enable the power balance to shift your way. But, if they persist in counterproductive or unacceptable behavior, you may need to apply the strategy outlined in the section in this book titled "Walking Away."

let's recap:

- willingness to creatively and strategically step out of your usual patterns
- useful when you feel as if you are being treated unfairly during negotiations
- being stable and consistent can be reassuring to you and the other party
- you may benefit by using new tools and approaches to reach your objective
- approaching negotiations in a different way could energize you and stimulate creative thinking
- putting the other party off-balance could help you assume or regain a power position
- if someone tries to put you off-balance remain calm and address their objections in a reasonable way

Prepare for the unknown by studying how others in the past have coped with the unforeseeable and the unpredictable.

> George S. Patton 1885–1945



125 Value System

A value system gives you a foundation of principles and perspectives that constitute your ideal of character, and allows you to increasingly approach that ideal in your real life. This gives you a sense of inner worth and strength – the confidence and "rightness" of a clear conscience.

If your value system isn't reflected in your behavior and established through your actions, it isn't really your value system yet; it's just a bunch of good ideas from which you derive no benefit. For example, to value integrity but to behave dishonestly creates an inner conflict. Instead of the strenath and confidence that intearity provides, the inner conflict and insecurity that come with hypocrisy will tend to create outer conflicts and complications with others. Needless to say, lack of congruency between stated values and lived values is a serious handicap to a negotiator.

Your value system, ethics, and morals are both hereditarily and environmentally influenced; they evolve from both nature and nurturing. But there is a spiritual core in each human being, prior to nature and nurture, that instinctively knows right from wrong. It is the source of conscience,

the part of us that loves and needs love, that desires to belong, to be good, to excel. There is also a part in each of us that is fearful, selfish, greedy, self-centered etc. And these two parts often have conflicting views and impulses.

Great negotiators consistently choose the path of conscience. They strive hard to establish and maintain a value system that is ethical, humane and fair. They are justifiably proud, vet humble about who they are and what they stand for. With such a value system intact, they can walk into any room at any time and face anyone with their heads held high, knowing they are standing on a solid foundation of right actions, good works, fair dealings, and ethical principles. This earns them the admiration, respect, and trust of those with whom they interact and do business.

let's recap:

- principles and perspectives that constitute your ideal of character
- reflected in your behaviour and actions
- based on a spiritual core or conscience that differentiates between right and wrong
- great negotiators choose the path of conscience and remain ethical, humane and fair

126 Verbal Confidence

Great negotiators are verbally confident, articulate, and clear. When they open their mouths to speak, they have something to say and they say it well. The simple fact is that people will judge you and form an impression of you based on your voice and your words as well as on your looks, actions, and behavior. You may have integrity—you may be intelligent, kind, and responsible—but if your voice lacks confidence, if you stumble when you speak, or if your words are vague, imprecise, or unclear, that can send a wrong signal and create a poor impression, putting you at a disadvantage at the start of a negotiation.

An ideal voice is pleasant, resonant, or in some way appealing or compelling. If it isn't, if the tenor, pitch, or quality of your voice is odd or unpleasant—perhaps nasal, twangy, raspy, high-pitched—you can often improve it with classical speaking exercises. The voice is an instrument that often can be improved with a little practice. But there are cases where improvement by practice is minimal, perhaps because there is a vocal impediment that cannot be eliminated. In such cases you can still overcome the initial handicap of an odd or unpleasant voice by speaking with intelligence and articulate clarity that engage and impress the mind of the other party. Many individuals have risen above such vocal challenges to

become exceptional speakers, orators, politicians, and more.

We can all use a little practice when it comes to speaking. A simple, effective vocal practice is to memorize a favorite monologue from a movie or a speech from a well-known orator or historical figure and practice delivering it to yourself in the mirror. Work on finding an appropriate volume and pitch, neither too soft nor too loud, which is clear and resonant. Work on inflections of voice that emphasize the meanings of the words that you speak. Work on simple gestures and a relaxed, upright posture to accompany your words. Work on an attitude of confidence and clear pronunciation in the delivery of your words. Be clear regarding what you mean to say and find exactly the right words to communicate that meaning most powerfully. And avoid annoying monosyllabic fillers—"ums" and "aahs"—rather, let your natural pauses be a brief silence between thoughts that lets your points sink in.

Your articulate choice of words used to communicate your essential meaning and your inflections, tone, pace, and pronunciation are all important aspects of verbal communication that will make you a compelling speaker with whom others want not only to listen to but also cooperate.

If you speak with an accent unfamiliar to your audience ensure that

they can understand what you are saying. If you plan to stay in your environment as a negotiator perhaps you can explore ways to reduce your accent and improve the way you pronounce and sound in the local accent. The local universities may be able to recommend a speech/accent teacher.

Your voice is your most powerful tool.

let's recap:

- articulating clearly and assertively
- contributes to the impression that you create at the beginning of a negotiation
- improve your vocal skills by practicing monologues
- focus on your vocal inflections, incorporate gestures and maintain an upright posture
- opt for natural pauses instead of monosyllabic fillers
- you may adapt to suit the local accent and pronunciation

127 Vision

There is an implied vision at the heart of every negotiation—an ideal agreement, purchase, solution etc.—that is the goal of the negotiation. The job of a great negotiator is to communicate this vision with enthusiasm and clarity and to bring it to life as an inspiring possibility. A great negotiator communicates an attractive or compelling vision that motivates others to participate and invest themselves in its fulfillment.

Most people want to be inspired and guided in the "right" direction. They want to find someone they trust who can help them overcome their own indecision and concerns and move toward a better future. They want to overcome the obstacles in their path that trap them in unsatisfactory lives.

The ideal vision is an inspiring "possibility picture" of the future that is realistic, attainable, and beneficial to everyone involved, that unites two or more parties in a common bond, and motivates them to positive, cooperative action. It may offer a solution to a problem or show a way to progress toward a meaningful goal. At the very least, it grants personal fulfillment while bringing something positive into the world.

Vision is what great negotiators bring into or discover in the process of a negotiation. But vision is only a

start. Great negotiators devise strategies with action plans and tactics to turn their visions into realities. Their vision is a creative spark, an ability to see possibilities where others do not, and a gift for creating a path from "here to there."

let's recap:

- an inspiring "possibility picture" of the future
- a great negotiator creates a vision that will motivate others to participate
- devise a strategy with an action plan to turn your vision into a reality

Good business leaders create a vision, articulate the vision, passionately own the vision and relentlessly drive it to completion.

JACK **W**ELCH 1935–



128 Walking Away

It is a truism that the one who is willing to walk away from the table, or who actually walks away, has the power. There are four basic ways to walk away from an incomplete negotiation. They are:

1 Anger and slamming of doors This is the least mature, most unrelational way to walk away from a negotiation. Although anger gives an

impression of power in the moment, ending a negotiation in this way is often a sign of weakness, indicating a lack of ability to maintain composure and emotional self-control. And it often leaves a bad impression of you in the mind of the other party. Using this method, you may "win the battle and lose the war." There may be future consequences. The other

party may want nothing to do with you afterward. And if you want to negotiate with them later, you may have to return with your tail between your legs, apologize, and make concessions as amends. Even then, the inappropriateness of your outburst will be "the elephant in the room" everyone is aware of, but which no one mentions. Your walk away attitude in this way may haunt you as it is likely to be spoken of, in a derisive way by the aggrieved party and is likely to reach into the market place where you ply your trade.

2 The Ultimatum or "It's my way or the highway" The ultimatum is the next worst way to walk away from a negotiation. It does have the virtue of bringing a negotiation to a sudden and final decision point. But a blatant threat of ending a negotiation if you don't get your way will likely offend or alienate the other party. However, if you want to cut to the chase, and you don't care if the other party likes you, hates you, or never wants to do business with you again, you have nothing to lose. On the other hand, someone using the ultimatum strategy with you is probably someone you don't want to negotiate with in the future. Their ultimatum is telling you that they are only interested in getting what they want and don't particularly care whether you do or not. An ultimatum is a self-centered attempt to control the negotiation and the outcome to your advantage. Therefore it is not highly recommended.

3 The Diplomatic Exit: agreeing to disagree When it appears that further compromise is not possible, and a negotiation cannot succeed for either party, it is wise to end on a diplomatic note. Here you agree to disagree without getting ugly or going to war. By respecting each other's position and parting on good terms, you leave the door open for future negotiations.

4 Enigmatic DepartureHere you part on your terms without a detailed explanation, and without

a detailed explanation, and without conflict or recrimination. This puts you in the power position. This can be as simple as saying, "Well, I think we're done here. Have a good day," in a neutral, unprovocative tone and then simply getting up and leaving the room. This is acceptable when dealing with a disrespectful, antagonistic, or uncooperative person whom you realize is not worth negotiating with either now or later.

If someone ends a negotiation using any of these methods, the best thing to do is to accept it gracefully and respond without ego. This is the high moral ground approach, and it puts you in the power position to the degree that you really are in acceptance.

Always aim to stand on the high moral ground in your negotiations and in your life.

let's recap:

- the one who is willing to walk away from the negotiation has the power
- the four basic ways to leave a negotiation are:
 - in anger
 - via an ultimatum
 - diplomatically, and
 - enigmatically
- accept the end of negotiations gracefully

129 Win/Win Negotiation

Many people see a win/win negotiation as a compromise where both parties shrug their shoulders and say, "Half a loaf is better than none!" But that's not win/win – rather, that's compromise. There is a big difference between the two!

A win/win negotiotiation can include, but is not limited to, a solution-focused negotiation. A win/win negotiation becomes possible when both parties trust each other enough to reveal their real motivations and their particular strengths and weaknesses in the matter under negotiation. Such mutual trust and candor makes it possible to find a solution that fully satisfies both parties, making them feel they have achieved—or more than achieved—their original objectives.

While win/win negotiations are partly about "how much," they are

even more about how everyone is feeling upon conclusion. For example, you may get more than you wanted in the negotiation, but feel uncomfortable because you believe that, regardless, the other party was holding out on you or deceiving you, or that you left more on the table than you should have. Or you may get more than you wanted and, although the other party seems content, may feel uneasy or guilty because you were dishonest, stingy, or didn't give the other party a fair deal. Either way, the bad feelings will linger, leaving you uneasy or dissatisfied, pricking your conscience and self-esteem.

Win/win negotiating is the maturest form of negotiation. It takes human beings and relationships into account, instead of sacrificing them to self-centered or purely bottom-line objectives. When win/win

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negotiations become the norm, the world will a far better place than it is today. In fact, it could be said that the lack of a win/win mentality is the cause of much, if not most, of the world's human-created inequities and suffering.

Win/Win = solution
of a mature negotiator

let's recap:

- the maturest form of negotiation
- the ability for both parties to reach satisfactory outcomes and benefit from the negotiations
- based on trust
- focused on developing relationships

130 Whoops

There are times that unexpected things happen during a negotiation and they can upend the negotiation and potentially throw a hand grenade into the room. It might be something as silly as knocking over a glass of water or a coffee cup or something as major as a phone call to say that someone in the room has to take an urgent call from the hospital emer-

gency ward. At these times forget about the negotiation and become an empathetic friend and expect the same from the other party if it's your mishap or phone call to take.

Once the issues have been addressed, the negotiation relationship should have accelerated meaningfully and, at the appropriate time, the negotiations can recommence.

let's recap:

- events that threaten to upend a negotiation
- a great negotiator handles these instances by shifting from their professional demeanor to being an empathic friend

No one cares how much you know, until they know how much you care.

THEODORE ROOSEVELT 1858–1919

131 Winning is a Habit

You are a winner. It's inside of you. Now overcome anything and everything that may stand in your way of being a consistent winner. Don't take prisoners. Bury the obstacles.

Learn how to win. Start small. Win a bet. Win a poker game. Win at a sport or a hobby. Make the extra effort to win. Practise harder and smarter. Don't go home until you have created a win in your book. Make the extra call, knock on one more door, finish the paperwork – then go home like the caveman of old with "food" for your family.

Look for every opportunity where you can compete and win. No matter how small and insignificant, each win reinforces the habit of you expecting to win.

Compete against your own previous achievements. Every time you beat your own record, you win.

Make winning a habit so that it becomes an inbuilt expectation of vourself.

let's recap:

- recognise yourself as a winner.
- build up your confidence with small, daily wins
- be determined in your approach to become a winner



Expectations Create a New Reality

Have you ever watched group behavior in nature? A school of fish swarming in unison to avoid danger? A herd of gazelles fleeing a lion? A flock of geese flying south for the winter? Man also acts in a herd mentality, in

panicked or angry mobs, in political rallies, in rock concerts, in Black Friday holiday shopping sprees, in New Year's celebrations and 4th of July parades, on crowded freeways and subways, and also in response

to advertising strategies by which most of the goods and services in the world today are bought and sold. The herd mentality stimulates people to conform or behave in ways they might not choose or dare to do on their own.

Such behavior can be positive or negative, limiting or liberatina, creative or destructive. Yet the herd mentality can be harnessed to positive, transformative goals and purposes. The mass movements of social and political change initiated by Mahatma Gandhi and Martin Luther King Jr. demonstrate the positive and transformative aspects of this herd mentality. King's "I have a dream" speech and Gandhi's inspired Salt March drew masses of individuals into direct action. Inspired by a vision of a new possibility that transcended the limiting beliefs and laws of their respective cultures; these herd actions dramatically changed both nations. The recent Arab Spring and 99% movements represent the same possibility of transformative change.

But there is a dark side to the herd mentality, demonstrated in mass movements like the Nazism of Germany and the self-destructive frenzy of the Chinese Cultural Revolution: only a small percentage of people are conscious enough to resist the unconscious herd impulse and stay on their own chosen track. And only an even smaller percentage dare to really stick their necks out

for what they believe, to take serious risks for their goals, and leave the safety of the herd to follow their own vision and do their own thing. These include the lone wolves, the independents, the mayericks, the creative visionaries, the trend-setters, and the entrepreneurs of the world. The rest live contentedly or discontentedly in the herd comfort zone, avoiding risk and playing it safe, lowering their expectations and getting by, buying popular products, believing the daily news, supporting the status quo, and never fulfilling their true potential and achieving meaningful success. These "typical consumers" are the key target market for most products sold, most politicians running for office, and most scams and cons perpetrated.

Like it or not, man is by nature a herd animal. And it's up to each of us to decide where we fit or don't fit in any particular herd and whether to follow it blindly, attempt to steer it in a better direction, or leave it altogether to follow our own vision.

In today's modern world, the "herd" is taking new forms – group e-mails, chat websites, MoveOn.org, Facebook, MySpace, Twitter and more. Today, numerous groups supporting, promoting, or opposing various worthy and unworthy causes are united and guided by modern technology and social media. Countless products or services are increasingly promoted and sold in the same ways. Networking and word-of-

mouth promotion via e-mail, personal websites, social media websites, and cell phone talk and texting is rapidly becoming the new norm.

This new media can create celebrities and marketing successes but also destroy careers and products. All media cuts both ways. The tonque that praises can criticize. The same media that can make an artist or product a bestseller or promote an idea whose time has come can be used to critique, pan, and discredit or destroy people, products, careers, companies, and ideas believed to be false or of an inferior standard. The social media backlash can be severe and unrelenting as the cyber herd turns against what it may have initially promoted, believing they have been ripped off, manipulated, or conned.

Historically, the herd mentality has operated through traditional societal and familial assumptions and expectations, which create very real pressures on individuals to conform and obey. For example, for centuries boys were expected to follow in their father's career footsteps. So, countless families traced generations of shoemakers, blacksmiths, potters, soldiers, miners, auto-workers, steelworkers, bankers, politicians, and more in their family trees. In the same way, due to these societal assumptions and expectations, families and entire groups of people tended to remain in the same social and economic bracket or class as their forebears. This still occurs today, though to a lesser degree. Once upon a time such limiting expectations defined what was possible or acceptable for entire cultures, forming the basis of class systems that for centuries posed insurmountable barriers for masses of individuals. Whatever class you were born into determined the limits of your potential and attainment in your culture - end of story! This phenomenon of expectation-based patterns repeated and lived out over many generations by individuals and groups has always been a defining force of human culture. These expectations kept societies functioning with a degree of reliability but also placed crippling limits on what individuals could strive for and attain.

