

Skills

Negotiating

- A** Work in pairs. Try to sell something you have on you (watch, bracelet, etc.), or a household object, to your partner.
- B** Discuss these questions.
- 1 Were you pleased with the outcome of the negotiation in Exercise A above?
 - 2 What strategy or tactics did your partner use to achieve their objective?
- C** In his book *The Art of Winning*, Harry Mills says that most negotiations have seven stages. These are listed below, but are in the wrong order. Put the stages in order. What word do the initial letters of the stages spell?

- **Probe with proposals**
Make suggestions and find areas of agreement.
- **Close the deal**
Bring the negotiation to a clear and satisfactory end.
- **Signal for movement**
Signal that you are prepared to move from your original position.
Respond to signals from the other side.
- **Exchange concessions**
Give the other side something in return for something you need or want.
- **Tie up loose ends**
Confirm what has been agreed. Summarise the details on paper.
- **Explore each other's needs**
Build rapport. State your opening position. Learn the other side's position.
- **Ready yourself**
Prepare your objectives, concessions and strategy.
Gather information about the other side.

- D** In his book *The Pocket Negotiator*, Gavin Kennedy describes two extreme styles of negotiator: *Red stylists* and *Blue stylists*.

Read the summary of the two styles. Then decide if you are:

- 1 A Red stylist
- 2 A Blue stylist
- 3 Somewhere between the two styles

Red stylists

- Want something for nothing.
- Try to win by showing they are stronger than the other person.
- See negotiation as a short-term activity.
- Use tricks and pressure to get what they want.

Blue stylists

- Want to trade something for something.
- Try to succeed by cooperating with the other person.
- See negotiation as a long-term activity.
- Do not use tricks. They think about each other's interests.

- E** Study the Useful language box below. Then role play this situation.

**One of you is a company employee.
The other is the employee's boss.**

Employee: You think you should have a 10% salary increase.

Boss: You think the company can only afford a 2% increase.

Negotiate with each other and try to get a good outcome.

- F** Write an X on the line below to indicate your partner's negotiating style.

RED | BLUE

Useful language

Starting

Could we begin now please?
OK, let's get started, shall we?

Exploring positions

What do you have in mind?
How would you feel about a bigger discount?

Making offers and concessions

If you order now, we'll give you a discount.
We'd be prepared to offer you a better price if you increased your order.

Checking understanding

When you say there are delivery problems, what do you mean?
Have I got this right? You said a discount on an order of 1000.
If I understand you correctly ...

Refusing an offer

I'm sorry, we can't accept that.
I'm not sure about that.

Accepting an offer

I think we can agree to that.
That sounds reasonable.

Playing for time

I'd like to think about it.
I'm sorry, but I'll have to consult my colleagues about that.

Closing the deal

That's it, then. I think we've covered everything.
Great! We've got a deal.