These limitina expectations ingrained in every society are expressed subtly, forcefully, or coercively in people's opinions, behaviors, and actions. This can be hard to ignore or shrug off - and even harder to defy and overcome. We all encounter them in some form in our own families and social circles. If we accept without question the limiting expectations placed on us by our apparent social or cultural class or status, or even the limiting expectations of our families and peers, we will not rise above them and fulfill our greater and unique potential.

The reality is that almost everyone is capable of performing beyond the limits of any assigned or imposed

cultural/social roles or expectations. Individuals simply need the determination, courage, confidence, and vision to go beyond false or arbitrary limits that keep them operating at less than their full potential. They need a more empowering, liberating set of expectations or an expanded context that allows them to draw on the fullness of their human potential to achieve their highest aspirations.

A key theme woven throughout this book is that to become great negotiators we must also strive to become exceptional human beings. To be exceptional human beings we must grow beyond the limiting assumptions and expectations of others, and those which we may have internalized, that would keep us from fulfilling our potential. This entire book has been an exploration of a higher, even an inspired, paradiam of negotiation made up of ethical and spiritual principles, approaches, perspectives, and character traits. If you consistently operate within this paradigm, you will become a great negotiator and an extraordinary human being. You will begin to act with clarity and confidence in the face of apparent obstacles and arbitrary limits that may arise in the course of any negotiation or in life. You will have a positive, even transforming, influence on others that supports but also goes beyond the practical aims of any particular negotiation. This is the highest form of influence.

This expanded perspective and its liberating assumptions constitute an X-factor that inspires us to be, do, dare, and achieve in previously unexpected ways. Great negotiators operating in this expanded perspective draw consistently on their full potential. They aren't merely locked in tunnel vision like a heat-seeking missile pursuing a final material outcome. They don't merely see the other party as someone to control, manipulate, enroll, profit from, or defeat. They recognize the other party as a human being with needs, fears, desires, and goals, and engage them from that greater perspective. This makes them more effective and successful negotiators. It also often inspires the other party, helps them to believe in themselves, and gives them courage, confidence, and motivation to draw on their own fuller potential to do what their own limiting assumptions and expectations might have prevented them from doing.

This approach gives you potentially life-changing influence and persuasive power. At this level of negotiating, you are no longer struggling with or competing against the other party. You are not opposing them, nor meeting force with force. You are centered in yourself and adhering to ethical principles and character qualities that create harmony and facilitate progress in almost all situations and interactions. These principles and qualities are now integrated in

How To Be A Great Negotiator

your character. They are an effortless part of how you relate, negotiate, and do business in the world. Because they consistently produce the best outcomes over time, you are no longer unduly attached to particular outcomes, no longer rocked, shocked, or thrown off balance when any particular negotiation fails to deliver what you sought.

This is the territory where being a great negotiator includes beina a genuinely good or even a truly extraordinary human being. It is where getting someone to follow your lead in a negotiation includes helping to free them from expectations that may presently bind and limit them and their decision making. It is where getting the other party to act in a way that moves a negotiation toward your mutual benefit includes helping them believe in themselves enough to make bold decisions and take risks to get something they may have thought was out of their reach. A good negotiator gets what he or she wants whether or not it serves the best interests of the other party. A great negotiator succeeds while motivating the other party go beyond their own arbitrary limits to achieve more than they expected. We've all heard stories of inspired teachers and leaders making a difference in the lives of others. We may have had the experience of others making a difference in our own lives. But our greatest potential is to become those who inspire and make a difference in the lives of those who cross our path – perhaps in the course of a few words, or in a conversation, or in a long-term business or personal relationship. Having this inspirational influence is the deeper purpose and spiritual core of a truly great negotiator.

At this level, your primary objective in life—to be a productive force and a positive influence—supersedes the practical objectives of any particular negotiation to win, sell, succeed, or make a profit. By operating in a larger context than win/ lose, the desire for winning or fear of losing no longer dominates your attention, distorts your perspective, or diminishes your effectiveness. Your relationship to the art of negotiation, and to those with whom you negotiate, moves closer to that of a healer than a wheeler-dealer. The essential tenet of the Hippocratic oath, to "first, do no harm," becomes your business motto and ethic. Having understood and integrated this perspective, you naturally impart it to others, including those with whom you are negotiating.

This visionary perspective and the positive influence it allows you to exert in the lives of others, makes you a better negotiator. It makes you more conscious and less attached, more intuitive and present, and less self-centered. It allows you to operate more effectively with less effort and get better results for yourself and the other party. You are operating in a

new paradigm and are able to draw others into it with you. Once they "buy into" it, it allows them to progressively navigate the minor and major obstacles at the friction level of negotiations and life, and become more effective and successful themselves. You are the co-creator of your life and destiny whether you believe it or not. And you have more influence in the lives of others than you realize. Combining realistic, achievable expectations with step-by-step actions toward

your goals generates an incremental process of growth and achievement. Bolstered by success, such expectations become self-fulfilling prophecies that create a whole new set of achievable expectations that lead to even greater successes. Understanding and applying this growth cycle, which begins with positive expectations pursued with practical actions, will empower you in every area of your life. It will make you a great, rather than merely good, negotiator.

let's recap:

- the X-factor inspires us to draw on our full potential to achieve extraordinary results
- great negotiators strive to exceed expectations and aim to become exceptional human beings
- draw on this book to develop a positive influence on others and cultivate persuasive power
- a great negotiator succeeds and also motivates the other party to excel
- a visionary perspective allows you to operate effectively and inspire others
- you are the co-creator of your life and destiny

Are you ready for round 2 of how to be a great negotiator?

Areas for you to work on:

1. Resist the impulse to
follow the crowd.

- 2. Create a vision for yourself.
- 3. Promote your business and expertise actively.
 - 4. Strive to exceed
 - expectations.
 - 5. Encourage others with your actions.

Summary Conclusions: The Qualities of a Great Negotiator

Various qualities, attitudes, and character traits combine to create a great negotiator. Many are listed below. Contemplate these qualities, develop them in yourself over time, and you will become a great negotiator and a great human being.

- I Have an **optimistic**, **positive life attitude** that says, "Life is good, anything is possible, and we can make this work!"
- Present a **neat**, **healthy**, and **pleasing** physical appearance.
- Be **passionate** about life, about who you are, and what you do.
- Always maintain goodwill. Be empathetic, compassionate, understanding, and charitable in your words and actions.
- Be **confident** yet humble. Admit your mistakes.
- Be present with others, so that they can feel your presence and you can feel theirs. Notice the nuances of their expressions, their gestures, their voices, and be responsive in simple, subtle ways. This is how you develop rapport.
- Be action-oriented. Aim your intentions at your objectives, and pursue them step by step, persistently, relentlessly, until they are achieved, or until they change. Remember that your actions speak louder than your words. So persist until you reach your goal, even if you only move an inch at a time.
- Use your influence and energy to help others achieve their objectives while obtaining your own. This creates confidence, trust, and gratitude. It establishes your authority in the negotiation. And it develops a foundation for long-term associations.
- Be healthy, balanced, and energetic. Develop the stamina to stay focused, present, and dynamically engaged from beginning to end in a negotiation.
- Be happy within yourself and allow that happiness to radiate to others.
 This is the secret of charisma.

- Keep your sense of humor. Know how and when to inject appropriate levity into proceedings. This adds life and fun to a negotiation.
- Pay attention to details and keep the big picture in mind. Be disciplined and focused on the matter at hand, while adhering to ethical principles, and steering the negotiation toward your ultimate objectives. Let the meanings and purpose, the vision and values that motivate you as a person and as a negotiator, be the driving force in the negotiation.
- Be **polite and respectful**, no matter how the opposing side acts, reacts, or responds. Maintain the highest standards of integrity and ethics, whether or not the other party does the same. You can make practical and financial compromises to close a deal or resolve a negotiation, but never compromise your principles. Doing this allows you to stay centered and detached on the moral high ground. It often results in the other party respecting you, and even joining you on that high ground.
- Do your homework. Show up prepared and competent, well-versed about the topics to be covered in the negotiation and possessing a workable strategy.
- Develop your verbal communication skills. Learn to present your viewpoint and impart information and knowledge clearly and energetically, in a way that is interesting, even inspiring. Remember that people think in pictures, images, and concepts, not in words. Learn to draw pictures verbally and articulate concepts using imagery. In this way you plant seeds in their minds that will bear fruit in the negotiation. When you can communicate in this way, you and your message will make a decisive impression, and even light up a room.
- Develop your nonverbal communication skills by listening and observing the other party with full attention. Learn to feel and intuit what is being communicated behind the spoken words. Nonverbal nuances contain crucial subtext in every negotiation. When you can read nonverbal cues, you can "hear" what is being said "between the lines." You can "hear" the differences between what people say and what they really mean. You can determine what the other party really wants, and why they want it.
- Your reputation can be your best or your worst calling card. Developing and maintaining a good reputation requires consistency and credibility over time. That means being honest and ethical, keeping your word, and delivering on your promises.

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- Have the courage of your convictions. Ask for what you want. And keep your self-respect. Don't accept unreasonable offers or behaviors. Hold firm boundaries with difficult clients, and be gracious with well-behaved ones.
- Learn to **view events** from a larger perspective than merely winning or losing. See things in terms of process as well as in terms of results. Learn to accept victory and defeat with equanimity, knowing that you are going to win some and lose some. **Recognize** that learning lessons, **improving** your skill set, and **growing** over time is how careers are developed, reputations are established, and true success is achieved.
- Learn to think laterally and outside the box. Learn to view problems as challenges that stimulate creative thinking. Learn to trust that all problems, when viewed creatively from varied perspectives, are actually pointing to solutions.
- Remember that everyone's **ego**, including yours, will be participating in the negotiation. Learn to keep your ego in check. Activated, agitated, or overblown egos reveal huge insecurities. They create enormous blind spots that skew your perspective. They siphon off your energy and diminish your power. And they are responsible for most errors of judgment in most negotiations. Keeping your ego **under control** allows you to operate at a higher frequency with greater clarity, creativity, and ease. It also allows you to better manage, please and, if necessary, outmanoeuvre and outwit the other party's ego.

These skills and traits are essential to the character of a great negotiator. If you develop them in yourself, you will become a leader, an achiever, and a person others will want to do business with again and again.

May you be humble in your victories and may each success and defeat be a learning experience that helps you perfect your skills in your chosen field while you make a living and a life you can be proud of.

Everything is negotiable. Whether or not the negotiation is easy is another thing.

CARRIE FISHER 1956–

SECTION 2

Negotiating Personality Types and How to Deal with Them

This section identifies the personality traits of 26 types of negotiators you are likely to encounter in the course of your negotiating career, and recommends ways of dealing with each different type of negotiator.

- 1 The Accommodator
- 2 The Adversarial Negotiator
- 3 The Advocate
- 4 The Ambivalent Negotiator
- 5 The Amiable Negotiator
- 6 The Analytical Negotiator
- 7 The Angry Negotiator
- 8 The Assertive Negotiator

- **9** The Avoider
- 10 The Chameleon
- **11** The Codependent Negotiator
- **12** The Collaborator
- 13 The Communicator
- **14** The Competitive Negotiator
- **15** The Desperate Negotiator
- 16 The Detached Negotiator
- 17 The Emotional/ Intuitive Negotiator

- 18 The Extrovert
- 19 The Idealist
- **20** The Inspirational Negotiator
- 21 The Integrative Negotiator
- **22** The Logical Negotiator
- 23 The Manipulator
- 24 The Persuader
- 25 The Socializer
- **26** The Uninformed Negotiator

Remember that no matter what the stakes are, you are dealing with people in every negotiation.

1 The Accommodator

There are two types of accommodators. One negotiates from a position of strength and confidence, and genuinely desires to accommodate the needs and interests of all parties. These long-term relationship builders are usually sensitive, personable people with a high level of trust and optimism, and a big picture view that puts the negotiation in its proper perspective. The best strategy with this type is to recognize and appreciate their strength and generosity and work with them in a spirit of good will.

The second type of accommodator is often tentative, uncertain, and uneasy. Because they are operating from a position of weakness, they lack confidence and tend to feel outmatched and off-balance. Their accommodation is borne of weakness and fear of a negative outcome. It can be a way of hiding their vulnerability and insecurity behind the appearance of good will or generosity. Or it can be an attempt to avoid being taken to the cleaners or perhaps feeding the tiger a few bites to avoid being devoured. For example, a desperate borrower past due on his loan may offer up portions of his business to keep creditors at bay. Or a seller may give a buyer a deal that is too good to be true to stay financially afloat.

In the world of business and negotiation you will see far more birds of prey waiting to devour the weak than accommodating negotiators offering generous deals. So, appreciate the accommodators when they show up and make the best of a good situation.

2 The Adversarial Negotiator

Adversarial negotiating is perhaps the lowest, most unpleasant, and least effective form of negotiating, and it takes a heavy toll on all parties. Perhaps the only appropriate places for adversarial negotiators are court trials, where aggression on the part of prosecutors and defense attorneys can be raised to the level of high art. The adversarial negotiator is also encountered in settlements between embittered or estranged parties, as in divorce proceedings and or tenant/ landlord disputes. But you may encounter adversarial negotiators in other venues as well.

Adversarial negotiators, especially outside a courtroom, often have emotional or psychological problems or anger management issues, which they vent strategically and often inappropriately in a negotiation. An adversarial negotiator easily crosses into overtly aggressive and even hostile behavior. They usually start with unrealistic demands or very low offers. They hide and manipulate information, and have little or no conscience if found out. They may resort to abusive behavior or even threats of

consequences, if you don't give them what they want on their terms. They will exploit any power that they might have to get their way. They are often huge risk takers. They are arrogant and persistent in their demands. They are generally unpleasant to negotiate with or be around.

At the extreme, adversarial negotiators may seem, or even be, sociopathic. Their goal is not only to win but for you to suffer loss. It's generally best if you can avoid dealing with this type of negotiator. As soon as you recognize one, walk away, if you can. But they are crafty and may put on a friendly face to draw you into the negotiation, playing Jekyll before Hyde appears. If you are forced to deal with people like this, try to soften the blow by finding common interests and beliefs, and, if there are any, common values with which to build a bridge. Keep the banter light and humorous, if possible. Do not be confrontational; don't engage them if they become confrontational. There is nothing they love more than a fight, and a fight with an adversarial negotiator almost never serves your best interests. So don't let yourself be provoked; stay as calm, relaxed, and detached as possible.

Be calm and reasonable when addressing their points, and try to keep the focus of the negotiation as much as possible on your points. They will challenge your facts and credibility, so make sure your facts are prov-

able, and make your case as airtight as possible. Don't become emotional and avoid emotional issues at all costs. Clearly state that you are looking for a win/win solution and do your best to get one. Then grab what you can live with and beat a hasty retreat.

Remember that adversarial negotiators are often hostile people whose anger is deep-rooted. So don't try to make them your friends, and don't confront them unless you want a good fight or are ready to blow up the deal and walk away.

3 The Advocate

An advocate negotiates on behalf of another party for any number of reasons. An advocate's job is to press for the maximum possible advantage on the client's behalf and to secure that advantage. At the same time, the advocate's job is to avoid committing the client to complicated or burdensome agreements or obligations, unless they are absolutely essential and justified by the benefits of the deal they are negotiating on the client's behalf. Sometimes the other party is present at the negotiations and sometimes they are deliberately absent.

Negotiating against an advocate can be a disadvantage, and can become a no-win scenario. An advocate in a negotiation can always avoid a difficult decision or avoid pressure by saying, "I'll have to confer with my client on that point and get back to you." So, it's generally preferable to avoid negotiating with an advocate wherever possible, except in cases where negotiating directly with the client is not possible, is not standard protocol (as when literary agents negotiate with publishers on behalf of authors), or in hostile situations where direct negotiation is too difficult or counterproductive.

When negotiating with an advocate, start by asking him or her to precisely explain the following: his or her mandate for the client; what authority or powers of attorney he or she has to make a decision, a deal, sign a contract, etc.; and what, if any, limits he or she is operating under in that regard. Will the advocate need to secure the client's permission to finalize the negotiations?

By starting off in this way, you subtly diminish the power of the advocate by implicitly reducing his or her role to one of a hired hand or messenger. If the advocate doesn't have the authority to conclude the deal in the client's absence, suggest that the negotiation not proceed until the "real decision-maker" is also present. Your objective is either to have the decision-maker present or to have the advocate furnish a power of attorney as proof of his or her ability to finalize a negotiation on behalf of the client

If neither option is possible, state or imply by word or attitude that this is not a negotiation to conclude an agreement, but rather a fact-finding mission by the client, using the advocate as an information-gatherer. Then proceed with the negotiation, having established an edge and improved your power position through this tactic. Conversely, if you want to probe a negotiation using an advocate as a buffer and an investigative agent in order to get a better deal, by all means use an advocate. All the elements that were liabilities when you were facing an advocate will now work to your advantage.

4 The Ambivalent Negotiator

Ambivalent negotiators can seem friendly and even supportive, nodding agreeably as if they are on the same page as you. They may even tell others how great you and your deal are, so that it seems you are getting close to the finish line. But when the time comes to make a commitment and take decisive action, they often retreat into vagueness, passivity, and indecision.

There could be many reasons for this. Perhaps they are not the final decision makers. Perhaps they lack confidence in their authority or simply can't decide yet. Perhaps they have commitment issues and signing a contract makes them uneasy or anxious. Perhaps they're not really interested and are just being polite. Perhaps they're interested and just

need a little more time, information, or reassurance. The problem with these types is that you can't really tell what the problem is, and they won't come out and say what it is.

When their persistent and vague dodging of a final commitment reveals them as the ambivalent negotiators they are, the ball is in your court. It is now up to you to probe their reluctance with direct questions. Ask them, "Do you have any more questions you need answered?" Or, "Do you have any concerns about this? What are they?" Or, "So, at this point, what is standing in the way of us making this happen? What is it you want, and what is it you need?"

After each question, be silent, maintain benign eye contact, and wait for an answer. If they give a vague answer, ask another specific question until they either reveal the reason for their ambivalence, which can then be addressed, or make a decision one way or another. If there is an issue, and if it's soluble, attend to it. If it's not soluble, keep the friend-ship intact and move on to your next viable negotiation prospect.

5 The Amiable Negotiator

Amiable negotiators are usually people who want to be liked and who dislike pressure and confrontation. It is often important for them

to feel acknowledged, recognized, and valued, and they tend to prefer friendly win/win partnerships rather than adversarial, tense, or roughand-tumble win/lose encounters. They tend to be optimistic, open, and trusting. They will genuinely seek a worthwhile deal for both parties. Building a friendly, productive relationship is often more important to them than the actual deal on the table. The most effective way to respond to amiable negotiators is with amiability. Show genuine interest in them and their well-being. To the degree that you get to know them, show interest in their career paths in the organization, in their family, and even in their hobbies. Your amiable interest in who they are and how they are doing builds a foundation of trust and friendship that has mutual value in the long run even above price, delivery, and quality of goods and services.

Amiable negotiators do have a downside. They can feel "in over their heads" and be skittish when the pressure is on. If they listen attentively to you, they expect you to listen just as attentively to them. They can tend to be sensitive and thin-skinned, wearing their feelings on their sleeves and taking things personally. So, try to be tactful when giving feedback, and avoid confrontation at all costs, as they may take it personally as rejection. They tend to need the respect and admiration of others to maintain their self-esteem, so be sure to

give it to them. They tend to dislike and avoid taking control and being in charge, so you may need to be the "alpha" party who directs the process and initiates key decisions. Being amiable, they will appreciate your guidance to the degree that it truly benefits them, and this will build greater trust between you.

6 The Analytical Negotiator

Analytical negotiators are all logic and no emotion, especially during the initial fact-finding part of a negotiation. "Just the facts, please. No sales pitch, no hyperbole, no strategy. Just the accurate and provable facts in black and white, please."

Analytical types are serious, rational, precise, focused, business-like, nonreactive, but not necessarily assertive. They are rational and methodical while collecting information—self-disciplined and self-controlled, like soldier ants building a nest—busy, busy, busy! They tend to understand money, time, savings, conserving resources and, to a lesser degree, realizable market opportunities capable of creating profits in the short to medium term.

Analytical types dislike, don't "get," and don't work well with flashy, enthusiastic, or smooth-talking sales-type negotiators. They also don't "get" or work well with the big picture,

big idea, visionary type of negotiator. Their focus is not on the visionary big picture, but on the grounded and practical application. They prefer and work well with straightforward, detail-oriented, attentive, cooperative negotiators. Their method is gathering fundamental facts and relevant details about an issue, product, or service and its past performance or future potential which can help them understand how things work, what is essential, what is possible, what is needed, and whether or not to move forward with the negotiation.

Analytical types tend to be skeptical, detached, and aloof, following strict procedures and keeping rigid timetables. They are usually very security-conscious. They look at data, numbers, and information, and see patterns, trends, and probabilities. They are astute in identifying glitches and weak links, in assessing losses and making necessary, often ruthless, decisions for the good of the project or company. They are often sent by higher-ups to investigate and to gather and process information, which they then pass on to their bosses or a larger group for decision making. But they are not as good at long-term creative visioning or at identifying opportunities to be developed over time. Nor are they good at encouraging, inspiring, and bringing out the best in others.

When dealing with analytical negotiators, it serves your interests

to accommodate their style and their limitations. Do your best to have all the relevant information at hand in a presentable form for them to analyze, assess, and pass on to their superiors, if need be. Be patient and cooperative as they question, analyze, and investigate you in minute detail. Just answer questions and present the requested materials and facts in a businesslike manner.

With analytical types, it's generally best to be rigorously honest, revealing the pros and cons. They will likely unearth all the relevant details in their investigation anyway. If they uncover unsavory information you have hidden or withheld, it will damage your credibility and create suspicion and mistrust in them of you and whatever service or product you represent.

With analytical types, reporting upwards any positive or negative impressions they have, especially with regard to issues of trustworthiness, will be respected and usually accepted by their bosses.

7 The Angry Negotiator

Sometimes individuals will be triggered into anger or even rage during a negotiation. They may be angry because they see themselves losing the negotiation and want to turn the tide to seize the advantage. Or they

may feel they are being cheated, mistreated, or disrespected, and their anger is a genuine reaction. Angry negotiators may be standing up for themselves and defending their territory, money, or reputation. Or they may simply be bullies.

When dealing with an angry negotiator, you can walk away undiplomatically and end it, attempt a diplomatic postponement of the negotiation, or stay to try to salvage the negotiation by being the reasonable, conciliatory party. But do not fight fire with fire by retaliating with hostility and aggression.

If the other party in a negotiation flips into anger or rage, and they give you no chance to speak, respond, or explain, simply remain calm, reasonable, and non-reactive. It's up to you whether to stay and let the storm blow past or leave. Either way, there's no point in reacting or resisting their outburst. If their anger is a tactic to gain the upper hand, just sit there like a buddha and witness the show. If their anger is a pretext for them to bail out of the negotiation, let them go, and good riddance! If their anger is genuine and they really want to be heard and understood, simply listen with the same calm attitude, meeting their gaze with good eye contact, until the storm passes. When it does, the power will shift in your favor. Your calm silence and steady presence will have given you authority in the situation.

When there is an opening to respond, let your words be carefully weighed, measured, and sincere. You can begin with a cautious, "Are you O.K.?" or "Can I respond?" or "Are you ready to have a conversation?" or "I can see you're very upset. Can we talk about this calmly?" Or, if the mood of the negotiation is spoiled, you can say something like, "Why don't we take a break and make an appointment for another day when we can start fresh?"

If you choose to stay and continue negotiating, begin again by finding benign common ground, a point on which there is mutual agreement. Keep the tone light and friendly, and allow their anger to subside. If possible, a little humor may ease the tension level. Gently move the negotiation to the next area of common agreement, one step at a time. If it feels right, you can appease them and reestablish good will by offering "a bone" of something you can afford to give. By steering the negotiation back on a positive track, you take subtle charge. They lost their cool and you remained calm and ushered them back to reason. Now the power is with you, and you can lead the negotiation step by step.

You can also use anger in a negotiation, but it's best to use it only in exceptional circumstances, when it's really justified – for instance, if someone has cheated you, lied to you, or betrayed you, and doesn't want to

make good. Then there's nothing to lose, so you can "let it rip" – no holds barred. Your righteous indignation may make a difference; you may get justice from the unjust party. The relationship is probably over either way, so you might as well end it with both guns blazing. The other option, also respectable, is to simply cut your losses and walk away.

8 The Assertive Negotiator

Assertive people usually appear confident and certain. Their confidence may come from healthy self-esteem, or it may come from an inflated, self-important ego covering up a deeper insecurity. Either way, they generally know what they want in life and out of the negotiation. They tend to have strong viewpoints and opinions, and are not afraid of conflict in the pursuit of their objectives. They are often skilled debaters, willing and able to argue their case forcefully.

Assertive people are distinct from aggressive and hostile people who try to win by overpowering with anger, rudeness, or force. Assertive people usually allow the other party to give their viewpoint and make their case, before forcefully debating the merits of the matter.

Assertive people are results-driven more than relationship-driven. They tend to make decisions quickly and

independently, and then proceed toward their objectives, pushing through all the obstacles and arguments in their way. They are driven, time-conscious, and controlling by nature.

If you are assertive by nature, or capable of standing "toe to toe" with an assertive, pushy, determined negotiator, it may be worth engaging in a battle of wits and wills with such an adversary. If you are not assertive, and not comfortable engaging in hard-scrabble tooth-and-nail negotiating, the best strategy may be not to engage directly in verbal combat, where you are more likely to lose than win.

An indirect and non-reactive, even passive, strategy often works well with assertive types. Don't argue; just sit calmly, let them exhaust their energy, and wait for the storm to pass. Simply but firmly hold your ground and your position without being drawn into the complicated arguments and defenses that suit aggressive types. If an assertive negotiator's approach crosses the line into arrogance, calmly let the negotiator know that you find his or her behavior unacceptable and that you're willing to take your business elsewhere if the behavior doesn't improve. This usually catches an overly assertive person off-balance, causing him or her to become more conciliatory. And that's when you firmly assert your demands.

If you're a seller dealing with an assertive buyer, remember that he or

she needs what you're selling or that buyer wouldn't be negotiating with you. Have in mind the lowest figure you're willing to accept and simply refuse to go lower, no matter what. At a certain point, the best thing to do is clearly state your terms and stick to them, whether or not you make a deal. When you're holding to your bottom line, remember that "no means no." If they keep trying to get you to go lower, just say, "I can't go any lower. Maybe you'll find someone else who will. I'll find a buyer I can work with to make a deal I can live with." If they persist after that, just say firmly, "No means no."

This has the effect of letting go of the rope in a tug-of-war contest. The assertive buyer, realizing that he or she has pushed too far, will either reconsider and accommodate your terms, or leave. Being fine with either option is where your power with an assertive negotiator lies.

If dealing with an assertive seller, he or she obviously needs you as the buyer or else you would not be in the room to begin with. Allow them to bluster and huff and puff while sitting passively and respectfully quietly. Eventually they will get tired of their own voice and you can speak. Be brief and to the point stating what you want and then wait for the next storm of assertiveness to reign down on you. Keep still and quiet until it's your turn to speak again and reinforce your earlier statement showing where your bottom line is located. At that point,

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if the assertive seller starts again in their assertive tone it's now time for you to rise in your chair and state, "Thank you for entertaining my offer. I will leave it on the table for 24 hours from now and look forward to hearing from you if you change your mind".

assertive (adj.)

1. confident and direct in claiming one's rights or putting forward one's views her approach was neither passive nor aggressive; it was assertive

The Avoider

Some negotiators may be indecisive or evasive as the moment of truth draws near. This may be a character trait based in anxiety or a cunning negotiation strategy. When you push "for the order" or try to close the deal, they delay and sidestep. These avoiders are either reluctant to make a decision due to emotional or practical ambivalence, or they are using avoidance as a tactic to pressure you. If the latter, they hope to get you flustered and off-balance, bringing you up against your deadline to make you increasingly desperate, in the hopes that you will make them a better offer or accept a lower offer from them.

The chronic avoiders tend to be uncertain and indecisive people by nature. They may suffer from low self-esteem. They may be afraid to take responsibility and make final decisions. There are many possible

reasons which you may never know that cause their tendency to avoidance. All you need to know is how to respond to an avoider.

Try breaking the big decision into smaller "bite-sized" pieces. Present a series of minor elements and steps they can say "yes" to without locking themselves into a final commitment. One small "yes" after another can pave the way toward a final "yes" that's less threatening. Each small "yes" is like a bite and, after a certain number of bites, most of the "meal" has been consumed, and the last bite isn't that difficult.

If this approach fails, try a direct approach: "You don't seem comfortable making a decision now. Is there any issue you need clarified?" If they present no issue or if they do and still aren't ready to close after you've addressed it, the avoider is now wasting your time, and you might want to use a more assertive full frontal approach: "It might be better if you referred me to someone else who could make a decision in this matter." As in many negotiation scenarios that end in a stall, be willing to end it and walk away with nothing.

You can also use the avoidance approach to your advantage. It can be a good tactic when you want to play two or more buyers off against each other, or if you simply need more time to research and think about your options. Just be sensitive not to push this strategy to the point where the

other party loses their patience and is willing to walk away with nothing.

10 The Chameleon

Negotiators who are light on their feet, agilely adapting to changing circumstances, and who know how to fit in, play the appropriate role, and say the right thing are chameleons. This type usually has a wide array of skills and attributes, which makes them the most multifaceted of negotiators.

Chameleons tend to be sociable, perceptive, humorous, flexible, creative, quick-thinking, and highly intelligent. They also tend to be easy and even fun to work with. But they are often crafty, hiding their real selves and agendas. So, make sure you don't get lulled into a false sense of security or trust them with too much information.

Their strength, besides their chameleonlike nature, is their ability to visualize the big picture and navigate a negotiation toward their objectives. But they are often weak in their attention to details and in their grasp of minutiae. And they tend to let their egos sway them a bit too much.

If you provide a chameleon with options and alternatives that feed his or her ego, you increase your chances of success. When it's time to finalize the negotiation, you must spell out the agreement in detail, as the chameleon may still be up in the clouds,

seeing the big picture ramifications while paying insufficient attention to the mundane clauses of the contract.

The CodependentNegotiator

The codependent negotiator tries to accommodate every person's needs and wants in a negotiation, and so compromises the integrity of the negotiation itself. There is such a thing as being too accommodating.

Trying to please everyone can end up alienating everyone. The negotiation can drag on and lose steam, as well as the good will and interest of the parties involved. And it can result in a mixed result that leaves no one satisfied.

When dealing with a codependent negotiator, it's up to someone to take the initiative and take the control away from the wishy-washy party. So, it might as well be you. Shift the focus to realistic outcomes in which everyone involved must give up perhaps more than they wish to get something they can live with. Emphasize the practical, and forget trying to please everyone. Forget about pampering everyone's feelings along the way. Focus the negotiation on specific points that will lead to an outcome everyone can agree upon.

Are you a codependent negotiator and if so, are you compromising the integrity of the negotiation at hand?

12 The Collaborator

Collaborators are open, honest, and trusting, and encourage you to be so also. They are reasonable, fair, and equitable, and behave respectfully and politely. They are sincere in seeking win/win solutions. They are trusting and trustworthy in sharing information in an open and honest manner. They may also make unilateral decisions to make the deal more palatable for the other side in the interests of fairness and a good outcome. They are often creative and innovative in finding solutions and envisioning possibilities. They are relationship-builders and, once you've developed a collaborative working relationship, they will often do repeat business with you.

Needless to say, the best way to respond to collaborators is in kind; work with them to bring about a win/win result. When two negotiators clearly state their individual objectives and then collaborate to "increase the size of the pie," so that both can achieve their objectives, an environment of mutual trust, well-being, and creativity that is conducive to mutual success is usually the result.

Collaborators love working in a team. Be aware that some people pretend to be collaborators to get you to open up and show your cards, only to use the information against you. So, it pays to observe people closely and become a good judge of character. And, if possible, obtain references for anyone you work with. A true collaborator will tend to have excellent character references, while a fake or a snake will often be reluctant to provide references.

13 The Communicator

There are negotiators who are great communicators. They are not only verbally articulate but also are attentive, intuitive, and good listeners. They know how to build rapport and develop trust, and are patient in relational exchanges; they are good at earning trust and making professional relationships feel like personal friendships.

When negotiating with them, you may tend to make more concessions than you intended to make – but, under the spell of friendly feelings that develop with a great communicator, these concessions don't seem as important as they did prior to the negotiation.

The best strategies for dealing with a great communicator are to be a shrewd listener who can strategically nudge the negotiation in the direction you want to go, or to develop your own communication skills so you can verbally hold your own with such a person.

14 The Competitive Negotiator

Competitive negotiators tends to see things in a win/lose mentality, and so pursue an "I win/you lose" result in a negotiation. Competitive negotiators are results-driven and bottom-line profit-oriented. They tend to be self-confident, assertive, demanding, and not averse to conflict, if they think it will move them closer to victory. They are not empathetic or relational, or interested in relationship-building. They want to win and walk away with a tangible profit as evidence of victory.

If you can't avoid dealing with a competitive negotiator, use a similar strategy to that for dealing with an aggressively assertive negotiator:

Simply but firmly ask for what you want, hold your ground and your position, and be willing to walk away with nothing if you can't get a reasonable deal.

The DesperateNegotiator

Sometimes a negotiator is desperate to make a deal, usually due to a time-related deadline, dire financial necessity, or perhaps some personal urgency. Desperate negotiators will offer exceptional deals, make painful compromises, and accept unfavorable

terms that reflect their desperation. In such a circumstance, you get to decide whether to take advantage of their plight or, rather, to be understanding and offer a fairer, more reasonable price. If you believe in fairness and karma, and/or relationship building is important to you, then being fair and reasonable is the way to go. It's fine to get an exceptional deal, but taking ruthless advantage of a person's desperation may not be the best choice; to do so may reflect a lack of conscience on your part.

Negotiation, like life, is cyclical. Sometimes you are on top and sometimes you are at the bottom. Be fair and just to those on the bottom and hope for the same treatment should you find yourself negotiating in desperate straits.

16 The Detached Negotiator

Detached negotiators appear calmand indifferent in a negotiation, as if the outcome will not affect them at all. They often sit in a neutral posture with a poker face while keeping their participation correct but minimalist. They can be difficult to persuade and are almost impossible to excite. Their power and authority comes from their aloof regard. Detached negotiators usually have no direct stake in the outcome, and therefore no emotional involvement; hence, their detachment.

How To Be A Great Negotiator

But their neutrality can be tipped to favor your viewpoint through a motivated, energetic approach focusing on a few key areas:

- Identify the benefits your goal will bring to them or to those they represent.
- Make a compelling case that shows how your goal serves or is a means to a greater good. Define them as the "gatekeeper" who can facilitate the achievement of this goal by cooperating with you and furthering your agenda. And show them how, by serving the greater good in this way, they will earn increased respect and achieve greater status in their field.
- Try to get a sense of their personal interests, beliefs, and character; then find a leverage point to involve them personally and make or convince them to care about the outcome.
- If none of these works, then point out the downside to them personally, or to the client or interest they represent, of not cooperating with you or supporting your goal.

Detached negotiators will have some vulnerable leverage point you can use; the trick is to discern or discover it. They may be swayed by what others—their peers, their colleagues, their employer, their social circle—will think or say about them, negatively or positively, if they accept your

viewpoint. They may have personal opinions or beliefs that are compatible or incompatible with your goal. They may be receptive to appeals to personal pride or a show of recognition and respect. They may respond to logic and a clear presentation of merit. Or, they may be impervious to all such approaches, in which case your best strategy is to match their detachment with your own.

When a detached negotiator is leaning toward the middle, they may only need to be shifted by one percent either way, so tread carefully and don't press too hard, since this may only entrench their neutral position or even nudge them a crucial one percent against you.

Detached negotiators respond well to factual information, not emotional persuasion.

17 The Emotional/ Intuitive Negotiator

Emotional/intuitive negotiators follow their feelings and trust their gut, sometimes overriding practical or logical considerations and facts in making key decisions. This intuitive approach accesses a nonlinear, right-brained

intelligence that is different from the conventional business approach. Not everyone can or should operate in this way. But these types are leading with their strong suit in trusting that mysterious "sixth sense" and the messages of their emotions more than they trust their left brain's analysis of the facts.

Emotional/intuitive negotiators tend to be more emotionally present in general. They are tuning into a different frequency than most negotiators you will meet. You will find that while you can debate certain matters with them in a negotiation, you can't debate or change their feelings and intuitions about the matter at hand. Their feelings and intuitions are the "truth" for them, and any attempt to argue or persuade them to go against these "truths" will simply alienate them from you.

All you can do is make your best case and accept that whatever their gut tells them, and whatever decision they make on this basis, is right for them. If their decision isn't in your favor, graciously accept it. And if their decision benefits you, congratulate them on their well-honed instincts!

18 The Extrovert

An extroverted negotiator may be genuinely exuberant and enthusiastic, or hyperactive and manic. He or she may be masking insecurity by showing off or by acting overly friendly or

confident. Extroverts often appear, or try to appear, as larger than life characters, and often like being the center of attention. In a negotiation they can tend to dominate the conversation with their energetic presentation and emphatic opinions. They are compulsive talkers, but generally poor listeners who are mostly focused on what they are about to say next. So, they can be frustrating to negotiate with. It may require patience and persistence to get your ideas and point of view into the conversation.

The best way to deal with extroverts is to begin by giving them the attention and acknowledgment they desire in order to assugge their egos and establish positive rapport. Then, when you've "bonded," introduce your ideas and needs in a strong but friendly way. Make sure your presentation to them feels like an acknowledgment of them and their importance. For example: "Bob, I really appreciate what you just said; it made a lot of sense. So, my idea is ..." Maintain firm eye contact as you speak in order to keep them present with you. Otherwise, they will tend to dive back into their heads, rummaging for their own next important thought or idea to present, and you will soon be reduced to an audience listening to their monologue.

Extroverts like personal, faceto-face contact. They are usually the first ones to initiate contact and make introductions, and they excel in meet-and-greet situations. An extrovert makes a good ally and a bad enemy. If they are satisfied with you, your product, or your service, they will praise and promote you to anyone who will listen. An extrovert ally is the best person to use as a reference to other prospective clients. But if you, your product, or your service fails to meet their expectations, you will have a loud-mouthed enemy in the marketplace.

19 The Idealist

The idealist often has a head-in-theclouds approach to negotiation that covers up a lack of regard for, and even understanding of, the essential practicalities of a negotiation. Idealists often believe they are right and that their position is the truth that should not be guestioned or challenged. They prefer not to fully question or investigate their own viewpoint, nor do they wish to fully investigate and consider any alternative viewpoint. They want acceptance of their truth, cause, or belief to be the basis and don't seem needful of the negotiation. Their unreasonable attachment to their ideal results from their emotional dependence upon it. It is often what gives meaning to their lives.

So, they become indignant at any suggestion that their approach, based in their ideal, could be incorrect. This rigid and narrow idealism is a great

handicap in a negotiation, as it tends to cause friction and conflict with people who prefer a more reasonable and balanced approach. At its worst, this form of idealism indicates a lower intelligence, intellectual laziness, and a degree of willful obstinacy that can wreak havoc in a negotiation. Such fanatical idealism can leave even intelligent people operating at diminished intellectual and emotional capacity.

The source of such idealism may be religious, political, quirkily personal, or social-issue or-cause oriented. Religious fundamentalists, political ideologues of the left or right, supporters of various social or personal issues or causes, or impassioned eccentrics can all be equally willful and immune to reason or compromise when their issues enter a negotiation.

If you find yourself in a negotiation gridlock with an idealist who is unwilling to make practical and necessary compromises to reach an agreement, you may need to find an outside mediator who can bring objectivity and independent authority to the process. If both parties can mutually agree on a well-respected arbitrator to decide the merits of each viewpoint and to reach a mutually binding decision, there is hope.

The Inspirational Negotiator

Some negotiators are motivated by inspiration. They have a vision or dream of a better future, a worthy cause they want to serve, a worthy goal they want to achieve. They are inspired and motivated to work toward the fulfillment of their dream or vision. They are devoted to solving all problems and resolving all issues that stand in the way.

Such inspiration can include and accommodate basic human motivations such as altruism, idealism, success, achievement, profit, service, creativity, and more. When negotiating with inspirational types, the best approach is to discern where your goals coincide with and serve their goals, and shift the focus to what is in fact a mutual vision. In this way, their inspiration can become fuel for your goals.

Inspiration, by definition, is infectious. We all have a place in us where we can get excited about our own ambitions, goals, and dreams. Inspirational negotiators respond favorably if you join them on their inspirational bandwagon. And you've got nothing to lose by doing so. You being motivated and inspired by their vision establishes instant rapport. Linking your vision and objectives to theirs so that both can be accomplished is the highest purpose of a negotiation.

So, by all means, whip up some enthusiasm and inspiration for their cause and yours. But don't be a fake about it. Insincerity here will backfire and make you look like a con artist. And nothing is more offensive to an inspirational negotiator than that.

The Integrative Negotiator

Integrative negotiators are often innovative, creative, even ingenious win/win negotiators. The integrative approach involves combining and integrating various and perhaps disparate parts, and creating synergy between individuals in order to create a whole greater than the sum components. It is about making a bigger pie with enough slices for everyone out of a host of ingredients you might think wouldn't taste good together.

Accomplishing this feat usually requires that a person with vision, confidence, and authority inspires unity and creates consensus among diverse parties and points of view. In this way, mutual skepticism and resistance can be transformed into mutual commitment and collective creativity to achieve improbable goals. Integrative negotiators tend to be out-of-the-box thinkers, and even inspiring visionaries. They also tend to be long-term relationship builders who form strong personal bonds with their collaborators and associates.

Working with an integrative negotiator is a challenge and an opportunity that requires a level of trust and vulnerability not usually part of the negotiation process. But it is worth the risk, as extraordinary results and a fruitful working friendship may come out of the process.

The Logical Negotiator

Logical negotiators prefer to operate on a foundation of verifiable facts, figures, data, and statistics, from which reasonable estimations, projections, or conclusions may be drawn. This is the only basis upon which they are comfortable making important decisions and taking any necessary risks that a particular negotiation or business deal may entail.

Logical negotiators are neither dreamers nor gamblers. They are not motivated by emotion, hype, vision, dreams, and vague or hopeful potential and possibilities. They are motivated by the likelihood of potential profit supported by solid evidence. With this criterion met, their logical minds can then operate creatively, projecting plausible scenarios, making realistic estimates, and assessing the potential risks involved in any particular deal.

Logical negotiators are often "number crunchers." They will only take risks when the odds are in their

favor. They use their five senses and their rational left brain capacity to assess and judge the facts. If their intuition does come into play, it is subordinate to their realistic assessment of verifiable tangibles.

When dealing with logical negotiators, don't waste your breath and their time with hype or idealism. Give them what they need to make a decision. Present hard facts, convincing data, and attractive numbers that make closing a deal a rational and compelling option. Having established a logical basis for their cooperation, you can then present more of the visionary or glamorous aspects of the deal you are trying to make as the proverbial icing on the cake.

23 The Manipulator

Manipulation is not necessarily bad; it's an essential part of every negotiation on both sides. But anything can be taken too far, and even a necessity can become a vice. So it is with manipulation. It's fine and necessary up to a point; both parties in a negotiation are trying to manipulate each other to achieve their own objectives. But the negotiator referred to here manipulates in ways that undermine the possibility of genuine rapport and long-term business partnerships with the other party.

The manipulator's primary goal is to get you to do what he or she wants

you to do, whether it is in your best interest or not. You can tell a manipulator because you feel under pressure in that person's presence, and that pressure feels steady and uncomfortable, even when it is subtle. The manipulator is all about pushing you over the finish line, getting you to sign on the dotted line. The manipulator thrives when the other party feels a little uncertain or unqualified.

Manipulators are one step away from being con artists. Occasionally they may be con artists. They are never as simple or straightforward as they may appear. They are always working an angle, and always looking out for Number One. They can be subtle, crafty, and devious, or blunt, obvious, and intimidating.

A subtle manipulator often tries to persuade the other party using a mixture of positive and negative pressure. They may use a mixture of flattery and coercion. Or they may try to confuse you with information or a pitch designed to provoke your anxiety or insecurity, or make you feel uncertain or unqualified. They may pressure you with the force of their own personality, bombarding you verbally or even standing too close as a means of subtle intimidation. But, whatever they do, they are always trying to corner you into making a decision you're not ready to make.

Blunt, obvious, or intimidating manipulators are best avoided. The good thing about them is that they are easier to spot than subtle, crafty, devious manipulators. The bad thing is that they are often in positions of authority or influence, so you may have to deal with them to get what you want. Bribery, corruption, and veiled or open threats are common tactics used by these types. Manipulators can work well with each other, but people who prefer to negotiate on a more civil and honorable basis prefer to have nothing to do with them.

Manipulation via threats is negotiation in its darkest form. At the very least it amounts to a kind of extortion. At its worst, it is tantamount to violence. It is the imposition of self-centered and even ill intent on another party with complete disregard for their interests and well-being. It turns a negotiation into warfare.

When dealing with an obnoxious manipulator, the best thing to do is call a spade a spade. A simple "don't manipulate me," said in a firm tone with strong eye contact can often shift the balance of power. You may have them backtracking smartly, looking for a more reasonable way to sway you to their point of view. But if the manipulator persists in bad behavior, the best thing you can do is pack up your briefcase and go.

24 The Persuader

The persuader can be ingratiating, friendly, charismatic, charming, inclusive, even visionary, and almost always a bit pushy. Persuaders are shrewd judges of character who read people well and know how to work them. They know how and when to nudge, tickle, press, or provoke, and which buttons to push.

Persuaders know how to draw others into their own agendas, using a variety of tactics that may include alluring promises, appeals to greed, idealism or vanity, or making the other party feel important, essential, or even part of a bigger vision.

Persuaders are big on promises, but they can be sketchy on delivery. They communicate a sense of vision, but don't always have a step-by-step plan to turn their visions into a reality. Persuaders are best suited to be negotiators for a team or project whose planning and execution are the responsibility of others more suited to the necessary practicalities.

Persuaders' promises can be hot air. Look for facts.

When dealing with these types, it's best to press for details about products and services, about financial and contractual matters, and to make sure the essential elements have been considered and detailed plans are in place. Don't accept promises not backed up by substantive confirmation and contractual clauses, or you may find that you have been persuaded to buy a ticket on a ship that hasn't been built and may never sail.

25 The Socializer

Socializers are enthusiastic, persuasive, gregarious, jovial, and often very pleasant to be around. These negotiators use their likeable, often charming, personas to inspire warm, friendly feelings in the other party. They operate best in formal and informal social settings such as parties, workshops, corporate events, and restaurants. They think well on their feet and are often optimistic, creative problem solvers, as well as risktakers. They are generally good with individuals and groups. And they seem to embody many attributes you would look for in a friend. They are cheerful, engaging, spontaneous, fun, interested, and supportive. They love to tell stories and jokes, and to laugh with others.

But, with socializers, what you see isn't necessarily what you get. These charming and extraverted negotiators have turned schmoozing into a negotiating strategy. Once they establish a friendly, easygoing connection with you, they are able to naturally steer the conversation onto their negotiating track without seeming pushy or in control. The liabilities of negotiating with socializers is their very sociability. The environment where they feel the most comfortable can also be the most distracting. They may have one eye on you and another eye on the passing parade, the woman or man at the next table, the buffet, the hors d'oeuvres, or the wet bar. They are easily carried away by their own enthusiasm and easily distracted by other people and conversations.

When negotiating with socializers, try to get them in a quiet corner or table, or arrange to meet them in your office or in a low-key place where they will not be distracted by the surroundings, and perhaps where alcohol is not served. It's fine to establish a connection and rapport with this type in a social or festive environment, but serious negotiating with these types is best done one-on-one.

If you are a socializer, know your strengths and weaknesses and take them into account over the course of any negotiation or business relationship.

The Uninformed Negotiator

The uninformed negotiator is one who shows up potentially interested in what you offer or represent but lacking substantial knowledge of what that is. Your job with an uninformed negotiator is to educate him or her and, in so doing, establish rapport that increases the likelihood of a deal.

It is important to establish early in a negotiation how much or how little the other party knows about your goods or services. Subtle guestions and probing may be required to determine their level of familiarity and knowledge. When you realize you're dealing with an uninformed negotiator, it's time to begin the education process as the next essential step in the negotiation. Encourage the person to ask questions and make sure he or she is able to follow and <mark>understand you at each ste</mark>p as you bring this negotiator up to speed, and progress through each phase of the negotiations.

Identify this negotiator's needs and wants and tailor your explanation and sales pitch accordingly. Keep your information simple, easy to understand, and relevant to his or her concerns and interests. Use successful examples in your industry or field as an illuminating comparison. Offer provable statistics that educate him or her and show the strengths of your

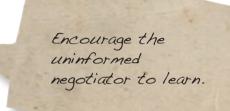
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product or service. And it always helps if you can provide testimonials from well-known individuals or reputable experts in the field.

It's also important to establish your credibility, experience, and qualifications. This may be obvious, given the company you work for and the position you hold. But an uninformed negotiator may need reassurance on this matter. Offering references and contact information from previous clients or customers can be helpful. Visibly displaying in your office awards, degrees, media articles etc., which highlight your success and expertise, is always a good idea.

When you've done your best to bring the other party up to speed, ask them if they have any questions and if there is anything else they need to know. If they have no questions and seem to understand, then they can now make an informed decision. At this point, it's time to close the deal, if you can. If they're not ready to make a decision—perhaps they simply came to do research and get more information—suggest scheduling a follow-up meeting. Whether or not they agree, thank them for coming, and leave them with supportive documentation such as flyers or product descriptions, your list of references with contact information, and, of course, your business card.

If they do come back, it is a very good sign. You will have a personal connection that will allow you to pick up the negotiation in midstream and, hopefully, move it to a successful deal.



Conclusions: Dealing with negotiating personality types

These 26 types of negotiators are not a finite list but should cover many of the negotiators you come across.

You may encounter many types of negotiators in the course of living, or over the course of a negotiating career. It helps to understand various types and **know how to deal** with them in specific ways. But, just as important, it helps to understand that these various types **are also people** who want respect, admiration, or acknowledgment, understanding, and support, along with the rewards that come with any successful negotiation. These are the commonalities you will share with most of the people and personalities you meet across the negotiation table or in life. The **commonalities**, more than the differences, are the **human glue** from which meaningful connections are established, the timber from which bridges that unite are built, and the familiar elements that can quickly turn strangers into allies, partners, and friends.

We cannot accomplish all that we need to do without working together.

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Get ready to jump into round 3 of how to be a great negotiator!

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Use this space for notes on Section 2:

SECTION 3

Basic Body Language Skills for Negotiators

Do you speak body language?

Various theories estimate that fifty-five to ninety percent of human communication is nonverbal. Even if you accept only the lower figure of fifty-five percent, you will conclude that to become a great negotiator you must learn how to "read" and "speak" body language – that is, to interpret what others are saying nonverbally. Equally important, you must know how to communicate, and what you are communicating nonverbally to others, at any given moment in a negotiation.

From hair on the head down to the toes, the body speaks both loudly and subtly, revealing a person's true feelings and intentions. These body language signals usually appear in combinations, and must be viewed together to be read correctly. Facial expression, body posture, and the position of arms and hands may all be part of one's total communication in any moment. For example, clenching a jaw, narrowing the eyes, frowning lips, and a clenched or lightly closed fist denote anger or hostility, and are possibly a prelude to a strike. And, of course, verbal cues are always significant, whether or not they clearly communicate a person's actual thoughts and intentions.

Background to Nonverbal Communications

For over ten million years humans have evolved and survived by adapting to their changing environments. A key concept in Charles Darwin's Theory of Evolution is "survival of the fittest." At the most basic level, "fittest" does mean being fit, healthy, and in shape. Exercising, being strong and tough, as well as eating right and taking care of your body, increase your chances of survival and longevity. Alligators, crocodiles, and sharks have survived for millions of years because they are the "fittest" species in their domains. But the "fitness" for survival Darwin described also includes adaptability, the capacity to "fit" into an evolving, changing environment. The adaptable cockroach is also millions of years old. But adaptability also includes intelligence – a capacity to understand, respond, and change to meet the challenges of life over time. Man, the most intelligent animal, has not only survived, he has also come to dominate the natural world to a remarkable degree.

So, the person you are, and the person or people you are negotiating with, are the product of over ten million years of intelligent adaptability that has fitted them to survive the daily business we call life.

Listen with your body, eyes and heart, as well as your ears.

Everything we do is an adaptation response intended to improve our chances to survive, succeed, find happiness etc. Even our efforts to appear and to be kind, courteous, caring, humane, gentle, polite, cultivated, and sophisticated serve these basic human drives. We may have evolved far beyond our raw-meateating forebears whose primary form of communication, besides grunts and other inarticulate sounds, was nonverbal. But that sophisticated veneer is only skin deep and, if we are pushed too hard, or if sudden danger or crisis appears, we instinctively revert to our primordial fightor-flight responses.

So, regardless of our apparent sophistication, most of our communication is nonverbal, largely subconscious or unconscious, and utterly unsophisticated. A very small fraction of nonverbal communications are conscious and intentional. Conversely, the majority of our spoken words are consciously designed to communicate a specific message that may be true or false, or to hide something we don't want to reveal.

In every negotiation, nonverbal cues communicate important information that the other party isn't telling you in words, and that may even contradict what they are saying verbally. If you don't understand body language, you will miss these important cues, and may be misled by spoken words designed to manipulate you.

Experts in body language have identified some 250,000 facial expressions which have specific meanings. No one can distinguish that many different expressions, but you can recognize enough basic gestures, cues, and expressions and their meanings to get the gist of what someone is "saying" nonverbally in the course of a conversation or a negotiation. Excellent books dedicated to understanding body language easily can be found through a simple Internet search.

Any particular gesture can have varied meanings that depend upon the context of the entire body language—posture, facial expressions, gestures of hands or arms, etc.—in which they are expressed. So, interpreting particular gestures requires the use of the intuition as well as the mind.

It's worth noting that women tend to be far more sensitive and subtle in nonverbal communication, both in expressing it and understanding it. Their intuition is generally more developed than most men's. Men often miss the subtleties of a woman's eye messages, whereas most women can often read a man like a book.

What follows here is a brief "Cliff Notes" synopsis of the more frequently used body language cues, gestures, and signals. For convenience and order, we start with the top of the head and progress downward to the toes.

Upper body

Hair

The style, cut, grooming or nongrooming, and uncleanliness or noncleanliness of hair often indicate what a person is saying and feeling about themselves. Well-groomed, clean, appropriately cut and styled hair generally indicates a person with good self-esteem, or who is at least responsible for his or her appearance and is trying to make a good impression.

Very **short hair**—traditional warrior or military haircuts—may indicate an aggressive, determined, strong, even rebellious personality in men and women. It may also indicate an athletic lifestyle. **Long hair on men** may also indicate rebelliousness, rejection of conventional norms, and a nonconformist attitude. Long, unkempt hair on men may indicate unreliability or poor self-image.

Women who periodically toss their long hair back or run their fingers through their hair may be saying, "Look at me and at my face – they are worthy of attention". Of course, they may also be trying to get their hair out of the way, but studies have shown the former rather than the latter to be the case in one-on-one meetings and even if talking on the telephone! Touching, pulling, or twisting one's hair may be a sign of uncertainty or

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frustration. Obviously dyed hair or a wig may show a person's insecurity and non-acceptance of themselves as they are, unless there is a medical need. Hair covering the eyes or face may indicate shyness, introversion, or a need to hide behind something. It may also signal possible distrust or deception.

The bare top of the head is usually only seen in males and rarely in females. A bald man may try to compensate for his lack of hair, possibly experienced as a source of embarrassment, by growing a small, well-shaped, and maintained beard. A bald man's manner of displaying, hiding, or compensating for his baldness is also a nonverbal communication.

A bald man with no facial hair or with eccentric facial hair—especially one who shaves his head—may be aggressively displaying his baldness to "get past" any sense of shame or inadequacy he may feel. An "aggressive display" of baldness may translate into other forms of aggressive social behaviors or indicate an aggressive personality style that may be a factor in a negotiation.

A bald man who grows his hair long on one side and combs it over to "hide" the baldness can indicate someone using denial to cover insecurity. A man with a **receding hair-line** or thinning hair who does not stylistically compensate for hair loss

may be totally accepting of his condition, and this may also indicate an accepting nature.

Forehead

The forehead responds to the major movements of the eyes. A quizzical or studious look causes the skin on the forehead to wrinkle or crease as the eyes express dismay or perhaps a hyperfocus on something of interest.

A **wrinkled forehead** caused by raised or lowered eyebrows, with an expression of surprise, indicates dismay or skepticism relative to what is being said or done.

Perspiration on the forehead is often a sign of nervousness, arousal, inner energy, exhaustion, or heat. Perspiration in cool or cold temperatures may indicate fear. Wiping perspiration away from the forehead may be a sign of relief or fear.

A knotted or tense forehead may indicate general tension, preoccupation, anxiety, determination, or aggression. The possible diverse meanings of particular nonverbal cues can be determined by the other accompanying body language of the eyes, face, and posture.

A relaxed forehead and eyebrows may indicate general calmness and self-assurance.

The face speaks volumes about personality.

The Eyebrows

Eyebrows, the highly visible and expressive link between the eyes and forehead, also have their "say." **Lowered eyebrows** may indicate mistrust, disapproval, disappointment, annoyance, anger, or aggression. Subtle differences of meaning are indicated by the intensity and expression of the eyes and face.

Raised eyebrows can be responsive or reactive, expressing openness, delight, dismay, surprise, or relief. Raised eyebrows also signal attention or willingness to speak.

Raised eyebrows widen the eyes, making you more energetically present, visible, and available. A single raised eyebrow denotes a quizzical look of superiority enquiring whether the facts or opinions expressed are relevant, truthful, or valid. A single eyebrow raised toward an individual in a group can also express an amused, conspiratorial camaraderie. When the eyebrows are knitted together, they show focus and concentration.

The eyebrows knotted together and the forehead lifted indicates alertness or vigilance. Eyebrows quickly raised and lowered are a silent recognition or greeting. Slow or exaggerated raising of the brows shows incredulity, skepticism, or disbelief.

Eyebrows contribute to your facial expressions.

Nose

If the nose is pushed upward by the raising of the top lip, this has the effect of wrinkling the nose while flaring open the nostrils. This sign of displeasure says "something isn't right here; something stinks." Sniffing can also be a form of nose-wrinkling.

Gently rubbing or **pinching the nostrils** between thumb and forefinger, and touching the nose in general, especially the tip, expresses reluctance, resistance, or a feeling that something is "off" or disagreeable.

When someone "peers down his or her nose" at the other person, it generally indicates veiled contempt or distaste, a sense of one's own superiority, and the other's inferiority. A similar gesture of perching one's glasses low down on the nose and peering at the other person above the top rims also indicates condescension and a sense of being right or superior.

Flared nostrils allow more oxygen and energy into the brain and body. This gesture is an instinctive response to a sense of potential threat or danger, or a prelude to the fear or anger adrenaline rush of a fight-orflight response. Recognize that the person making this gesture may be in a hypervigilant state of wariness, mistrust, anger or fear. This can signal a need for you to be a calm or soothing presence, as any signs of pushiness or aggression will only increase the other's perception of danger,

making him or her less amenable to reasonable dialogue and more likely to react with impulsive emotion.

Eyelids and Eyelashes

The eyelids and eyelashes protect the eyes from dust, debris, and perspiration. The eyelids spread the lubricating tears and other secretions on the eye's surface to keep it moist, as the cornea must be continuously moist, even during sleep. The blinking reflex protects the eye from foreign bodies and dryness.

The **blinking rate increases** when concentration is needed and clear eyes are required. The blinking rate also increases when there is stress, nervousness, irritation, agitation, impatience, or extreme tiredness. Excessive blinking indicates increased thinking, stress, and strain. It can also indicate a need for greater clarity, or be an attempt to block out another person due to boredom or disinterest – or a desire to "wipe away" what is in front of you. Winking is an intentional process that may indicate approval, affection, flirting, or some form of conspiratorial intimacy.

People in rapport with you are likely to blink when you pause during speaking. Sometimes a female listening or talking to a male she likes may lower her head, raising her eyebrows, and blinking in a slow or fluttering manner. This flirting gesture can appeal to a protective instinct in some men.

The acceptable blinking rate is a blink every ten seconds or so. If the blink itself is much longer than a split second, the other person may be signaling that he or she is bored or impatient and wants to shut you out.

Closing the eyes indicates the need to shut off what is being confronted. It may also be a sign of intense concentration in order to visualize something without interruption.

Eyes

Entire books have been written about the power and meaning of eye contact. Here we will describe only major variations that are important to be aware of when you are in the midst of negotiation.

The emotions one often can read from "eye language" are signalled by four muscles surrounding each eye which automatically respond to the brain's messages, especially when the brain senses surprise, fear, and anger. At such times these muscles react by opening the eyelids wider to allow a more complete visual field. The enlarged whites of fear-widened eyes due to the opened eyelids is a human alarm signal, and is absent in most monkeys and apes. There is a theory that man's evolution required the whites of the eyes to be developed as a contrast to the dark pupil for easier silent signalling to each other during hunting or war parties, or when silence was required when

hiding from danger. Thus, when you see someone's eyes open and widen so that the whites can be seen all around, you can be sure that they are surprised by what they are seeing or experiencing.

Annoyance or assertiveness is indicated by **intense staring**, glaring, and lack of blinking, which causes the forehead skin above the eye socket to contract and appear to bunch up. A prolonged, **unblinking stare** or glare, especially when the brows are lowered and the eyes are narrowed, indicates anger or aggression.

Eyes looking down, avoiding eye contact, may indicate discomfort, dislike, aversion, and a wish to avoid personal contact. Eyes looking up and off to the side indicate thinking, reflection, or a search for clarity of thought or the right word.

Eyes that seem to stretch open and "light up" when one's lips stretch and part indicate a genuine smile of appreciation or affection – a "happyto-see-you" look.

Pupils

The diameter of the pupil changes automatically, depending upon the intensity or luminance of light that falls on the retina of the eye. This allows the pupil to contract protectively as light intensity increases, and to expand in diminished light to allow more light in.

The dilation or contraction of the pupils, independent of physical lighting conditions, reflects an emotional response to what is being seen. When someone is **positively excited**, when he or she genuinely likes what or whom he or she sees, that person's pupils can enlarge up to four times their normal size. When you look at someone with "big eyes" of acceptance and affirmation, it often triggers a similar "big-eyed" response in them. This expanded pupil effect makes the eyes seem to "light up" with warmth, joy, enthusiasm, or affection.

Conversely, when angry or displeased, the pupils contract in a "beady-eyed" look that gives an impression of coldness, aloofness, or disapproval. Being on the receiving end of either of these looks is an entirely different experience. And, these are instinctive and unconscious responses that cannot be muscularly or willfully controlled.

Your eyes will always be closer to your soul than to any other part of your body except the heart.

Sorin Cerin 1963–

Eye Contact

People in European countries maintain eye contact, on average, about sixty percent of the time. When listening, their eye contact increases to seventy-five percent of the time. And when neither party is talking, they maintain eye contact around thirty percent of the time. The average "look" lasts some three seconds while talking or listening, and one second on average in silent periods.

In certain Eastern countries and some South American countries, prolonged eye contact between men is a sign of disrespect and aggression, while direct eye contact between men and women is regarded as inappropriate outside the context of courting.

In the West in general, maintaining eye contact beyond the average of sixty percent, and increasing it up to seventy-five percent, enhances your relationship with the other person, provided this eye contact is "soft," neutral, or friendly.

Prolonged "hard" or unfriendly eye contact is clearly aggressive in nature and inappropriate in a friendly negotiation. A hard, menacing stare may be necessary as a warning to someone who is behaving inappropriately with you. But it is generally "enemymaking" in its effect.

In a work relationship where there are structures of management, longer than average eye contact by a person of superior ranked is an assertion of

authority; it implies "listen to me; I'm the one in charge here." In a finely balanced negotiation where power ebbs and flows between parties, lengthening and firmly holding eye contact can shift the balance of power, giving the one initiating the eye contact the slight edge.

To avoid appearing threatening in a negotiation (unless being threatening is required), focus your eyes on the items involved in the negotiation, such as sales literature, plans, agreements, and the like. Ideally, both parties focus on the same item; this creates a sense of common purpose or consensus.

Timid, afraid, and uncertain people tend to have low self-esteem and to maintain a low level of eye contact. People with deep insecurities and psychological problems often maintain minimal or even no eye contact. When negotiating with such people, keep the focus on an object where they will feel less threatened and more secure in their negotiations with you.

If you tend to be a timid, insecure, or troubled person in negotiations, either work to build up your self-esteem, self-confidence, and self-worth, or find another line of employment away from the front lines of negotiation. Or, if you can afford it, hire a professional negotiator to act on your behalf.

The following are some meanings of various expressions and gestures of the eyes:

1 Eye-widening/Coyness

Raising eyebrows and eyelids in surprise or lowering the head and looking upward denote vulnerability and submissiveness. This is sometimes used by women to attract or manipulate men. By appearing weaker and

more vulnerable, and thus encouraging the man to feel stronger and "looked up to," the hope is that the man is more likely to behave in a gentlemanly and protective manner.

- 2 Looking up When eyes look upward, it's as if they are looking to the brain to create a picture of something or to remember a picture from one's memory bank. Usually eyes up and to the left are trying to access a memory, and eyes up and to the right are trying to create a new picture or understanding.
- **3 Looking downward** This can be a sign of submission or may indicate guilt or fear, as in being "unable to look someone in the eye." Looking down and to the right is usually a sign of trying to deal with internal emotions, while looking down and to the left is more likely to indicate talking to oneself.
- 4 Looking sideways A sideways glance could indicate lack of interest in what is being said. It could be a wish to leave or flee, the scoping out of an exit. It could be a secret

glance, expressing an interest in the person in the line of vision to the left or right. It could be a nervous gesture, revealing uncertainty about one's competence or what is being said. It could be a furtive or conspiratorial gesture or even a hostile or skeptical gesture, if accompanied by lowering eyebrows and a downturned mouth. Usually one looks to the left to recall a sound and to the right to imagine a sound.

5 Gazing, Glancing, Staring Gazing can easily be misread due to its various meanings. A direct gaze usually has its focus in an inverse triangle with the base as a line between the eyes and the apex at the lips. More intimate gazing, although not usual in negotiations as contemplated as the scope of this book, will be in a much larger inverse triangle, from between the eyes to the chest and, from a distance, down to the groin.

A prolonged, unblinking look or stare, without speaking, is a gesture of control or intimidation. If you want to intimidate someone, then look at a triangle with the base between his or her eyes and the apex on the fore-head above the eyebrows. To really intimidate someone, emulate the predatory animal about to strike its prey. Narrow your eyelids, lower your eyebrows, focus with an unblinking stare, and remain still, letting your eyeballs follow the "target," if it's moving; then allow your head to

move while keeping your body still and alert in an attack position.

A direct gaze into the eyes of the other person can indicate genuine interest and openness. But people who are lying or have a covert agenda that goes against your interests will often use a direct gaze to simulate openness and honesty. As with all expressions and gestures, you must use your mind and intuition to discern the meanings in any particular case.

Glancing at someone or something may indicate simple curiosity – checking it or the person out. Glancing repeatedly may often indicate an interest one is currently unable to pursue.

Staring may indicate shock, anger, disbelief, surprise, or an effort to process or come to terms with unexpected information or emotion. Staring off into space may indicate reverie, reflection, or simply "spacing out."

Squinting, if not due to strong sunlight or glare, indicates uncertainty and evaluation.

Rubbing the eyes may indicate tiredness or the need to protect oneself from seeing.

Shielding the eyes denotes protection from anticipated danger.

6 Eye-sweep People generally want to assess you first by "taking you in" with an eye-sweep. They want to see who they are about to interact with. If they are not given a few seconds to assess you and obtain

an initial impression, they may be distracted and less than attentive to your words as they furtively keep trying to size you up.

It's good to find something simple to do in those precious few seconds after the initial introduction or handshake greeting is over in order to allow them to do their eye-sweep unobserved. If practical, look to be seated and take a few moments to arrange your seat or your bag, briefcase, laptop case etc. Once they've done their "sweep," they can pay full attention to what you're saying.

Color of the Face

A person's face turning pink or red usually indicates an emotional response such as excitement, embarrassment, or anger. But it can also indicate a serious physical or health problem occurring. A person's face turning pale or white may indicate shock or surprise; and it may indicate a physical or health problem too.

Cheeks

Touching the cheek with the fingers or both hands flat often indicates shock, dismay, or horrified surprise.

Chewing the inside of a cheek shows uncertainty and nervousness. Pushing the tongue against the inside of the cheek denotes preoccupation or pensive thought.

The cheeks blown out with a forceful exhalation indicate exasperation and uncertainty, or perhaps relief after a lucky break or escape.

Red cheeks often indicate embarrassment, humiliation, or, perhaps, anger.

Lips

Lips, the opening of the mouth and the vehicle for speech, often signal what a person is thinking but not saying. The natural relaxed position of the lips indicates that the person is calm and relaxed.

When the lips are **parted slightly**, the person may want to speak or have something to say.

Slightly parted lips, especially if licked by the tongue, can be a strong flirting signal, especially if good eye contact is made simultaneously.

Lips **moving slightly** in the shape of words may indicate an urgent desire to speak, or that the listener may be following the other party so intently that they are unconsciously repeating their words.

Lips **closed and moving up** and down, the bottom lip sucked in, or the chewing or biting of the lips generally indicate nervousness, agitation, apprehension, or fear.

Rolling of the lips in a "smoothing-the-lipstick" gesture, can be a signal from a woman that she

wants to appear attractive or else she may really just be smoothing out her lipstick. However, if this gesture is accompanied by a lowering of eyebrows, it more likely shows uncertainty or disapproval.

Lips **squeezed shut** and flat express tension, frustration, or disapproval, or a repressed desire to say something.

Lips **sucked in**, known as pursed lips, express tension, annoyance, frustration, and disapproval, as in "I'm not swallowing that!" Pursed lips also indicate that one may be "biting his or her tongue" to avoid verbal expression of difficult or unpleasant feelings.

Puckered lips, when not made in a kissing gesture, indicate thoughts of doubt and uncertainty, or reflect an effort to figure something out or come to a decision – even more so if an index finger touches the puckered lip.

The **top lip protruding** over the bottom lip, with or without the bottom lip being bitten by the lower teeth, indicates a feeling of guilt, being caught out, or put on the spot.

The **bottom lip protruding** over the top lip indicates an ambivalence or uncertainty that one is reluctant or unwilling to express.

The bottom lip **jutting out** in a pout indicates childish petulance at not getting what one wants.

A **twitch** in the corner of the mouth shows negative thoughts of disbelief

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and expresses a passive form of cynicism.

The corners of the mouth **turned upward** could be the beginning of a smile of pleasure, happiness, or amusement.

The corners of the mouth **pinched** or **flattened** express tension or a grimace of dissatisfaction.

The corners of the mouth **turned down** denote unhappiness, disapproval, sadness, or a sense of being burdened.

Mouth

The mouth is used to do many things – breathing, speaking, singing, eating, drinking, smiling, smirking, laughing, yawning, kissing, whistling, and more.

The mouth assists the nose in inhaling and exhaling, often in expressive ways. A deep sighing or exhaling breath generally denotes boredom, sadness, or frustration. Deep or slow nasal breathing indicates someone who is calm and peaceful. Yawning shows tiredness, boredom, or simply a need for extra oxygen to maintain one's energy or concentration.

Someone who mumbles or talks under his or her breath may have low self-esteem, or may be afraid to express him or herself fully on a particular point or situation. Someone mouthing words to him or herself may be silently expressing dis-

pleasure, a contrary point of view, or may be feeling an urgent need for expression.

Overenunciating or overemphasizing words may indicate annoyance or frustration, or possibly a person who is fastidiously precise in his or her communication. Or, they may be British!

Smiling

A smile is an automatic, instinctive response. Babies born blind begin to smile at the same time as babies who have sight. A genuine smile is an involuntary response to genuine happy emotions. A genuine smile lasts from a half a second up to four seconds.

Not every smile means "I feel pleasure." Some smiles are perfunctory, deceptive, manipulative, or insincere. A forced or insincere smile involves the mouth, but not the eyes. You can tell a fake smile from the eyes, which may glisten with intensity, but do not sparkle with genuine pleasure or happiness.

A **full smile** with lips open wide, teeth exposed, and eyes sparkling conveys happiness or joy. The same gesture without eyes sparkling may be a nervous social gesture expressing insecurity or the desire to be liked or reassured. The same gesture with the eyebrows creased and slanted downward, the eyes narrowed and

staring intensely, may be an animalistic snarl indicating rage and possible attack.

A **full smile** with lips together may be a forced smile for the sake of social convenience that masks personal reservations or conflicted feelings.

A woman who is feeling uncertain and smiles at a man, may be seeking reassurance, support, or protection. A man or woman who smiles through uncertainty is either feeling supremely confident in the face of a challenge or is covering up feelings of inadequacy or insecurity.

A **twisted smile** is a combination of a smile and a frown, indicating sarcasm.

Laughter

Laughter can express amusement, joy, or pleasure; it may also express nervousness, self-consciousness, or embarrassment. Different types of laughter express various feelings and can delineate distinctive personalities and character traits.

A titter, giggle, or gentle laugh indicate a shy, self-restrained, or cautious nature with a sense of humor. A louder laugh with a grin shows a person more at ease in social settings and comfortable in his or her own skin. Backslapping, gregarious, booming laughs are usually exhibited by masculine extroverts comfortable with fully expressing themselves aloud but

may also be a form of compensation for some hidden insecurities.

Tongue

A tongue pushing against a cheek or prodding the inside of the upper closed lips generally indicates pensive thought.

Licking the lips can indicate nervousness, anticipation, or a desire for what is seen or foreseen. **Sticking** a tongue **out** can be a sign of great displeasure reminiscent of childlike behaviour.

Teeth

People who grind their teeth could be suppressing anger, fear, or frustration. **Tapping** or rubbing one's teeth with a finger or chewing a fingernail, pen, or pencil, may indicate pensiveness, annoyance, or boredom.

Chin

The chin's nonverbal messages flow from such actions as sticking your chin out in defiance or risk-taking, holding your chin (and head) up with confidence and self-esteem, or tucking your chin in a gesture of caution, submission, self-protection, or nonparticipation.

Beards and mustaches are nonverbal communicators as well. An immaculately trimmed mustache

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and beard show an egotistic, proud, or meticulous person who is very image conscious. An unkempt beard and mustache show a person who is a nonconformist, or who is perhaps unconcerned with appearances and who doesn't care what anyone thinks of him. At least that is what he is trying to communicate but deep down he may very well be hyper concerned about criticism and uses the so called nonconformist approach as a protective measure and deflector against such criticism.

Jaw

The jaw muscle is the strongest muscle in the body. The jaw is the physical gatekeeper to your inner body, and figurative gatekeeper to what you accept from other people's minds.

Jaw clenching generally indicates unexpressed frustration, resentment, disagreement, or dissatisfaction. A tensed jaw muscle in a negotiation indicates non-acceptance of what is being said or of what is happening. (If you see the other party's jaw tensed or clenching, ask if there's something they're not happy with. If their issue isn't resolved, the negotiation is unlikely to succeed.)

Head Movements

The movements of the head are mainly controlled by the neck muscles. The lowering of the head while gazing down generally indicates submission or remorse. Dropping the head also protects the neck and larynx from possible damage.

Lowering the head while looking up at another person can be a form of flirting or a gesture of caution by someone who doesn't trust a person and thus is not willing to take his or her eyes off that person.

The head lowered in a **short**, **nodding motion** is a friendly or neutral sign of acknowledgment or acceptance.

Slumping of the head may show exhaustion, frustration, or signal resignation that one is not getting through to the other person.

A slight **raising** of the head and, possibly, the eyebrows to focus on someone or something shows interest.

An **upward jerk** of the head can show alertness, querying something unexpected.

Tilting the head back so that the eyes are looking toward the ceiling may indicate boredom, or the person may simply be pondering what has been said.

The head **cocked or tilted**, with one ear raised higher than the other, indicates an intense inner focus, or an attempt to focus on a particular sound.

Tilting the head to one side is usually a quizzical gesture or indicates trying to see from a new perspective.

Consider the position of the head.

We've all seen the classic image of curious cats or dogs quizzically tilting their heads to observe whatever has caught their interest. Tilting the head also indicates the willingness to look at things differently, from another angle.

A **tilted head with an alert gaze**, supported by an open palm of the hand and fingers, indicates prolonged interest; or it may, with a listless gaze, indicate boredom and tiredness.

The **up-and-down nodding** of the head indicates willingness, acceptance, understanding, approval, or agreement. A slow, small, or tentative nod is a cautious signal showing uncertainty but willingness to continue listening. Nodding accompanied by a smile indicates the above sentiments with good will or good humor included. The intensity, pace, or depth of a nod indicate the degree of these sentiments.

A single nod to another person, often with eyebrows raised, indicates that the other person may now speak.

Shaking the head from **side to side** indicates non-acceptance, disapproval, or disbelief. As with nodding, the intensity of the shaking motion indicates the intensity of the sentiment.

People trying to convince you to reject something, from personal motives or because they believe it's in your best interests, may shake their heads to influence your decision. Tentatively shaking the head at a tilted angle shows uncertainty in the negotiation and indicates the need to hear more before deciding on the matter.

If someone is speaking in the affirmative while shaking his or her head in the negative, trust the nonverbal cue, as he or she probably doesn't believe what he or she is saying.

The **head held erect** in a fixed position is a posture of regal strength or authority, disdaining the need to show agreement through nodding or disagreement by shaking the head, thus stating that the party is unable to be dissuaded or influenced in any way. This posture says, "I'm in charge and I'll make the decisions." This posture becomes even more authoritative when accompanied by a fixed, unblinking stare.

Touching Head and Face

Touching one's forehead or face

with the palm may indicate uncertainty, anxiety, fear, dismay, or feelings of aloneness or rejection.

Touching the forehead in a "minisalute" is a gesture of respect, support, camaraderie, acknowledgment, encouragement etc.

Touching the forehead above the center point between the eyes, or resting a finger or fingers there, indicates contemplation; slowly rubbing the forehead with the fingertips of both

hands, as if gently massaging the mind or brain, indicates contemplation or weariness.

Touching or **tapping the head** while looking nervous or anxious may be a sign of regret.

Deliberately touching the front part of the head with an index finger says: "I'm smart," or even "I'm smarter than you!"

Holding onto the top part of the head towards the back, with one or both hands, shows dismayed resignation in the face of an expected loss or opportunity missed.

Using the fingers of one hand to touch the front or center of the head shows a form of thinking and planning, but using the fingers of both hands, with eyes downcast, indicates acceptance of loss.

Touching the forehead with the fingers of one hand shows thoughtful concentration.

Touching the forehead with the fingers of both hands shows dismay and intense concentration, perhaps indicating an attempt to find a solution to a crisis or way to extricate oneself from a difficult situation.

Touching or **stroking the temple** with the fingers is a sign of contemplation. Rubbing one or both temples in circles with the fingertips is a sign of stress or anxiety, or an effort to relieve a headache. Clasping the temples between the palms, or running the palms back across the temples as if

smoothing the hair, is also a sign of stress and an effort to relieve it.

Rubbing or **covering the eyes** with the palms shows tiredness, uncertainty, disbelief, and a need to take a break prior to investigating the situation further to gain greater clarity.

Touching one eyebrow with a thumb and forefinger and pulling on the eyebrow hairs indicates uncertainty but with an acceptance to hear someone out before making a final decision.

Rubbing the eye sockets below the eyes shows the need to maintain focus and also tiredness and a need to relax one's focus.

Hands over one or both eyes indicate not wanting to see anymore – a sign of rejection.

Touching the bridge of the nose with the thumb and index finger shows intense concentration and an attempt to focus – do not interrupt under any circumstances!

Placing a thumb and forefinger on the bridge of the nose in a pinching gesture can indicate a desire to concentrate and evaluate the matter at hand. It can also indicate weariness, uncertainty, or doubt. This gesture made with eyes downcast indicate something being mulled over.

Pensively touching the nose signals doubt, uncertainty, or needing to think, judge, or decide. Touching the nose can also indicate lying, as increases in blood flow cause tingling in the nose.

Touching the ear is also a signal of uncertainty – wanting to hear more before deciding. A hand over one or both ears means that they have heard enough – a sign of rejection.

Touching an earlobe is a sign of reflective thinking and pensiveness. Stroking an ear could be a sign of deliberation, distraction, or boredom.

Stroking the "mustache area" (typically a male gesture) shows pensiveness and ambivalence, and is a sign of not wanting to speak or disagreement with what is being said.

A semiclosed hand on the cheek with forefingers resting on the side of the eye indicates a process of evaluation of the situation.

Stroking the bottom lip with the thumb and forefinger coming in to meet in the middle of the bottom lip indicates growing certainty and readiness to speak.

Putting an **index finger thought- fully over closed lips** with the fingertip pointed up at the nose indicates the withholding of information.

Sucking on a finger or anything else shows the need for reassurance.

A hand covering a mouth could be a politely covered yawn or it might indicate surprise or shock, or even an effort to silence an involuntary outburst. It might also indicate a person who is reluctant to speak, withholding important information, holding in a secret, or who is suppressing an emotional reaction or communication.

Stroking the chin with the thumb and forefinger moving horizontally is a pensive, uncertain sign and like a miniature shaking of one's head.

Stroking the chin with the index finger above the chin and the thumb underneath the chin moving vertically, meeting on the jaw line, is a miniature form of nodding one's head and shows the possibility of acceptance.

Stroking the chin on the sides with the thumb and forefinger (or fingers) is a pensive gesture showing that the benefit of the doubt is being carefully weighed.

Stroking or holding the chin with the thumb beneath and the bent forefinger over the front of the chin indicates that a decision is about to be made.

Stroking a beard may be a gesture of thoughtfulness, distraction, arrogance, or pretension, depending upon the look in the eyes.

Leaning forward while stroking the chin, followed by folding the arms and crossing the legs, indicates that the answer is "no."

Touching the neck in the front and on the side with the fingers or fingers and thumb indicates uncertainty, apprehension, and possibly fear.

Using an index finger to loosen the collar around the throat indicates

a sense of discomfort, a feeling of uncertainty, or possibly fear which constricts breathing.

Propping up the head with one hand supported by an elbow on a table or desktop indicates tiredness, boredom, or reasoning thought. It could also indicate exasperation, if accompanied by a shaking of the head.

Covering the face with both hands and fingers indicates extreme dismay, horror, or a sense of being overwhelmed by shocking news.

Throat/Neck

If someone is persistently moving his or her neck to **alleviate a crick** in the neck, he or she could be signalling disagreement with what he or she is hearing or seeing.

Increased swallowing indicates nervousness, fear, or embarrassment.

Putting a hand up to one's throat indicates feeling anxious, vulnerable, or threatened.

Lightly touching the front of the neck when someone else is talking might show concern or sympathy for what is occurring or being said.

Tensed neck muscles indicate stress or agitation. Squeezing or rubbing the side or back of the neck also indicates a need to soothe or relieve tension.

Gripping the back of one's neck in anger is an attempt to contain one's aggressive feelings.

Shoulders

The shoulders, when relaxed, are gently sloped. Shoulders raised upward indicate some form of arousal as a prelude to action. Raised shoulders with the head protruding forward indicate the need to protect the neck and larynx from possible danger, and is a possible sign of aggression.

Hunched shoulders are a sign of weakness, insecurity, anxiety, or fear.

Shoulders curved forward due to the crossing of arms show a defensive gesture indicating distrust, discomfort, or unease.

Shoulders held erect and pushed back are a sign of confidence and power; one is unafraid of exposing one's chest, believing that he or she is the stronger party.

Rotating the shoulders indicates stiffness, possibly from anxiety or tension, and an effort to relieve the tension. It could also be a looseningup motion as a prelude to an attack.

Shrugging the shoulders, especially in a short and abrupt manner, signifies "I don't know" and even "I don't care." If it means "I don't care," it could also be indicating uncertainty or lack of understanding, and also frustration or irritation.

Shoulders held low without hunching or shrugging show a relaxed and comfortable person whose arms can swing easily without stress. Leaning against something with either shoulder

also indicates a relaxed and confident person.

A person standing sideways with one shoulder pointing at someone indicates strong mistrust, and even a sense of physical threat. This posture narrows the "target" of the body, protects the vulnerable areas, and uses the shoulder as a shield.

The shoulders generally face in the direction a person wants to go. If a person's shoulders stay left or right of center, this indicates the direction he or she wants to go now, and will go once the other person stops talking.

Chest/Breasts

Pushing or thrusting a chest or breasts out is a sign of looking to gain favorable attention – possibly, "Look at me, I am desirable" in the case of women, and "Look at me, I am strong and desirable," in the case of men. Pushing or thrusting the chest or breasts while standing sideways or at an angle to the other party communicates the same message with greater emphasis.

Conversely, shoulders hunched forward with the chest or breasts withdrawn indicates insecurity and a wish to vanish and not be seen.

The most important thing in communication is hearing what isn't being said.

Peter Drucker 1909–2005

Breathing

The breathing movements and rhythm of the chest indicate the depth or shallowness of breathing. Slow breathing indicates calmness and composure. Rapid, shallow breathing indicates anxiety, panic, being out of breath from exertion, or, perhaps, poor health.

let's recap:

- the upper body includes everything from your hair to your facial expressions to your chest
- gender should be considered when assessing another person's hair
- the forehead and movement of the eyes work together to express dismay, hyperfocus, scepticism, tension, anxiety, determination or aggression
- calmness and self-assurance are communicated when the forehead and eyebrows are relaxed
- consider whether the person is looking down their nose, flaring their nostrils, or rubbing or pinching them between their thumb and forefinger
- eyes are a powerful means of communication
- the length of time for which an individual maintains eye contact is culturally-dependent and also expresses emotions
- the colour of the face indicates the person's state of excitement, embarrassment, anger, shock, surprise or a health problem
- lips often signal what a person is thinking but not saying
- different types of laughter express various feelings and can delineate distinctive personalities and character traits
- pushing or thrusting a chest or breasts out is a sign of looking to gain favorable attention and shows confidence

Lower body

Stomach

A flat stomach or belly may indicate self-discipline, while a large, protruding belly may indicate the opposite.

Hands covering the belly while standing is a self-protective gesture indicating insecurity or fear. Hands folded over the belly while seated show comfort, non-aggression, or evidence of peaceful intentions.

Arms

In general, the arms and the hands are the most expressive parts of the body after the face. Arms can be open, closed, crossed, expanded, raised, lowered, extended outwards, or pulled back. They can hug, push, pull, squeeze, block, cover, wave, flail, or create a formidable barrier.

- Arms relaxed and to the sides in an open gesture show vulnerability, openness, trust, and a relaxed attitude.
- Hands on the hips with elbows pointed outward are a sign of confidence, aggression, power, or determination.
- Arms stretched out and forward at a ninety-degree angle, with palms tilted upward, is a welcoming gesture of friendship.

- An arm or arms extended forward with palms open and facing forward is an unfriendly or warning gesture meaning "Stop, come no further."
- Raising the arms with palms facing inward and upward is a gesture of frustration, uncertainty, or helpless exasperation, indicating, "I don't know!" or "I give up!"
- Raising an arm with elbow bent and fist clenched at shoulder or face level may be a gesture of strong or passionate emphasis, or an aggressive threat.
- Lowered arms in a relaxed posture indicates passivity, submission, openness, or peaceful intentions.
- Lowered arms in a tense posture, perhaps with chest thrust forward and/or fists closed, is an aggressive/defensive gesture.
- An arm half-extended, palm up, is a request for your attention. Both arms half-extended, palms up, express a stronger plea for your full attention and empathy.
- Arms half-extended with elbows bent and palms facing upward represent a non-threatening gesture – often a signal that one wants to comfort or protect the other person.

Be aware of how you place your arms.

There are various crossed-arm gestures. Any degree of an arm or arms crossing the body is a protective gesture. Even casually holding an elbow with the opposite hand, holding onto a button or cufflink, holding a purse or briefcase in front of the body, etc., all indicate a form of apprehension or anxiety. As a general rule, the stiffer the gesture, the tenser the body and face, and the greater the area covered or enfolded by the arms, the stronger the signal of aloofness, mistrust, anger, or perceived threat. Research has also shown that people who cross their arms block out a substantial part of what is being said to them.

Arms crossed over the chest create a protective shield. This gesture can be a sign of emotional reserve, of withdrawal due to lack of sympathy, or of stern disapproval. It can also signal impatience, having mistrust or reservations towards the other person, or indicate a desire to leave.

The arms covering any part of the front of the body or the genitals also indicate uncertainty, nervousness, anxiety, fear, or mistrust of a person or situation, or even fear of physical attack.

If a party's arms are crossed in a negotiation, they are likely feeling cautious, wary, skeptical, or negative. If their posture is stiff and they seem very reserved, shifting their attitude may be an uphill battle. If you

can find out and address the cause of their aloofness, progress can be made.

Holding **clasped hands behind** one's back shows superiority, confidence, or lack of fear.

Sitting at a desk with **arms open**on the desk reflects openness and sincerity. Sitting with elbows on the table says a person is relaxed and at ease.

Arms wrapped around a raised knee shows a barrier being put up.

Arms raised with elbows out and hands clasped behind the head is a sign of superiority, or confidence in one's position.

A person seated and slightly turned to one side, with an arm **hooked** over the back of the chair, may be showing a lack of interest and a willingness to get up and go.

In a negotiation, if you offer the other party a drink, if he or she sets the drink on the table in front of his or her drinking hand, this indicates acceptance or trust in you. But if the person sets the drink opposite his or her drinking hand, with arms crossing over to form a barrier, the person is not quite sure about you and what you are saying.

Love is always open arms. If you close your arms about love, you will find that you are left holding only yourself.

Hands

The position of the palm is important in the subtle power struggles involved in many negotiations. The initial greeting handshake identifies each party's perception of their power relative to one another. This is revealed by the position of the the palms.

The traditional **"vertical palm handshake"** indicates equality and mutual respect.

Someone who initiates a handshake with his or her palm **facing downward** or turns his or her palm down (and yours up) during the shake is making a gesture of control and dominance.

Someone whose **grip is stronger**, and who grips a little longer, is also asserting personal power and authority up front. Conversely, someone whose grip is **weak or limp** is displaying a passive or perhaps even passive/aggressive or non-cooperative temperament.

Clasping the other person's hand in a **double-palm grip** indicates genuine friendliness and even a special bond. Gently clasping the other person's shoulder with the left hand while shaking hands indicates familiarity or goodwill.

A **firm handshake** with good **eye contact** indicates a strong, confident person with clear intentions.

A medium or weak handshake, especially with ambivalent or dodgy

eye contact, says the person is less than confident, and perhaps less than straightforward.

Sweaty or cold hands may indicate anxiety; though they may also indicate health issues such as illness or poor circulation.

When the hands contradict the facial or verbal expressions, such as a wimpy, passive handshake with a big smile and hearty greeting, trust that the handshake is telling you something important that the smile and greeting are not.

The rolling of a pen or pencil or the restless handling of any object indicate boredom, impatience, nervousness, or distraction by unexpressed thoughts or issues.

Random touching of clothing, hair, cufflinks, etc., indicates nervousness or anxiety.

Tightly clasped hands indicate tension. Anxious hand-wringing shows vulnerability, high stress, and perhaps a childlike need for reassurance.

Upon meeting or to emphasize a point, briefly touching someone's elbow (for no more than three seconds) can enhance rapport.

Rubbing palms and fingers together may be a sign of anticipation, that one is pleased, or may simply be an effort to warm cold hands.

A person rolling or playing with a tie or touching shirt buttons is showing anxiety and nervousness. A person taking off his or her glasses to polish them may indicate positive evaluation.

Hands cupped together in an almost prayerful gesture while speaking usually indicate a sense of urgency or pleading.

Hands held apart shoulder width with palms facing up, as if holding a beach ball, indicate conviction, passion, or enthusiasm for what the person is saying.

Hands used to illustrate what is being discussed—for example, the size of a fish or the height of a person—are expressing only a literal meaning.

The palms turned up while speaking indicate openness, sincerity, or vulnerability.

Fingers clenched into a fist indicate firmness, commitment, or aggression.

A fist with an index finger extended indicates a severe warning.

Punching a fist into an open palm indicates a definitive opinion or decision, or perhaps a threat of violence. It may also indicate an aggressive or impulsive person who may leap to an opinion or into a situation without checking all the facts first.

Waving or shaking a fist at someone, or pointing or jabbing a finger at them, are clear signs of hostility, aggression, and even physical threat.

Punching the air or raising a clenched fist with one shake is a sign of success or triumph.

Hands covering eyes, ears, or mouth are a clear indication of not wanting to see, hear, or say something.

A hand or hands **covering any major sensitive area** of the body generally indicate vulnerability and a need for protection of that area. However, a hand covering the heart may indicate heartfelt feelings, or hands covering the belly may indicate fullness or contentment.

Hands resting on or pushing against the thighs while sitting denote the readiness to leave or the intention to get up and get moving.

A **hand slapping** against a thigh, like a jockey smacking a horse, may indicate impatience or a desire to get going. It may also indicate frustration with oneself for forgetting to do something.

An outstretched, upturned palm or palms is a universal sign of giving, receiving, or peaceful acknowledgment.

Fingertips pressed together with palms separated indicate pensive evaluation before reaching a decision

Hands kept out of sight, behind the back, in the pockets, under the table, or even sat upon indicate an unwillingness to participate and/or a reluctance to talk, but not necessarily an unwillingness to listen.

Hands used to preen oneself during a negotiation may indicate a desire to improve one's appearance or perhaps may indicate a weakness in that person's position and an attempt to distract the other party from the facts. However, picking real or imaginary specks from one's clothing while listening is saying: "I'm picking away at your point of view and am in disagreement with you." The gesture of cupping one or both separated hands illustrates weighing the importance of one issue relative

Fingers and Thumbs

to another.

The index finger or forefinger of the dominant hand is probably the most used finger of a hand. It can be used to point out directions; remonstrate in a heated discussion; point or wag aggressively; make a threatening, amusing, or inviting "come here" gesture; physically tap an object; or even prod another person.

The index finger **held upright** above the shoulder indicates either that a query is about to be made, that one knows the answer to a question, or can be a request for special attention or emphasis for what one is about to say, unless it is a signal for attention across a room or restaurant, as in "Waiter!"

The index finger **held up and extended authoritatively forward**

"Wait one moment," or "Stop right there!"

Drumming or tapping the fingers or fingernails on an arm or leg, or on a chair or table, signals impatience, restlessness, or irritation.

The **raised middle finger** is universal and needs no definition here!

The **crossing of the index finger** with the middle finger is a sign of hope.

Raised fingers fluttering in the air indicate uncertainty or could be a vague wave of greeting.

Someone who studies his or her fingernails while you speak has lost interest or is bored.

The thumb is the next most used digit. Pressing the thumb to the forefinger to create a circle with the other fingers extended is the equivalent of "thumbs up" for a good idea. It can also be an "all is well" or "well done!" sign or indicate agreement.

Rubbing a thumb and forefinger together, as if one is counting paper currency, indicates the need for money.

While **thumbs up** and **thumbs down** signify approval/acceptance and disapproval/rejection respectively, a thumb held horizontal with a small waggle indicates uncertainty, as in "the jury is still out."

Live a thumbs up life.

Hands in the pockets with thumbs protruding indicate someone who is confident, relaxed, or in charge of the situation.

A **semi-closed hand** with the palm facing upward and fingers held tightly together portrays a cup, and indicates holding or pleading for something important. A **more open cupped palm** gesture with loose fingers portrays a shallower dish, and indicates holding the concepts, ideas, or issues under discussion.

Legs and Feet

The stance of the legs, whether sitting or standing, indicates feelings of comfort or discomfort, weakness or strength, confidence or insecurity. The stance of the legs also generally indicates one's attitude toward a person or situation, and the direction one wants to go.

The **usual stance** is one of feet spaced at approximately shoulder width. A **wider distance** shows a need to be more stable or grounded, and perhaps to intimidate by appearing wider and more dominating. A **wide**, **strong stance** is a show of force, determination, or masculinity.

Standing with feet **close together** or touching indicates feelings of insecurity, inadequacy, or inferiority. A **closed stance with knees together** and the body at a **slight angle** leaning forward indicates these same feelings, with fear and caution added.

If **one foot is placed ahead** of the other in the stance of a fighter, narrowing the body's exposure, an aggressive/defensive connotation is implied. This is especially true if the arms are folded across the chest or are covering any part of the torso. This "boxer's stance" could also imply wanting to walk away from a boring conversation or monologue.

Sitting with legs opened generally indicates comfort. Sitting with legs **splayed out** indicates feeling completely secure and relaxed, usually in informal settings.

Conversely, someone who is insecure, anxious, or even fearful will **keep the knees together**, reducing the exposure of the genitals.

Crossing one leg tightly over the other above the knees indicates discomfort or unease.

One leg crossed **loosely** with a shin or ankle resting just above the knee can be a relaxed but self-contained gesture. The same position may also indicate a partial barrier and unresolved issues still to be attended to, but that the person seems relaxed enough to know that a solution will be found to satisfy both parties. The variations of meaning, as always, depend upon other factors, such as body posture, arm position, and facial expression.

Sitting with **one leg pulled back** and off to the side may indicate restlessness, a desire to leave, or a disinterest in the situation or conversation.

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Crossed ankles with the feet stretched out in front and the body leaning back is a relaxed, comfortable lounging posture. But the same crossed ankles with the arms folded over the chest and the body slightly hunched forward indicates tension, disapproval, or a reluctance to participate.

Crossed ankles with the feet tucked under the chair and the body and head leaning forward shows slight anxiety but a willingness to communicate. But the same crossed ankles with the body sitting upright or back in the chair with head erect indicates someone who feels on an equal footing but who has concerns that have not yet been addressed or resolved.

The **feet apart** and firmly planted side by side in front of the chair indicate alert or relaxed confidence, depending on whether the body is upright or leaning back. In the upright posture this may also indicate that the person has reached clarity and/or is ready to leave.

One leg placed in front of the other while sitting signals the need to get away.

The knees often point toward what or who interests the seated person.

A **bouncing leg** (or tapping foot) is a sign of irritation and impatience.

A **crossed leg bouncing** up and down, or with a foot "tapping" in the air, or with a knee moving up and down, shows impatience or a feeling of being trapped.

There are four ways, and only four ways in which we have contact with the world. We are evaluated and classified by these four contacts: what we do, how we look, what we say, and how we say it.

DALE CARNEGIE 1888–1955

Opening the thighs, exposing the genital area, is a sign of extrovertedness, dominance, and power. Closing the thighs, protecting the genital area, indicates lack of confidence or submission.

Placing both hands on the thighs while sitting erect and pushing the elbows outward create the impression of becoming larger and more dominant, and is sometimes an intimidating or threatening gesture.

Clasping or holding onto the knees while sitting is a protective gesture, creating a protective barrier and reducing the body's area of exposure.

When seated, the knee may move the lower leg and foot forward to indicate interest in what or who is in front of one – or backward, indicating disinterest or defensiveness. **Swinging the lower leg** and foot often indicates desired direction.

The feet may also point to one's focus of interest.

Tapping your foot, either on the ground, or while sitting with one's feet in the air, generally means irritation or annoyance.

Stomping a foot in aggravation and frustration is a clear signal that something is wrong and requires immediate attention to address.

Walking or **pacing** may indicate nervousness, anxiety, excitement, or deep thought.

Curling the toes, though not always visible, can mean restlessness, anxiety, or tension.

Unless the way we're standing or sitting prevents us from doing so, our feet will almost always point where we want to go or in the direction of something or someone we desire.

The body never lies.

Martha Graham 1894–1991

let's recap:

- the lower body includes your arms, hands, stomach, fingers, legs and feet
- hands covering the belly while standing is a self-protective gesture indicating insecurity or fear
- arms and hands are the most communicative parts of the body after the face
- crossed-arm gestures generally indicate apprehension, anxiety, mistrust, anger, perceived threat or withdrawal
- arms crossed over the chest create a protective shield
- hands are used to signify positions of power during negotiations
- the position of hands indicate passivity, aggression, dominance, subservience, level of control and intimacy
- handwringing reveals vulnerability and high stress
- hands may be used to emphasise the information being communicated
- the index finger or forefinger of the dominant hand may be used to point out directions, remonstrate, point, wag, tap objects, prod people or make a threatening, amusing of inviting aesture
- hands in the pockets with thumbs protruding indicate confidence, relaxation or power
- the stance of the legs usually indicate one's attitude toward a person or situation and the direction one wants to go
- sitting with open legs shows comfort whereas keeping your knees together may indicate insecurity, anxiety or fear
- crossed ankles with the feet stretched out in front and the body leaning back shows relaxation and comfort
- clasping or holding onto the knees while sitting is a protective gesture
- feet may point to one's focus of attention

Summary of Quick Signals Identifying Emotions Betrayed by the Face

Anger

Eyes wide and staring; furrowed eyebrows; creased forehead; nostrils flared for increased oxygen intake; tensed mouth with lips tightly pressed together; teeth clenched or bared; tensed jaw muscles; chin thrust forward; blood flowing to the face which appears flushed and red.

Anxiety

Eyes teary, darting, evasive, or looking nervously down; eyebrows tensed; forehead furrowed; head tilted down; dry mouth; trembling lower lip; compressed chin and clenched jaw.

Boredom

Eyes averted and "cold" or listless; face expressionless; slight grimace of lips; hands supporting weary head.

How you react emotionally is a choice in any situation.

JUDITH ORLOFF 1951–

Calm

Eyes soft and gentle; facial muscles, especially jaw muscles and lips, relaxed; slight smile of contentment.

Desire

Eyes opened wide with pupils dilated and large; head slightly lifted; eyebrows raised with eyes opened wider; lips slightly open or smiling, and head leaning forward in interest.

Disgust

Eyes hard and averted; nostrils flared; head turned away; mouth closed and lips pressed tight; chin protruding; jaw muscles tensed.

Envy

Eyes hard and staring; perhaps with a pained grimace or sneer; chin protruding; tense jaw muscles.

Fear

Eyes wide and glassy or looking downward; eyebrows raised with widened eyes; mouth open and slack or grimacing; head pulled down with lowered chin; pale or white-faced.

Happiness

Eyes sparkling and narrowed with crow's feet wrinkles in the corners of the eyes; head level or tilted back; smiling with cheeks pushed upwards.

Interest

Persistent, attentive looking; eyes focused and concentrated; eyebrows raised slightly; lips touching; head pointed steadily toward the object of interest.

Pity

Eyes a little teary; downward gaze; eyebrows furrowed or slanted down; mouth slightly open, or lips together and turned downward; head down and perhaps tilted slightly.

Relief

Eyes relaxed (after being tensed); eyebrows slack; mouth open or slightly smiling; head tilted forward and chin relaxed and dropping.

Sadness

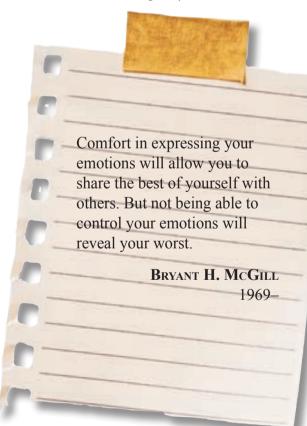
Eyes downcast and moist; head down or tilting to one side; eyebrows lowered and slack; lips closed and thin; chin dropping.

Shame

Eyes glassy and downcast; eyebrows pressed down to hide eyes; head down; chin dropping to cover neck; face red.

Surprise

Eyes wide open; eyebrows raised high; mouth open, dropping the chin; head dropping or raised, depending upon whether it's a welcome or unwelcome and shocking surprise.



Learn to Read and Speak Body Language

The television series Lie to Me has attempted to turn the reading of body language into a science but, for most of us, it remains an art form requiring intuition and feeling as much as left-brain-dominated analysis. But you can become adept in the art of reading body language through continual observation and learning the basic elements communicated in this section on body language. A fun exercise for honing your bodylanguage interpretation skills is to observe people in public areas like malls, parks, cafés, and restaurants. Notice how they physically interact and what that seems to be saying. You can do the same thing by watching television with the sound off while seeing how well you can follow the show by watching and interpreting signals from the characters' body language.

It is vital to remember that, while you are watching their body language for clues of hidden meanings, you are also sending out body-language signals of your own which may be interpreted in their turn. So, learning to consciously communicate through body language, and learning to diminish the degree to which you unconsciously communicate through body language, will give you an advantage as a negotiator.

Emotional Authenticity and Strategy

Positive emotions and a positive "cando" attitude are important in a negotiation, and can even make the difference between a successful or unsuccessful outcome. Authentic positive emotions generally make a winning impression and support long-term personal and business relationships.

Faking positive emotions may work in a pinch, when you're not feeling positive but need to appear as if you are. But faking won't get you very far, and can even backfire. Over-optimistic exuberance or excessive cheerfulness and smiling can easily turn off a person who is emotionally reserved, or who has enough emotional intelligence to discern inauthenticity.

Authenticity is key. One's emotional presentation ought to match the moment and the occasion, rather than dominate, distract from, or clash with them. Inappropriate, excessive, or inauthentic expressions of emotion typically arouse dismay or distrust in the other party.

Emotional authenticity includes the full range of human emotions. There are times when so-called "negative emotions," like frustration, anger, sadness, regret, remorse etc., can and even need to be expressed, but only within reasonable bounds, or to the degree that any social encounter can reasonably bear. There are times when wisdom or protocol dictate that no emotion be expressed. For

example, the presentation of basic data, facts, statistics etc., generally should be delivered in a straightforward manner; you can be **energetic** without being emotional.

Knowing how to effectively express and manage both positive and negative emotions, and being able to intuit the moments when their expression will be the most effective or appropriate, is a key aspect of what has been called "emotional intelligence" and is an essential skill of a great negotiator.

Emotional Intelligence

Emotional intelligence is an awareness and sensitivity to one's own emotions and the emotions of others. It enables us to function more effectively in life and get along well with others. It enables us to perceive, regulate, evaluate, and appropriately use and respond to our own emotions, and to the emotions and behavior of others. Emotional intelligence is an important life skill and an essential tool for a great negotiator.

Emotions triggered by present events, painful or disturbing memories, or fears of future events are often based in old patterns formed by past experiences. Emotional intelligence allows us to become aware of our emotions as they arise, and to avoid knee-jerk reactions when they are triggered.

If you apply the tools, perspectives, and practices presented throughout

this book, you will certainly develop a high degree of emotional intelligence. And learning the basics of body language presented in this book will further enhance your emotional intelligence. Below is a summary of the basic elements or skills that make up emotional intelligence:

- **Self-awareness** The ability to recognize and identify your thoughts, feelings, and emotions in the moment, as well as noticing the interdependent and, at times, cause-and-effect relationships between thoughts and emotions or vice versa. Without sufficient self-awareness, you will often unconsciously express, verbally or nonverbally, thoughts and feelings in a reactive or unproductive manner. Self-awareness allows you to perceive your emotions and feelings as they develop; to be sensitive to the impact they have on you and others; to channel or express them appropriately and productively or control or refrain from expressing them, as the situation requires. Self-awareness also allows you to become familiar, through experience, with the full range of human emotions.
- Other-awareness The second stage is to be intuitively, and even empathically, aware of other people's emotions. Genuine selfawareness makes us capable of true "other-awareness."

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Other-awareness requires a higher degree of sensitivity and empathy than self-awareness. This is partly because many people, especially men, habitually repress or hide their emotions and feelings behind a social mask. Without other-awareness. we tend only to see the facade of the social personality and can only guess at what lies behind it. Other-awareness enables us to know, with greater accuracy and consistency, the true emotions, feelings, and motivations that lie behind the social masks we all wear in daily life.

It takes courage to endure the sharp pains of self discovery rather than choose to take the dull pain of unconsciouness that would last the rest of our lives.

MARIANNE WILLIAMSON 1952–

Discernment/Evaluation

The next level of emotional intelligence requires further developing our ability to discern and evaluate our own emotions and feelings and those of others. The ability to accurately read the real feelings and intentions of others, and to recognize their deeper, underlying meanings and motives, is the epitome of emotional intelligence. Without the capacity for such discernment and evaluation, we fail to understand the deeper import of what we are feeling, and what others are expressing; and we tend to project our own meanings and stories into the words, gestures, and actions of others, creating needless misunderstandings and complications.

An emotion or feeling may be a symptom of an unrecognized issue, an attempt to break out of a sense of confinement or limitation, or a message from the psyche to be deciphered through careful analysis. For example, anger over a perceived offense or injury may be covering up shame, fear, hurt, self-doubt, powerlessness, insecurity etc., related to unhealed wounds from childhood.

Look within yourself to understand yourself.

It may derive from an unconscious struggle to break through an obstacle, access our personal power, or validate our point of view. The ability to discern the present feeling or emotion, and evaluate the deeper issues or meanings involved, increases self-awareness and allows us to deal more effectively with the roots of the matter.

let's recap:

- interpreting body language requires the use of logic and emotion
- be conscious of the message your own body is communicating
- authentic positivity makes a good impression and helps build relationships
- inauthentic emotions arouse distrust in the other party
- emotional intelligence is consciousness and thoughtfulness to one's own emotions and the emotions of others
- self-awareness is the ability to recognise your thoughts and emotions, as well as the relationship between them
- other-awareness is the ability to be aware of other people's emotions and motivations
- discernment is the ability to accurately identify the underlying meaning and motives of others' emotions
- relational fluency is skillful verbal and nonverbal communication applied in context

Relational Fluency Developing proficiency in the above three categories allows us to develop the fourth essential component of emotional intelligence – "relational fluency," or skillful verbal and nonverbal communication. Simply put, relational fluency entails knowing what to say and how to say it; what not to say; when to speak or not speak; and how to be, or not be, in any moment, with any person, in any situation.

The ideal effect of relational fluency is epitomized in this well-known saying: "People may not remember exactly what you did, or what you said, but they will always remember how you made them feel."

Areas for you to work on:

- 1. Maintain a positive attitude towards work and people.
- 2. Be self-aware so you can improve your skills.
- 3. Be sensitive to other people's emotions.
- 4. Try to understand people's motivation.
- 5. Develop relational fluency.

Conclusions: Body language skills

This section on body language has identified some 30 body parts from the hair to the toes. Each body part has numerous components and each of these is identified to illustrate meaning, and in some instances, purpose.

There are certain **universal body language signals** to show standard emotions such as joy, sorrow, laughter, discomfort etc. There are regional, national, state/provincial mannerisms and even some unique to a city or town and even a suburb. Knowledge of these mannerisms are important to unearth to ensure you pick up the correct body language specific to any one location in which you are negotiating, or from a person you are negotiating with, who hails from that location.

Speaking or interpreting body language signals to make you more empathetic as a negotiator must be continually practiced by observation. Watch TV with the sound off, visit busy commuter areas, be ever watchful and observant, develop an acute sense of what body and facial expressions mean.

By devoting this **acute awareness** you should be in a better position to "read" the people you are negotiating with and increase your negotiation success rate substantially.

THE FINAL WORD

On your marks ...

Armed with the 132 characteristics traits of a great negotiator, awareness of the 26 different types of negotiating styles, body language skills and a brief understanding of **Emotional Intelligence**, you are well prepared to enter into the arena of negotiations.

Get set...

To become a great negotiator you must know what constitutes a **win** for the other party and be able to give it to them while **ensuring your objectives** are met as well. This will usually require many of the skills outlined in this book but you have the answers in your hand now.

And go...!

Good luck as you become a Great Negotiator!

A note from the author

As a young boy my father placed a poem by Rudyard Kipling on the back of my bedroom door. Sixty one years later I still have the poem in my possession but more importantly I have it in my heart and in my mind. I would now like to place it in your heart and mind as it is part of becoming a great negotiator.

IFRudyard Kipling

If you can keep your head when all about you Are losing theirs and blaming it on you, If you can trust yourself when all men doubt you, But make allowance for their doubting too; If you can wait and not be tired by waiting, Or being lied about, don't deal in lies, Or being hated, don't give way to hating, And yet don't look too good, nor talk too wise:

If you can dream – and not make dreams your master; If you can think – and not make thoughts your aim; If you can meet with Triumph and Disaster And treat those two impostors just the same; If you can bear to hear the truth you've spoken Twisted by knaves to make a trap for fools, Or watch the things you gave your life to, broken, And stoop and build 'em up with worn-out tools:

If you can make one heap of all your winnings And risk it on one turn of pitch-and-toss, And lose, and start again at your beginnings And never breathe a word about your loss; If you can force your heart and nerve and sinew To serve your turn long after they are gone, And so hold on when there is nothing in you Except the Will which says to them: 'Hold on!'

If you can talk with crowds and keep your virtue,
Or walk with Kings – nor lose the common touch,
If neither foes nor loving friends can hurt you,
If all men count with you, but none too much;
If you can fill the unforgiving minute
With sixty seconds' worth of distance run,
Yours is the Earth and everything that's in it,
And – which is more – you'll be a Man, my son!

A part of becoming a great negotiator!

Use this space for notes you need to make for section 3!